



Sacramento Metropolitan Fire District

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

REGULAR BOARD MEETING

THURSDAY, JUNE 9, 2022

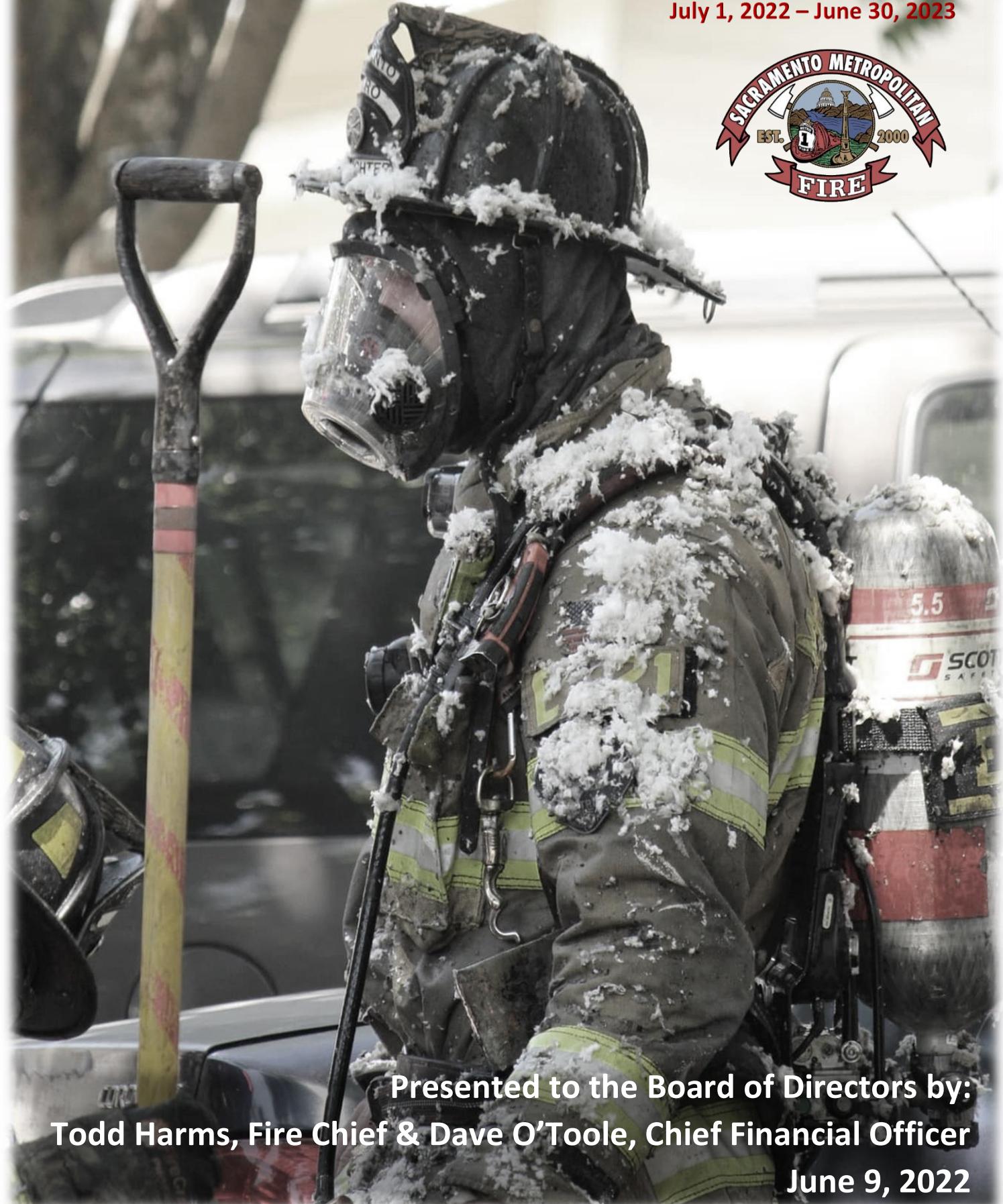
Fiscal Year 2022/23 Preliminary Budget

** FDF Separate Attachment

Preliminary Budget

Fiscal Year 2022/23

July 1, 2022 – June 30, 2023



Presented to the Board of Directors by:

Todd Harms, Fire Chief & Dave O'Toole, Chief Financial Officer

June 9, 2022



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INTRODUCTION





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 9, 2022

TO: Board of Directors

FROM: Todd Harms, Fire Chief

RE: Preliminary Budget for the Fiscal Year Ending June 30, 2023

BUDGET OVERVIEW

As the Sacramento region appears to ease away from the highest levels of COVID-related illnesses and quarantines, the District still faces stiff economic headwinds, including rising inflation and interest rates, and the FY 2022/23 Preliminary Budget (“Preliminary Budget”) reflects mix of cautious optimism for post-pandemic operations and ongoing fiscal caution. The substantial budget reductions and transfers enacted in the midyear budget of March 2022 necessitated a use of General Fund reserves, and the Preliminary Budget includes restoration of the General Fund reserve used to close the midyear shortfall.

The impact of COVID on staffing, the rising cost of goods, and delayed state funding for ambulance transport-related revenues contributed to a \$12.4 million shortfall in the FY 2021/22 Midyear Budget. Constant staffing, the overtime cost for suppression staff who are called back to fill unexpected shift vacancies, surged more than \$8.5 million, nearly 50% above the budgeted level. Services and supplies costs rose \$2.8 million above budget, mainly due to rising inflation and increased reliance on contracted ambulance services. Finally, \$3 million in Ground Emergency Medical Transport (GEMT) funding was not received due to delayed program changes between the state and federal government.

While many of the FY 2021/22 midyear expenditure increases were COVID-related, the District and special districts in California received relatively small COVID compensation from federal or state subventions—just \$940,000 after the adoption of the Final Budget in September 2021—and the FY 2021/22 Midyear Budget was funded mainly through supplies and service cuts, and transfers from other fund balances and General Fund reserves.

In addition to restoring \$2.1 million of General Fund reserves used at midyear, the Preliminary Budget includes a \$9.1 million investment on a \$78.2 million new, five-year Capital Improvement Program (CIP) plan. The District’s CIP was established to bring focus on long-term infrastructure investments and include equipment, apparatus, facilities, and new construction. The plan was developed in accordance with the CIP Policy approved by the Board of Directors in February 2022

and followed a detailed process of evaluation and comparison to reach a final selection of 12 projects. The CIP plan proposal will be presented as a separate document for Board consideration.

The Preliminary Budget relies principally on property tax income, which comprises approximately two-thirds of District revenues. Property taxes have withstood negative pandemic-related impacts and are expected to experience continued growth in future years, although at a more moderate rate. Based on estimated property values as of January 1, 2022, assessed property value growth within the District is estimated to result in a \$11.6 million (6.6%) increase in property tax revenues received by the District in FY 2022/23, extending a 10-year trend of increasing property tax revenues following the Great Recession.

The FY 2022/23 Preliminary Budget reflects increased ongoing spending requirements resulting primarily from labor cost escalation, including a \$4.9 million (7.4%) General Fund increase in wages and \$2.7 million (4.7%) General Fund increase in retirement costs (largely attributable to required payments on the District's unfunded pension liability with CalPERS), relative to the FY 2021/22 Midyear Budget.

Overall, the FY 2022/23 Preliminary Budget presented for the Board of Directors' consideration consists of a \$14 million (5.8%) increase in revenues and \$3.2 million (1.3%) increase in expenditures, and results in an essentially balanced budget for the General Fund.

The budget for FY 2022/23 and projections for future years will be refined in the final budget presented to the Board of Directors in September 2022. The District's focus will continue to 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 2022/23 Preliminary Budget is summarized below by fund, followed by risks and issues.

GENERAL FUND

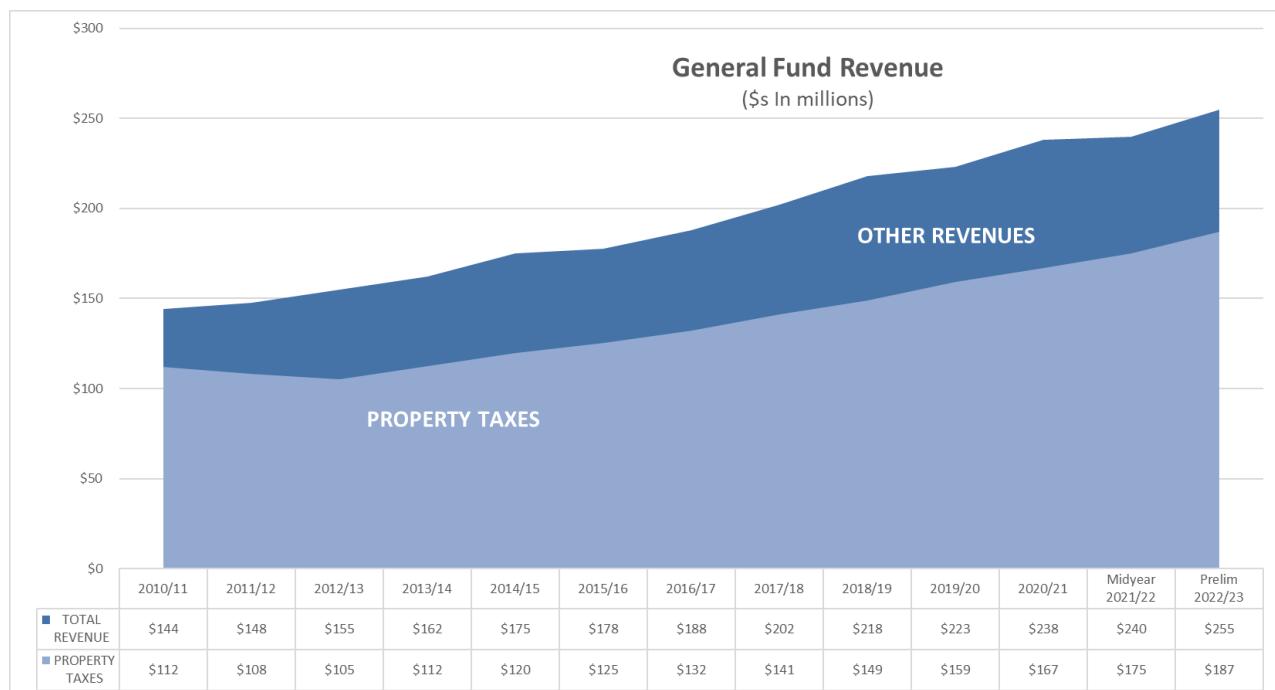
FY 2022/23 General Fund revenue is projected to total \$254.5 million compared to budgeted General Fund expenditures of \$256.1 million. After accounting for a transfer in from the Intergovernmental Transfer (IGT) Fund of \$8.7 million and transfers out to the Capital Facilities Fund of \$5 million, the FY 2022/23 General Fund budget results in budgeted revenues and financing sources approximately \$2.1 million above expenditures. As previously discussed, that balance is proposed to be retained in the General Fund reserve, reversing a use of funds in the FY 2021/22 Midyear Budget.

General Fund Revenue

Major General Fund revenue sources and trends are described below. Including the \$8.7 million transfer in from the IGT Fund, total General Fund financing sources are projected to be \$263.2 million.

The chart below shows historical General Fund revenues and other financing sources since FY 2010/11, the District's revenue low point during the Great Recession. Fiscal Year 2022/23 is expected to yield the tenth consecutive year of property tax revenue growth and twelfth

consecutive year of total revenue growth. Property tax revenues as a share of total financing sources declined 5% since FY 2010/11, reflecting a trend of increased share of emergency medical services cost recovery over that time period.



Note: FY 2014/15 through FY 2022/23 adjusted to reflect net IGT revenue.

Projected FY 2022/23 General Fund revenues of \$254.5 million represent an increase of \$14.1 million compared to the FY 2021/22 Midyear Budget of \$240.5 million. The primary factors contributing to this change include:

Property Taxes

Property tax revenues of \$187.3 million account for approximately 73% of total General Fund financing sources and grew by 6.6% over the FY 2021/22 midyear amount of \$175.6 million, and 11.5% over the FY 2020/21 revenues of \$167.9 million.

Medic Cost Recovery

Medic cost recovery revenues of \$47 million represent an increase of approximately 3% over the FY 2021/22 midyear budget of \$45.6 million, resulting from a combination of a scheduled inflation-related cost increase and an anticipated return to ambulance transport activity more closely resembling pre-pandemic levels. Medic cost recovery revenues are anticipated to be approximately 9.3% over the FY 2020/21 revenues of \$43 million.

GEMT Reimbursement

Retroactive payments expected to be received during FY 2022/23 result in a \$3 million budgeted increase in GEMT revenue relative to the FY 2021/22 Midyear Budget. This estimate will be revisited for the final budget and as updated payment information becomes available.

General Fund Expenditures

General Fund expenditures of \$256.1 million represent a \$3.2 million (1.2%) increase compared to FY 2021/22 midyear budgeted expenditures, and a \$27 million (11.8%) increase compared to FY 2020/21 expenditures. Including the \$5 million transfer to the Capital Facilities Fund to fund debt service and capital purchases not being financed, overall General Fund expenditures are \$261.1 million.

The primary factors contributing to the change in expenditures compared to FY 2021/22 include:

Labor

The District's labor costs constitute 82.2% of the FY 2022/23 General Fund budget, totalling \$214.6 million; a \$1 million (.5%) increase compared to the FY 2021/22 mid-year budget. Labor costs in FY 2022/23 will be \$18.5 million (9.4%) above actual labor costs in FY 2020/21.

The largest factor contributing to the increase in General Fund labor expenses is wages, which are expected to grow by \$4.9 million (7.4%) above the FY 2021/22 midyear estimate, mainly due to a negotiated 4% wage increase that became effective March 1, 2022. Closely following that expense leader is the District's required contribution to the CalPERS Safety Plan, which is budgeted to increase by \$4.8 million (10.8%), to approximately \$49.6 million, due to an increase in the required unfunded liability contribution resulting from an actuarial loss for the most recent calculated plan year that ended June 30, 2021. (The substantial market gains reported by PERS in July 2021 will be incorporated into local government plans for FY 2023/24, a two-year lag.). A notable reduction in labor expense is constant staffing, which is projected to decline by \$7.6 million (28.1%) due to a substantial increase in new hires in FY 2021/22 and an anticipated reduction in COVID-related leaves. The FY 2022/23 Preliminary Budget does not reflect any expenditure changes associated with the terms of the District's current labor agreements, which expire on December 31, 2022.

The table on the following page displays the current number of funded full-time positions by division, proposed changes, and the resulting number of recommended funded full-time positions. The three additions to funded full-time positions include a Day Staff Captain in Air Operations, a Day Staff Captain in Training, and a GIS CQI Manager in EMS. Additionally, budget savings for wages and benefits have been assumed for certain positions that are expected to be vacant for at least part of the fiscal year.

FY 2022/23 Position Summary

	Current Funded Full- Time Positions	Proposed Changes	Recommended Funded Full- Time Positions
Office of the Fire Chief	9	0	9
Operations Branch			
Operations	8	0	8
Fire Suppression	531	0	531
Helicopter	1	1	2
Emergency Medical Services	8	1	9
Single Role Paramedic Program	37	0	37
Training/Health and Fitness	6	1	7

Safety	<u>2</u>	<u>0</u>	<u>2</u>
	593	3	596
Support Services Branch			
Support Services	1	0	1
Logistics	11	0	11
Facilities	5	0	5
Fleet	15	0	15
Communications	3	0	3
Community Risk Reduction	26	0	26
Fire Investigations	<u>4</u>	<u>0</u>	<u>4</u>
	65	0	65
Administration Branch			
Administration	1	0	1
Human Resources	6	0	6
Finance	13	0	13
Information Technology	11	0	11
Development	<u>1</u>	<u>0</u>	<u>1</u>
	32	0	32
Total Funded Full-Time Positions	699	3	702

Services and Supplies

The General Fund services and supplies budget totals \$36.8 million, an increase of approximately \$2.2 million from the prior year. Changes from FY 2021/22 include:

- An increase of \$746,000 for the District's liability and property insurance premium
- An increase of \$293,000 for education and training services to restore trainings deferred during the height of the pandemic.
- An increase of \$231,000 for vehicle maintenance services.

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 2022/23 expenditures for this category are budgeted at \$4.6 million, which represents a \$24,000 reduction, mainly due to a decline interest expense.

General Fund Operating Reserves

The amount of General Fund Operating Reserves is expected to be \$33.8 million at June 30, 2023. This amount represents 13% of net budgeted expenditures, short of the 15% minimum target established by the District's Reserve Funding Policy. The General Fund Operating Reserve will be reevaluated for additional augmentation in the FY 2022/23 Final Budget development process.

As specified in the policy, any unassigned fund balance remaining at fiscal year-end will initially be classified as General Fund Operating Reserves and be included in the reserve amount.

INTERGOVERNMENTAL TRANSFER (IGT) FUND

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

It is anticipated that IGTs covering activity between January 2021 and December 2021 will be completed during FY 2022/23. A total of \$5.8 million is expected to be transferred to the State in order to receive approximately \$14.5 million, for net IGT revenues of \$8.7 million.

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 2022/23 total \$12.7 million, which includes \$7.5 million for capital outlay and \$5 million for debt service. Approximately \$7.3 million of the \$7.5 million in capital outlay is expected to be financed. The remaining capital expenditures and debt service payments are funded with a \$5 million transfer from the General Fund and \$630,000 in assumed revenues from the sale of a former fire station property.

Major capital purchases for FY 2022/23 include:

- Conversion of a third helicopter to perform emergency operations - \$750,000
- Five Type I engines - \$4.2 million
- Nine ambulances - \$2.4 million

GRANTS FUND

The FY 2022/23 Preliminary Budget anticipates Grants Fund revenues of \$4.9 million, a decline of \$736,000 relative to the prior year budget, and expenditures of \$5 million, a decline of \$1.6 million relative to the prior year budget. 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 2022/23 is expected to be \$1.1 million and expenses associated with the leased property are anticipated to be \$614,000, for a net gain of \$488,000. This balance will partially restore the \$1.2 million transferred from this fund to the General Fund in the FY 2021/22 Midyear Budget.

DEVELOPMENT IMPACT FEES FUND

Annual development impact fee revenue of \$1.3 million is budgeted for FY 2022/23. 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 2022/23, the District expects to use this funding for planning for a new Vineyard Springs fire station and land acquisition for a new Grant Line 220 fire station.

RISKS AND ISSUES

Through proactive financial planning efforts, the District has identified several risks and issues that must be addressed to ensure the District's long-term fiscal health. The recommended Preliminary Budget for FY 2022/23 reflects continued emphasis on addressing the risks and issues described below.

Unfunded Liabilities for Pensions and Other Post-Employment Benefits (OPEB)

The FY 2022/23 budget reflects an increase of almost \$4.8 million (10.8%) 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 grow more slowly through FY 2024/25, as strong market performance in FY 2020/21 and a lowered assumed reduction in investment return are fully phased in.

The FY 2022/23 budget also reflects a \$2.8 million payment to the Sacramento County Employees' Retirement System in accordance with a funding agreement to address the unfunded pension liability associated with a predecessor fire 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 2022/23 and future years to redeem an additional \$20 million in Pension Obligation Bond principal in 2025.

The District has been pre-funding its OPEB retiree medical obligations since 2013 and the FY 2022/23 budget reflects a full funding policy contribution of \$20.3 million (\$1.5 million increase compared to FY 2021/22). This contribution will fund the explicit subsidy liability, budgeted as a combination of retiree medical premium payments and contributions to the California Employers' Retiree Benefit Trust (CERBT) Fund.

Unfunded Capital Replacement and Maintenance

The FY 2022/23 budget includes nearly \$8.3 million in capital outlay spending. Of that amount, approximately \$7.4 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.

The FY 2022/23 capital outlay spending also includes \$550,000 associated with the design of a new Vineyard Springs Station and land acquisition for a Grant Line 220 station. As new

development continues to occur within the District, future budgets are expected to include costs associated with constructing and equipping new fire stations.

Capital project needs exceed what the District currently generates (and can reasonably be expected to generate) through its primary revenue sources; property taxes and emergency medical transport revenues. The District's new CIP Plan identifies more than \$200 million in capital projects. Additionally, the District's most recent Facility Condition Assessment (FCA) identified the need for over \$80 million of repairs to existing fire stations and facilities over the next 20 years, as well as approximately \$50 million of modernization costs for these facilities.

Federal Program Changes Affecting Emergency Medical Transport Revenues

Through the IGT and GEMT programs, the District receives additional federal funding associated with emergency transports of Medi-Cal managed care beneficiaries and uninsured beneficiaries. 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. These programs are undergoing review by the federal and state agencies responsible for their allocation and significant changes are expected during FY 2022/23, which may significantly augment or reduce funds available. Revenue estimates will be updated as that information becomes available. Funding opportunities to direct this funding source toward one-time expenditures will continue to be practiced as future budgets are developed.

RECOMMENDATION

Staff recommends adopting the Preliminary Budget for the fiscal year ending June 30, 2023.



BOARD OF DIRECTORS

SECRETARY

Cinthia Saylor



DIVISION 1

Grant B. Goold



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

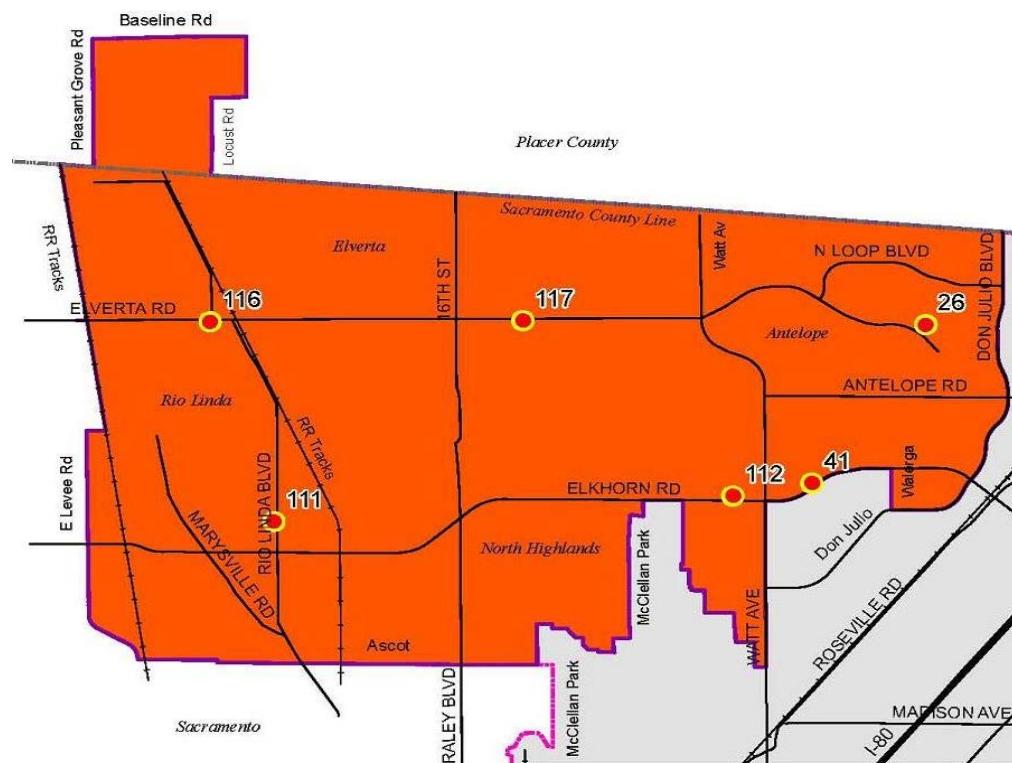


DIVISION 9

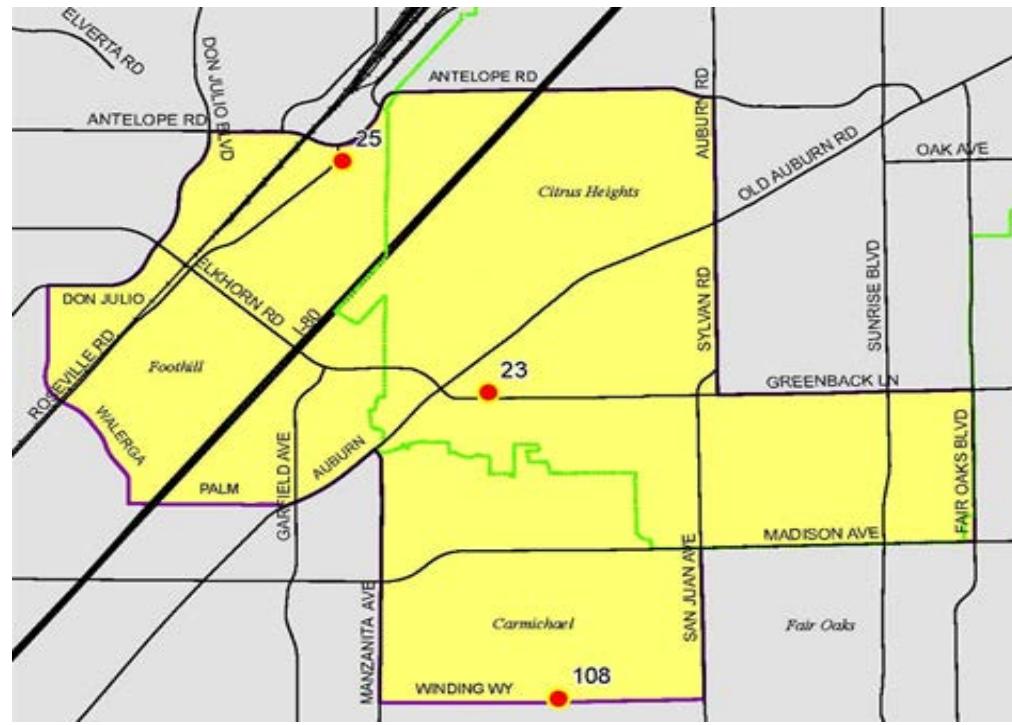


DIVISION BOUNDARY MAPS

DIVISION 1



DIVISION 2



● Fire Station

■ Metro Fire



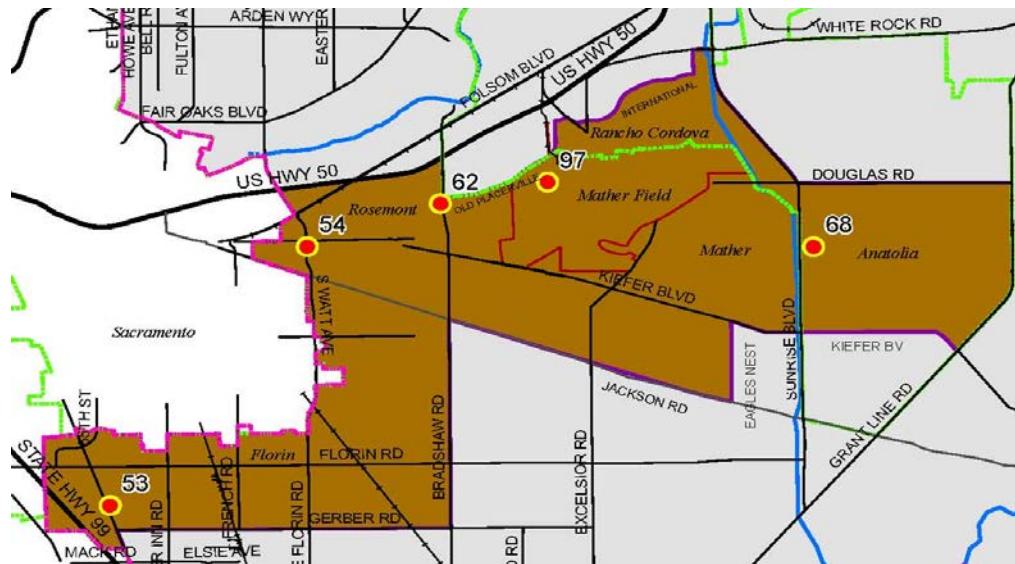
DIVISION BOUNDARY MAPS



DIVISION 3



DIVISION 4

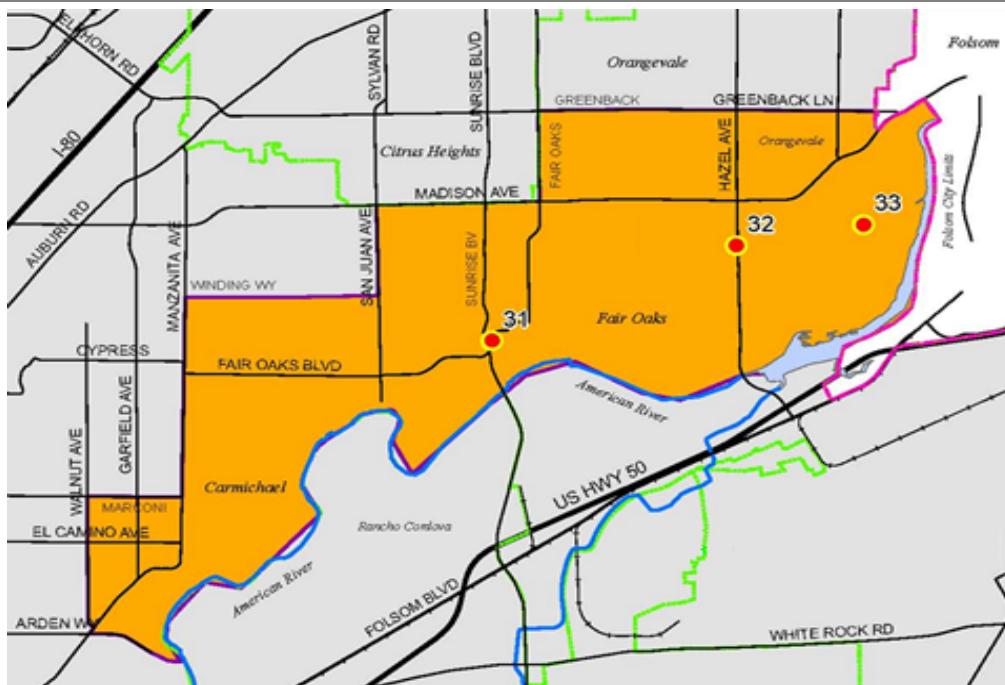




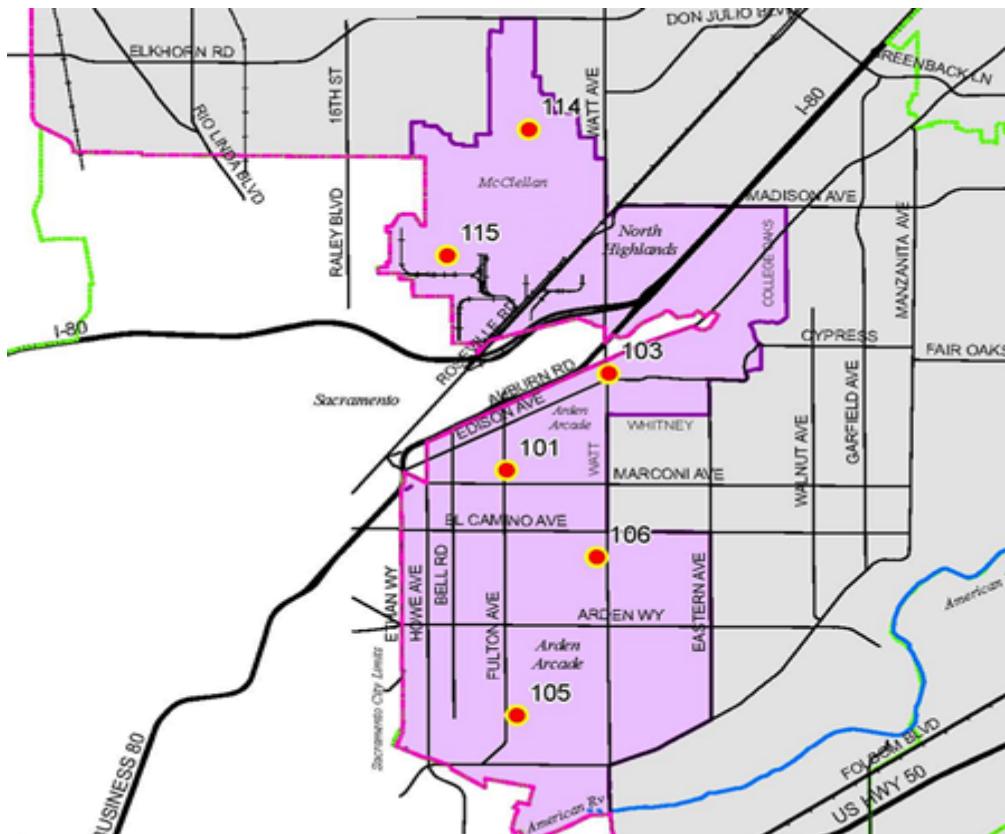
DIVISION BOUNDARY MAPS



DIVISION 5



DIVISION 6



● Fire Station

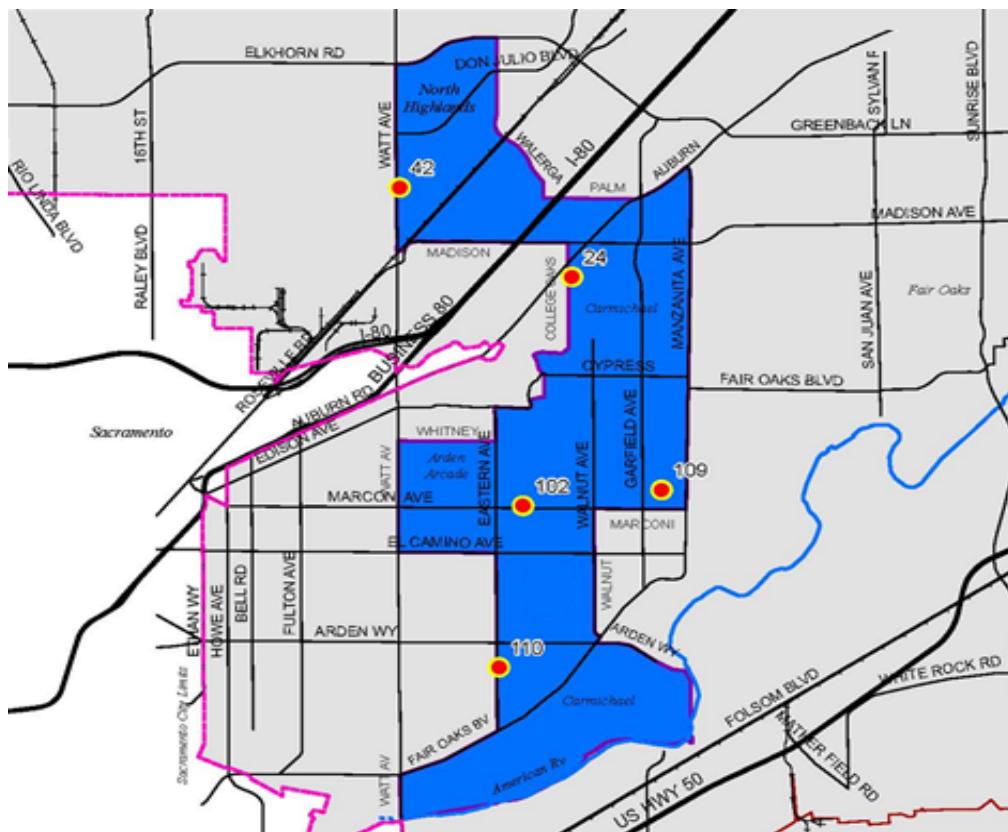
■ Metro Fire



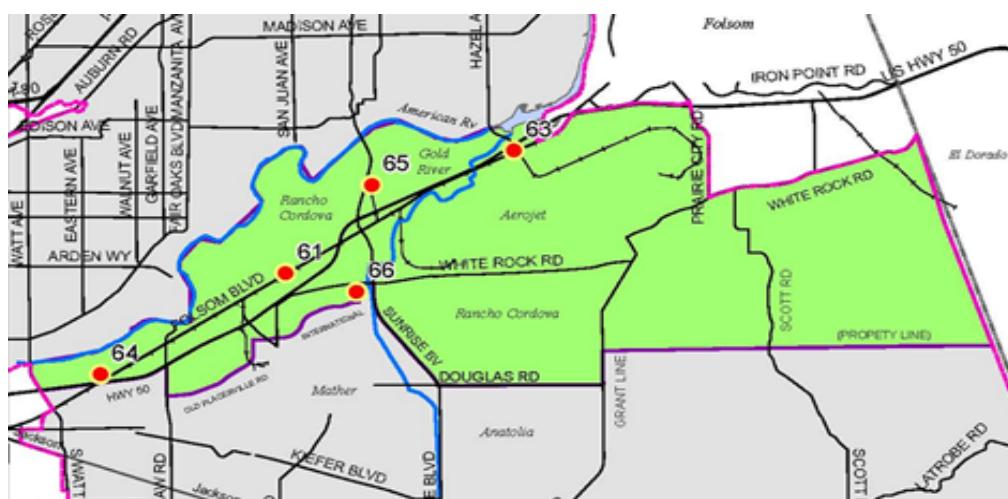
DIVISION BOUNDARY MAPS



DIVISION 7



DIVISION 8



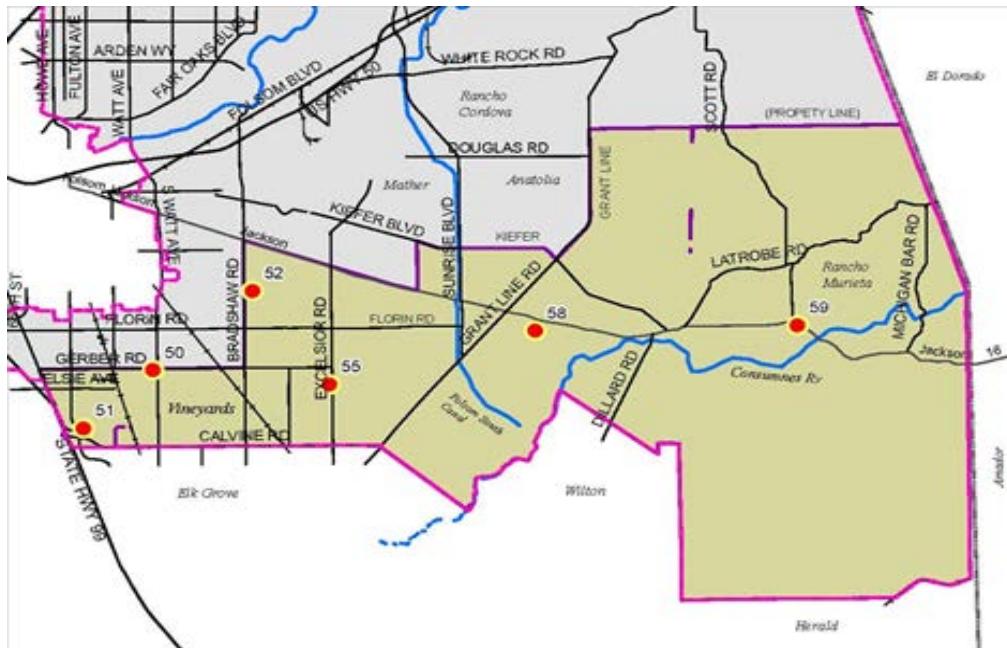
- Fire Station
- Metro Fire



DIVISION BOUNDARY MAPS



DIVISION 9



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	Ty Bailey
Operations	Adam Mitchell
Support Services	Tyler Wagaman

Chief Financial Officer Dave O'Toole

Assistant Chiefs

A Shift	Michael Lozano
B Shift	Chris Greene
C Shift	Charles Jenkins
EMS	Barbara Law
Training	Jon Rudnicki
Fire Marshal	Lisa Barsdale



DISTRICT HISTORY

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

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

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

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

Core Values

Integrity • Professionalism • Teamwork • Service Before Self

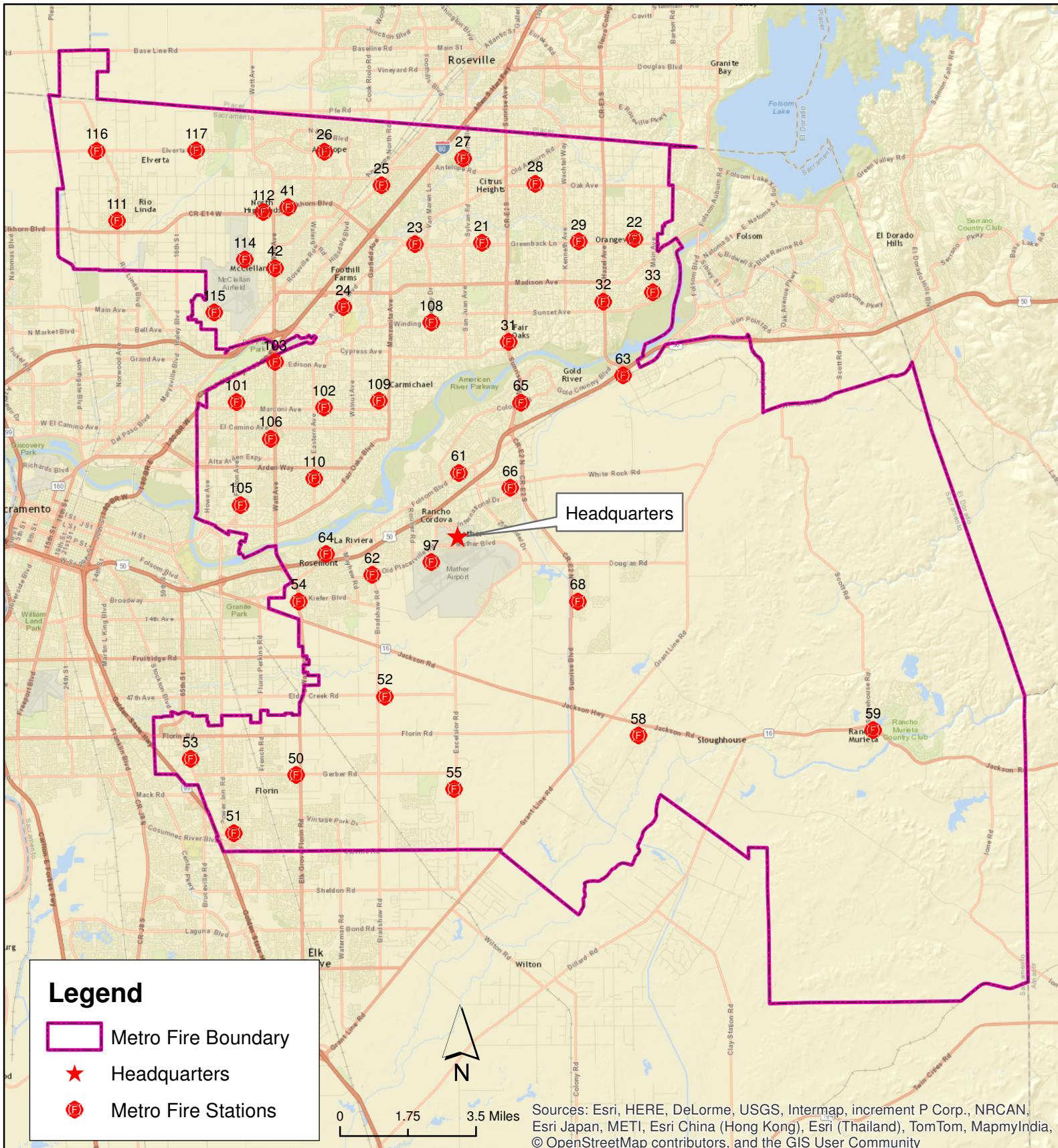
Mission Statement

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



Sacramento Metropolitan Fire District

10545 Armstrong Ave, Suite 200
Mather, CA 95655





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 *medics only*	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	12065 Cobble Brook Dr., Rancho Cordova 95742 *NEW*	B14

ALL FUNDS SUMMARIES





BUDGET SUMMARY - ALL FUNDS

Preliminary Budget FY 2022-23

	GENERAL FUND	PENSION OBLIGATION BOND FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
REVENUES								
PROPERTY TAXES	\$ 187,267,951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 187,267,951
USE OF MONEY AND PROPERTY	15,000	-	-	1,101,817	500	-	-	1,117,317
INTERGOVERNMENTAL	4,300,000	-	-	-	4,906,900	-	-	9,206,900
CHARGES FOR SERVICES	61,969,046	-	-	-	-	1,300,000	14,500,000	77,769,046
MISCELLANEOUS	973,875	-	-	-	-	-	-	973,875
Total Revenues	254,525,872	-	-	1,101,817	4,907,400	1,300,000	14,500,000	276,335,089
EXPENDITURES:								
LABOR COSTS	214,636,987	-	-	-	4,424,027	-	-	219,061,014
SERVICES & SUPPLIES	36,848,739	-	125,000	368,100	366,382	236,000	5,800,000	43,744,221
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,579,186	-	4,987,680	245,709	-	-	-	9,812,575
CAPITAL OUTLAY	-	-	7,544,626	-	232,592	590,000	-	8,367,218
Total Expenditures	256,064,912	-	12,657,306	613,809	5,023,001	826,000	5,800,000	280,985,028
REVENUE LESS EXPENDITURES	(1,539,040)	-	(12,657,306)	488,008	(115,601)	474,000	8,700,000	(4,649,939)
OTHER FINANCING SOURCES(USES)								
ISSUANCE OF CAPITAL LEASES	-	-	7,356,000	-	-	-	-	7,356,000
SALE OF ASSETS	-	-	630,000	-	-	-	-	630,000
TRANSFERS IN(OUT) FUND A-General	-	-	4,987,680	-	3,425	-	(8,700,000)	(3,708,895)
TRANSFERS IN(OUT) FUND D-Cap Fac	(4,987,680)	-	-	-	-	-	-	(4,987,680)
TRANSFERS IN(OUT) FUND G-Grants	(3,425)	-	-	-	-	-	-	(3,425)
TRANSFERS IN(OUT) FUND L-Leases	-	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND M-IGT	8,700,000	-	-	-	-	-	-	8,700,000
Total Transfers	3,708,895	-	12,973,680	-	3,425	-	(8,700,000)	7,986,000
CHANGE IN FUND BALANCE	2,169,855	-	316,374	488,008	(112,176)	474,000	-	3,336,061
ESTIMATED BEGINNING RESERVE	31,647,706	14,122	1,172,697	85,271	120,751	2,566,384	12,512	35,619,443
ESTIMATED ENDING RESERVE	\$ 33,817,561	\$ 14,122	\$ 1,489,071	\$ 573,279	\$ 8,575	\$ 3,040,384	\$ 12,512	\$ 38,955,504



FUND BALANCE SUMMARY

Preliminary Budget FY 2022-23

	GENERAL FUND	PENSION OBLIGATION BOND FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
Estimated Fund Balance Available June 30, 2022								
Available June 30, 2022	\$ 31,647,706	\$ 14,122	\$ 1,172,697	\$ 85,271	\$ 120,751	\$ 2,566,384	\$ 12,512	\$ 35,619,443
Revenues	254,525,872	-	-	1,101,817	4,907,400	1,300,000	14,500,000	276,335,089
Other Financing Sources	8,700,000	-	12,973,680	-	3,425	-	-	21,677,105
Estimated Funds Available								
Expenditures	(256,064,912)	-	(12,657,306)	(613,809)	(5,023,001)	(826,000)	(5,800,000)	(280,985,028)
Other Financing Uses	(4,991,105)	-	-	-	-	-	(8,700,000)	(13,691,105)
Special Item	-	-	-	-	-	-	-	-
Estimated Fund Balance at June 30, 2023								
	\$ 33,817,561	\$ 14,122	\$ 1,489,071	\$ 573,279	\$ 8,575	\$ 3,040,384	\$ 12,512	\$ 38,955,504



SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Preliminary Budget FY 2022-23

<u>SOURCE</u>	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23
REVENUES				
Taxes				
Taxes	\$ 158,932,317	\$ 167,882,453	\$ 175,646,167	\$ 187,267,951
Charges for Services	65,890,823	75,056,870	66,568,587	77,769,046
Intergovernmental	8,174,218	4,604,542	11,134,975	8,814,100
Other Private Grants	-	-	1,108,987	392,800
Miscellaneous	1,014,484	158,842	1,726,188	973,875
Use of Money or Property	2,184,539	781,601	1,154,076	1,117,317
Total Revenues	236,196,381	248,484,308	257,338,980	276,335,089
OTHER FINANCING SOURCES				
	20,752,016	21,019,004	37,125,301	21,677,105
TOTALS	\$ 256,948,397	\$ 269,503,312	\$ 294,464,281	\$ 298,012,194
FUNDS				
General Fund	\$ 223,346,819	\$ 238,350,026	\$ 256,096,609	\$ 263,225,872
Pension Obligation Bond Fund	66,121	(27,979)	-	-
Capital Facilities Fund	11,485,728	11,538,575	20,939,988	12,973,680
Leased Properties Fund	994,931	1,146,009	1,342,112	1,101,817
Grants Fund	4,288,943	312,319	6,717,329	4,910,825
Development Impact Fees Fund	1,666,809	2,840,432	1,459,486	1,300,000
IGT Fund	15,099,046	15,343,930	7,908,757	14,500,000
TOTALS	\$ 256,948,397	\$ 269,503,312	\$ 294,464,281	\$ 298,012,194



SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23
OBJECT				
EXPENDITURES				
Labor Costs	\$ 180,388,307	\$ 196,155,868	\$ 215,561,029	\$ 219,061,014
Services & Supplies	33,718,699	34,936,668	40,350,005	43,744,221
Taxes, Licenses, Debt Service & Others	12,612,912	11,013,680	10,747,310	9,812,575
Capital Outlay	7,637,847	7,597,617	18,273,035	8,367,218
Total Expenditures	234,357,765	249,703,833	284,931,379	280,985,028
OTHER FINANCING USES				
	16,159,589	16,828,474	20,924,666	13,691,105
TOTALS	\$ 250,517,354	\$ 266,532,307	\$ 305,856,045	\$ 294,676,133
FUNDS				
General Fund	\$ 218,374,018	\$ 235,710,814	\$ 258,171,090	\$ 261,056,017
Pension Obligation Bond Fund	-	-	-	-
Capital Facilities Fund	10,927,842	10,403,003	15,868,231	12,657,306
Leased Properties Fund	610,548	607,600	2,385,128	613,809
Grants Fund	4,794,750	938,096	6,701,766	5,023,001
Development Impact Fees Fund	473,949	3,321,166	5,430,658	826,000
IGT Fund	15,336,247	15,551,628	17,299,172	14,500,000
TOTALS	\$ 250,517,354	\$ 266,532,307	\$ 305,856,045	\$ 294,676,133



DEBT SERVICE SCHEDULE

Preliminary Budget FY 2022-23

	Regular Debt Payments		Sinking Fund	Total		
	Principal	Interest				
FUNDS						
General Fund						
Pension Obligation Bonds	\$ 2,075,000	\$ 1,474,696	\$ 2,604,196	\$ 6,153,892		
Lease Revenue Bonds	79,318	179,723	-	259,041		
Subtotal	2,154,318	1,654,419	2,604,196	6,412,933		
Pension Obligation Bond Fund						
Apparatus and Equipment Leases	4,665,659	268,975	-	4,934,634		
Lease Revenue Bonds	36,803	16,243	-	53,046		
Subtotal	4,702,462	285,218	-	4,987,680		
Leased Properties Fund						
Lease Revenue Bonds	170,474	75,235	-	245,709		
TOTALS	\$ 7,027,254	\$ 2,014,872	\$ 2,604,196	\$ 11,646,322		



Expenditures by Division - All Funds

Preliminary Budget FY 2022-23

		ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,398,908	2,991,890	2,731,603	2,977,540	9.0%
DEV	DEVELOPMENT TEAM	291,856	369,907	402,794	1,004,543	149.4%
BRD	BOARD OF DIRECTORS	246,539	243,947	291,078	405,231	39.2%
COR	COMMUNITY RELATIONS	334,769	339,564	245,148	164,575	-32.9%
ADMINISTRATION						
DCO	DEFERRED COMP	48,603	42,727	55,200	55,200	0.0%
FIN	FINANCE	5,935,108	5,386,170	5,761,616	5,883,746	2.1%
HRE	HUMAN RESOURCES	1,569,269	1,521,515	1,855,569	1,998,187	7.7%
NDI	NON-DIVISIONAL	38,809,562	43,385,119	45,629,339	80,790,902	77.1%
TEC	INFORMATION TECHNOLOGY	3,667,803	4,146,740	4,306,455	4,627,537	7.5%
WCO	WORKERS COMP	3,154,780	4,048,304	4,136,444	3,399,158	-17.8%
OPERATIONS						
APE	APPARATUS & EQUIP	383,242	200,645	214,562	276,337	28.8%
CER	COMM EMER RESPONSE TM	1,907	2,798	1,750	3,500	100.0%
CIS	CRITICAL INCIDENT STR MNGT	21,080	16,636	42,899	49,350	15.0%
CPT	AIR OPS	1,170,936	1,560,722	1,493,843	2,003,973	34.1%
DIS	DISPATCH	4,220,003	4,124,849	4,837,887	4,839,600	0.0%
DZR	DOZER PROGRAM	17,786	6,117	18,350	24,750	34.9%
EMS	EMER MEDICAL SERVICES	7,615,579	10,126,444	13,354,623	10,014,981	-25.0%
EPS	EMER PLANNING SPEC	31,645	832	300	300	0.0%
HFI	HEALTH & FITNESS	339,239	309,410	353,765	492,629	39.3%
HZM	HAZMAT	40,425	16,170	124,999	191,979	53.6%
MIH	MOBILE INTEGRATED HEALTH	2,145	362	1,022,425	393,300	-61.5%
OPE	OPERATIONS ADMIN	1,500,960	1,942,217	1,919,536	1,678,825	-12.5%
RCA	RECRUIT ACADEMY	2,550,629	99,378	1,587,247	5,515,873	247.5%
RES	RESCUE	52,631	11,771	22,067	67,800	207.2%
RFP	RESERVE FF PROGRAM	40,105	32,483	44,892	62,750	39.8%
RTL	RENTAL PROPERTIES	123,222	136,309	125,528	146,304	16.6%
SAF	SAFETY	6,970,950	1,482,103	1,753,177	1,467,611	-16.3%
SRP	SINGLE ROLE PARA PRG	2,307,678	2,795,616	2,608,389	3,644,336	39.7%
SUP	SUPPRESSION	129,061,814	139,994,640	154,352,089	120,448,151	-22.0%
TEM	TACTICAL EMS	5,161	346	2,599	22,473	764.7%
TRA	TRAINING	1,977,623	1,727,938	1,790,359	2,403,119	34.2%
UAV	UNMANNED AERIAL VEHICLE	12,792	11,614	15,550	27,800	78.8%
USR	URBAN SEARCH & RESCUE	-	-	-	500	
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	1,043,654	4,027,486	5,992,961	1,002,244	-83.3%
WTR	WATER RESCUE	48,724	96,338	160,891	34,900	-78.3%
SUPPORT SERVICES						
ARS	ARSON/FIRE INVESTIGATIONS	546,716	525,821	566,368	790,017	39.5%
COM	COMMUNICATION	1,623,826	1,510,657	1,306,405	1,209,295	-7.4%
CRR	COMMUNITY RISK REDUCTION	3,357,138	3,506,175	4,105,849	4,072,473	-0.8%
CSE	COMMUNITY SERVICES	45,959	1,812	28,710	43,330	50.9%
FAC	FACILITIES	1,958,494	1,854,095	2,945,911	1,998,942	-32.1%
FLE	FLEET	8,106,390	8,507,527	14,131,880	12,031,984	-14.9%
LOG	LOGISTICS	2,635,486	2,559,696	4,541,120	4,644,393	2.3%
WIL	WILDLAND	86,629	38,943	49,202	74,590	51.6%
TOTALS:		\$ 234,357,765	\$ 249,703,833	\$ 284,931,379	\$ 280,985,028	-1.4%



Fund	Division	Description	Units	Price	Amount	Principal	Interest	Annual Financing Cost
Capital Facilities	TEC:Information Technology	BOARDROOM EQUIPMENT		35,126	35,126			
Capital Facilities	CPT:Helicopter	COPTER 3 CONVERSION	1	750,000	750,000	143,373	15,000	158,373
Capital Facilities	CPT:Helicopter	COPTER CART	1	20,000	20,000			
Capital Facilities	HZM:Hazmat	WEATHERPAK M MOBILE WEATHER STATION	1	20,500	20,500			
Capital Facilities	SAF:Safety	DRYERS FOR GLOVES, HOODS AND BOOTS	1	10,000	10,000			
Capital Facilities	SAF:Safety	DOWN-DRAFT EXPOSURE CONTROL TABLE	1	30,000	30,000			
Capital Facilities	UAV:Unmanned Aerial Vehicles	REPLACEMENT AIRCRAFT	1	6,000	6,000			
Capital Facilities	COM:Communications	INTELLIGREEN TRAFFIC SIGNAL CONTROLLER FOR STATION 32	1	7,000	7,000			
Capital Facilities	COM:Communications	INTELLIGREEN TRAFFIC SIGNAL CONTROLLER FOR STATION 23	1	7,000	7,000			
Capital Facilities	FAC:Facility Maintenance	STA 50 FLEET SHOP FLOOR FILL	1	18,000	18,000			
Capital Facilities	FAC:Facility Maintenance	SCISSOR LIFT REPLACEMENT	1	35,000	35,000			
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - NEW	9	269,000	2,421,000	462,808	48,420	511,228
Capital Facilities	FLE:Fleet Maintenance	ENGINE - TYPE I	5	837,000	4,185,000	800,022	83,700	883,722
Subtotal: Capital Facilities						7,544,626	1,406,204	147,120
								1,553,324
Federal Grants	FAC:Facility Maintenance	GENERATORS - PSPS20		78,425	78,425			
Federal Grants	OPE:Operations	SHSGP21-SRIMT CARGO TRAILER		17,413	17,413			
Federal Grants	HZM:Hazmat	SHSGP21-HAZMAT CHEMICAL DETECTOR		136,754	136,754			
Development Impact	DEV:Development	GRANT LINE 220 LAND ACQUISITION		40,000	40,000			
Development Impact	068:Fire Station 068	VINEYARD SPRINGS STATION		550,000	550,000			
Grand Totals						8,367,218	1,406,204	147,120
								1,553,324

REVENUE & EXPENDITURES

GENERAL OPERATING

FUND





BUDGET SUMMARY - GENERAL FUND

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUES					
Property Taxes	\$ 158,932,317	\$ 167,882,453	\$ 175,646,167	\$ 187,267,951	\$ 11,621,784
Use of Money/Property	655,638	(276,092)	15,000	15,000	-
Intergovernmental	3,990,014	4,347,558	5,886,480	4,300,000	(1,586,480)
Charges for Services	49,534,575	56,815,770	57,200,344	61,969,046	4,768,702
Miscellaneous Revenue	1,014,484	158,842	1,726,188	973,875	(752,313)
Total Revenues	214,127,028	228,928,531	240,474,179	254,525,872	14,051,693
EXPENDITURES:					
LABOR COSTS	180,277,563	196,149,116	213,643,542	214,636,987	993,445
OTHER EXPENDITURES:					
Services & Supplies	26,608,934	28,281,716	34,622,106	36,848,739	2,226,633
Taxes, Licenses, Debt Service & Others	4,547,932	4,614,438	4,603,206	4,579,186	(24,020)
Total Expenditures	211,434,429	229,045,270	252,868,854	256,064,912	3,196,058
REV LESS EXP	2,692,599	(116,739)	(12,394,675)	(1,539,040)	10,855,635
OTHER FINANCING SOURCES(USES)					
Issuance of Capital Leases	-	-	-	-	-
Sale of Assets	(209)	-	-	-	-
Transfers in	9,220,000	9,421,495	15,622,430	8,700,000	(6,922,430)
Transfers out	(6,939,589)	(6,665,544)	(5,302,236)	(4,991,105)	311,131
Total Other Financing Sources(Uses)	2,280,202	2,755,951	10,320,194	3,708,895	(6,611,299)
REV LESS EXP PLUS TRANSFERS	4,972,801	2,639,212	(2,074,481)	2,169,855	4,244,336
Less: Increase/Transfer to Committed Fund Balance	(2,989,245)	(3,453,397)	-	-	-
CHANGE IN FUND BALANCE	1,983,556	(814,185)	(2,074,481)	2,169,855	4,244,336



REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

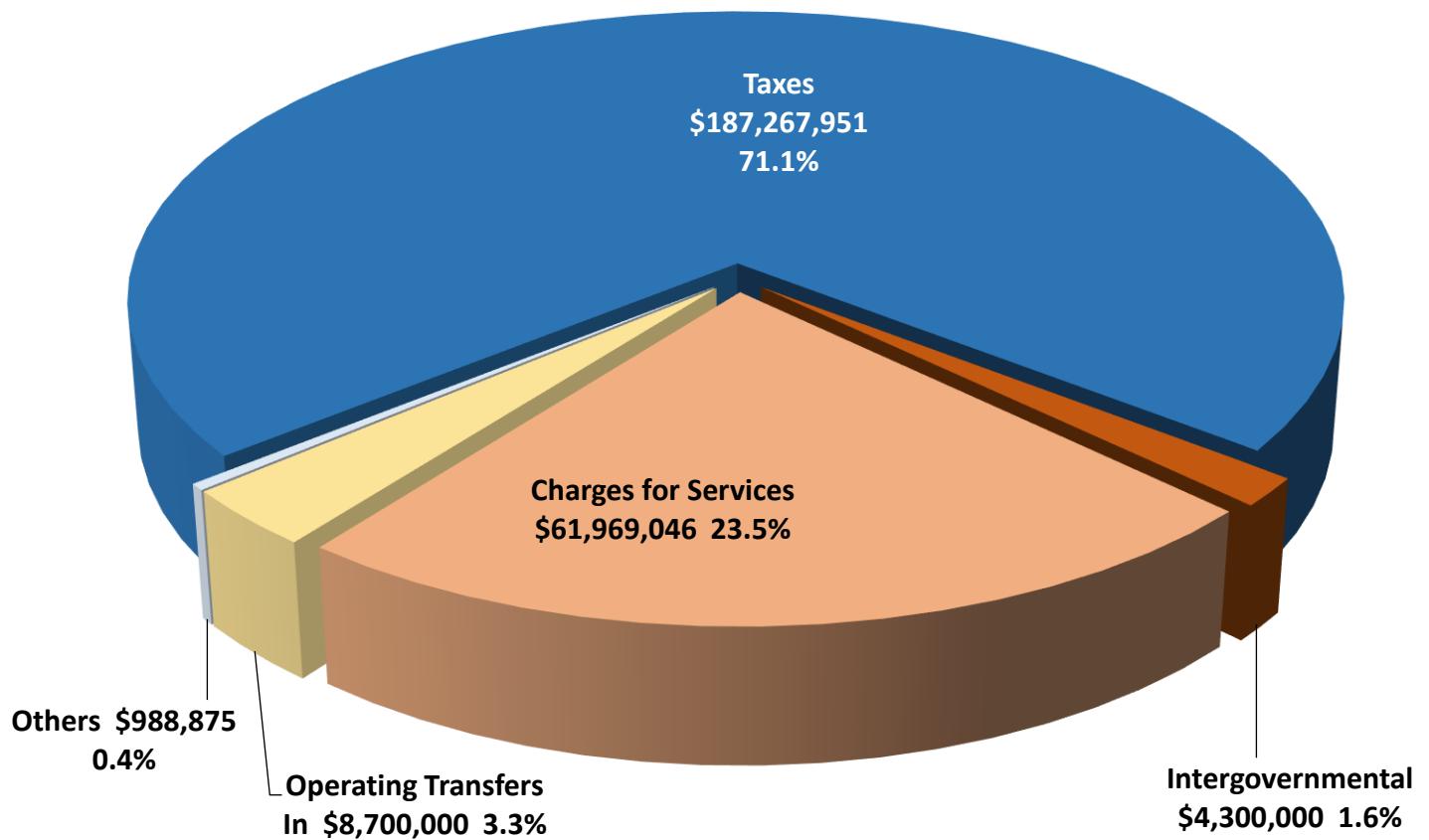
Preliminary Budget FY 2022-23

		ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
910100	CURRENT SECURED PROPERTY TAXES	\$ 146,239,369	\$ 154,515,810	\$ 162,514,939	\$ 173,509,570	\$ 10,994,631
910200	CURRENT UNSECURED PROPERTY TAXES	5,433,699	5,653,973	5,743,000	6,080,781	337,781
910300	SUPPLEMENTAL PROPERTY TAXES	3,948,077	4,039,701	3,940,000	4,200,000	260,000
910400	TAXES-SECURED "TEETER" FUNDS	1,013,324	1,305,513	1,162,383	1,200,000	37,617
910500	TAXES-SUPPLEMENTAL "TEETER" FUNDS	217,882	201,393	208,176	200,000	(8,176)
910600	UNITARY CURRENT SECURED TAXES	1,637,412	1,653,063	1,615,069	1,615,000	(69)
912000	SECURED REDEMPTION TAXES	7,276	11,199	7,000	7,000	-
913000	PRIOR UNSECURED PROPERTY TAXES	71,457	119,606	89,000	89,000	-
914000	PROPERTY TAX PENALTIES	24,696	44,084	28,000	28,000	-
976200	SPECIAL TAX ASSESSMENTS	339,125	338,111	338,600	338,600	-
PROPERTY TAXES		158,932,317	167,882,453	175,646,167	187,267,951	11,621,784
941000	INTEREST INCOME	655,638	(276,092)	15,000	15,000	-
942000	FAIR VALUE ADJUSTMENT	-	-	-	-	-
USE OF MONEY/PROPERTY		655,638	(276,092)	15,000	15,000	-
919600	RDA RESIDUAL DISTRIBUTION	1,502,520	1,940,107	1,721,000	1,900,000	179,000
952200	HOMEOWNERS PROPERTY TAX REVENUE	1,390,559	1,378,680	1,400,000	1,400,000	-
953100	AID/OTHER LOCAL GOV'T AGENCY	-	-	1,744,480	-	(1,744,480)
953300	REDEVELOPMENT AGENCY-PASSTHRU	1,016,935	1,026,002	1,021,000	1,000,000	(21,000)
956900	STATE AID AND OTHER MISC REVENUES	-	2,769	-	-	-
957000	CAPITAL CONTRIBUTIONS	80,000	-	-	-	-
INTERGOVERNMENTAL		3,990,014	4,347,558	5,886,480	4,300,000	(1,586,480)
963900	DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	732,827	3,556,719	2,324,438	3,120,000	795,562
964300	FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,346,805	2,721,459	2,440,000	2,335,000	(105,000)
964320	PERMITS & KNOX LOCK FEES	-	-	-	-	-
964330	PLAN REVIEW FEES	1,777,246	1,983,226	1,700,000	1,600,000	(100,000)
964340	CODE ENFORCEMENT INSPECTION FEES	470,001	637,009	650,000	650,000	-
964360	FIREWORK FEES	66,968	72,104	60,000	55,000	(5,000)
964370	PLANNING LETTERS (COUNTY)	32,590	29,120	30,000	30,000	-
964800	FIRE CONTROL SERVICE (ALARM FEES)	47,273	40,431	70,000	50,000	(20,000)
964900	COPYING SERVICE	4,271	5,251	11,000	5,000	(6,000)
966900	MEDICAL CARE (MEDIC FEES)	39,918,301	43,032,990	45,601,986	46,970,046	1,368,060
966910	GEMT REIMBURSEMENT	-	763,963	-	3,000,000	3,000,000
969300	EDUCATION TRAINING SERVICE	688,841	57,290	430,000	400,000	(30,000)
969900	CONTRACT SERVICE REVENUE	5,796,257	6,637,667	6,322,920	6,089,000	(233,920)
CHARGES FOR SERVICES		49,534,575	56,815,770	57,200,344	61,969,046	4,768,702
931000	VEHICLE CODE FINES	-	3,264	4,000	5,000	1,000
932000	OTHER COURT FINES	13,553	2,609	6,410	4,000	(2,410)
973000	DONATIONS - CERT DONATION FROM FOUNDATION	-	200	-	-	-
974000	INSURANCE PROCEEDS	33,801	10,509	5,682	8,000	2,318
979000	REVENUE - GEMT ADMIN FEE + OTHER	951,806	128,504	1,706,973	956,875	(750,098)
979900	REVENUE - OTHER	15,324	13,756	3,123	-	(3,123)
MISCELLANEOUS REVENUE		1,014,484	158,842	1,726,188	973,875	(752,313)
Total General Operating Revenues		214,127,028	228,928,531	240,474,179	254,525,872	14,051,693
986200	PROCEEDS FROM SALE OF ASSETS	(209)	-	-	-	-
987000	EXTERNAL FINANCING SOURCES	-	-	-	-	-
987010	OTHER PRIVATE FUNDING SOURCES	-	-	-	-	-
599100	OPERATING TRANSFERS IN (From FUND D - Cap Fac)	-	-	216,295	-	(216,295)
599100	OPERATING TRANSFERS IN (From FUND E - Pension Bonds)	-	-	-	-	-
599100	OPERATING TRANSFERS IN (From FUND G - Grants)	-	21,495	80,135	-	(80,135)
599100	OPERATING TRANSFERS IN (From FUND L - Leased Ppty)	-	-	1,200,000	-	(1,200,000)
599100	OPERATING TRANSFERS IN (From FUND M - IGT)	9,220,000	9,400,000	14,126,000	8,700,000	(5,426,000)
OTHER FINANCING SOURCES		9,219,791	9,421,495	15,622,430	8,700,000	(6,922,430)
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 223,346,819	\$ 238,350,026	\$ 256,096,609	\$ 263,225,872	\$ 7,129,263



REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND 212A

Preliminary Budget FY 2022-23





Expenditures and Other Financing Uses - General Fund 212A

Preliminary Budget FY 2022-23

EXPENDITURES

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
LABOR COSTS	\$ 180,277,563	\$ 196,149,116	\$ 213,643,542	\$ 214,636,987	\$ 993,445
SERVICES & SUPPLIES	26,608,934	28,281,716	34,622,106	36,848,739	2,226,633
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,547,932	4,614,438	4,603,206	4,579,186	(24,020)
Total Expenditures	211,434,429	229,045,270	252,868,854	256,064,912	3,196,058

OTHER FINANCING USES

TRANSFERS OUT	6,939,589	6,665,544	5,302,236	4,991,105	(311,131)
Total Expenditures and Other Financing Uses	\$ 218,374,018	\$ 235,710,814	\$ 258,171,090	\$ 261,056,017	\$ 2,884,927

Acct	Description	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
110000	WAGES	\$ 101,038,642	\$ 108,272,815	\$ 116,752,873	\$ 116,510,873	\$ (242,000)
120000	BENEFITS	79,238,921	87,876,301	96,890,669	98,126,114	1,235,445
	Total Labor Costs	180,277,563	196,149,116	213,643,542	214,636,987	993,445
200500	ADS/LEGAL NOTICES	4,260	5,371	7,812	8,644	832
201500	PRINT & COPY SERVICES	8,988	8,217	10,533	9,600	(933)
202100	BOOKS, SUBSCRIPTION SERVICE	10,993	9,709	11,468	19,048	7,580
202200	BOOKS, SUBSCRIPTION (PERM LIB)	44,424	14,129	27,549	55,946	28,397
202300	AUDIO VIDEO PRODUCTION SERVICES	10,142	2,850	9,845	9,400	(445)
202900	BUSINESS/CONFERENCE	168,533	55,335	158,632	182,162	23,530
203100	BUSINESS ACTIVITY EXP (NON-EE)	9,628	7,560	21,501	26,500	4,999
203500	EDUC/TRAINING SERVICES	258,376	316,423	487,718	780,803	293,085
203600	EDUCATION/TRAINING SUPPLIES	135,106	47,596	149,055	207,000	57,945
203800	EMPLOYEE AWARDS	5,493	15,095	17,129	29,100	11,971
203900	EMPLOYEE TRANSPORTATION	308	407	1,000	1,000	-
204100	OFFICE EQUIP NOT INVENTORIED	5,014	3,752	11,300	11,300	-
204500	FREIGHT/SHIPPING	5,416	7,096	7,500	7,500	-
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	1,881,347	2,416,218	3,946,530	4,692,799	746,269
206100	MEMBERSHIPS	38,393	40,603	53,743	51,736	(2,007)
206600	PHOTO SUPPLY	305	60	3,943	19,078	15,135
207600	OFFICE SUPPLIES	46,350	12,492	64,606	57,616	(6,990)
208100	POSTAGE/SUPPLY/METER RNTL/LSE	10,280	21,608	5,000	4,000	(1,000)
208500	PRINTING/BINDING	21,640	15,169	24,873	25,400	527
210300	LNDSCP SVC/WEED ABTM/PEST CTRL	102,683	114,508	113,450	140,980	27,530
210400	LANDSCAPE SUPPLY	15,532	8,877	14,000	12,750	(1,250)
211100	BUILDING SERVICE	701,210	569,575	663,449	435,811	(227,638)
211200	BUILDING SUPPLY	80,385	46,233	38,840	101,600	62,760
213100	ELECTRICAL SERVICE	21,657	29,768	43,000	34,000	(9,000)
213200	ELECTRICAL SUPPLY	28,299	27,078	28,500	31,000	2,500
215100	MECH SYSTEMS SVC	54,275	45,548	54,032	50,333	(3,699)
215200	MECH SYSTEMS SUP	43,337	62,783	65,000	60,000	(5,000)
216100	PAINTING SERVICE	6,940	14,960	27,626	37,000	9,374
216200	PAINTING SUPPLY	8,505	4,590	6,000	11,000	5,000
216700	PLUMBING SERVICE	64,953	47,949	36,515	32,815	(3,700)
216800	PLUMBING SUPPLY	5,865	19,377	30,000	30,000	-
217100	REAL PROPERTY RENTAL	14,502	14,247	15,275	15,279	4
219100	ELECTRICITY	502,670	597,865	495,461	638,499	143,038
219200	NATURAL GAS	111,887	146,265	120,605	168,707	48,102
219300	REFUSE SERVICE	37,360	38,857	64,890	84,756	19,866
219500	SEWAGE SERVICE	40,510	38,459	37,890	48,144	10,254
219700	TELEPHONE SVCE:LINE FEES & CALLS	760,352	853,429	854,367	899,460	45,093
219800	WATER SERVICE	128,467	144,553	126,769	139,857	13,088
220500	VEHICLE MAINT SVC	1,468,137	1,665,521	1,600,182	1,832,000	231,818
220600	VEHICLE MAINT SUP	1,086,726	1,134,770	1,288,849	1,316,200	27,351
222600	EXPENDABLE TOOLS	11,455	20,836	17,250	16,000	(1,250)
223100	FIRE EQUIP SVC (NON-SCBA)	48,030	63,822	55,302	60,100	4,798
223200	FIRE EQUIP SUPPLY	870,851	756,187	386,812	386,177	(635)
223600	FUEL, OILS & LUBRICANTS	1,135,127	1,079,845	1,432,389	1,472,500	40,111
225100	MEDICAL EQUIP SVC	101,101	228,641	141,240	130,800	(10,440)
225200	MEDICAL EQUIP SUP	196,190	198	-	12,500	12,500
226400	OFFICE EQUIPMENT/FURNITURE	8,113	26,127	7,001	12,000	4,999
226500	COMPUTER INVENTORIABLE EQUIPT.	82,112	154,144	94,173	165,645	71,472
226600	STATION FURNISHINGS	99,124	80,224	37,557	24,000	(13,557)
227100	COMM EQUIP SERVICE	21,163	25,788	27,584	32,050	4,466

Acct	Description	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
227200	COMM EQUIP SUPPLY	517,951	480,406	547,603	368,750	(178,853)
227500	EQUIPMENT RENTAL	176,478	192,773	266,927	302,000	35,073
228100	SHOP EQUIP SERVICE	43,470	11,734	17,800	17,000	(800)
228200	SHOP EQUIP SUPPLY	42,889	24,990	23,053	20,450	(2,603)
229100	OTHER EQUIP SERV	50,035	21,909	34,653	46,050	11,397
229200	OTHER EQUIP SUPPLY	113,290	63,269	131,787	164,690	32,903
231300	CLOTHING REPAIRS	135,817	112,311	116,000	175,000	59,000
231400	SAFETY CLOTHING AND SUPPLIES	1,011,532	584,456	1,235,398	1,012,700	(222,698)
232100	CUSTODIAL SERVICE	59,986	71,144	94,361	107,405	13,044
232200	CUSTODIAL SUPPLY	109,224	98,913	115,000	115,000	-
233200	FOOD SUPPLY	53,678	41,704	60,246	76,904	16,658
234200	KITCHEN SUPPLY	3,810	3,441	4,500	4,000	(500)
235100	LAUNDRY SERVICE	33,301	28,582	15,000	15,000	-
244300	MEDICAL SERVICES	125,824	148,066	306,251	347,672	41,421
244400	MEDICAL SUPPLIES	915,286	1,479,940	1,372,243	1,487,750	115,507
250200	ACTUARIAL SERVICE	26,093	7,750	32,900	30,375	(2,525)
250500	FINANCIAL SERVICE	132,263	134,538	159,838	164,550	4,712
253100	LEGAL SERVICE	260,347	426,577	544,786	553,000	8,214
254100	PERSONNEL SERVICE	172,266	152,565	87,815	171,440	83,625
254200	TREASURER SERVICES	5,722	7,802	11,304	10,000	(1,304)
259100	OTHER SERVICE	5,367,140	6,585,779	8,884,209	9,098,424	214,215
281100	COMPUTER SERVICES	1,260,439	1,262,185	1,350,286	1,492,435	142,149
281200	COMPUTER SUPPLY	21,789	9,615	36,310	14,000	(22,310)
281300	SALES TAX ADJUSTMENT	65	-	-	-	-
281700	ELECTION SERVICE	-	11,322	-	140,500	140,500
285100	PHYSICAL FITNESS SERVICE	16,325	15,113	30,001	30,000	(1)
285200	PHYSICAL FITNESS SUPPLIES	133,376	91,770	82,000	105,000	23,000
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	90,360	7,939	80,146	44,800	(35,346)
289900	OTHER SERVICES	776,921	792,119	973,906	1,003,626	29,720
292300	GS MESSENGER SERVICES	2,886	2,870	1,500	-	(1,500)
293100	DISPATCH SERVICE	4,220,003	4,124,849	4,837,887	4,839,600	1,713
293400	PUBLIC WORKS SVC	-	-	1,500	8,000	6,500
296200	GENERAL SERVICE PARKING CHARGE	6,281	5,493	9,536	9,743	207
298400	RADIO SYSTEMS	201,573	219,078	213,615	242,280	28,665
Total Services and Supplies		26,608,934	28,281,716	34,622,106	36,848,739	2,226,633
321000	INTEREST EXPENSE	213,390	205,943	194,116	82,318	(111,798)
322000	PRINCIPAL PAYMENTS	373,719	382,292	120,737	179,723	58,986
345000	ASSESSMENTS	3,724,082	3,859,628	4,148,833	4,100,145	(48,688)
370000	CONTRIBUTIONS TO OTHER AGENCY	236,741	166,575	139,520	217,000	77,480
Total Tax, License, & Assessments		4,547,932	4,614,438	4,603,206	4,579,186	(24,020)

Total General Operating Expenditures \$ 211,434,429 \$ 229,045,270 \$ 252,868,854 \$ 256,064,912 \$ 3,196,058

Account Description	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
Transfer Out to Fund D - Capital Facilities	\$ 6,835,895	\$ 6,611,469	\$ 4,944,537	\$ 4,987,680	\$ 43,143
Transfer Out to Fund E-Pension Fund	-	-	-	-	-
In from/(Out to) Fund F-OPEB	-	-	-	-	-
Transfer Out to Fund G-Grants	103,694	54,075	357,699	3,425	(354,274)
Transfer Out to Fund L-Leases	-	-	-	-	-
Transfer Out to Fund S-Simulator Grant	-	-	-	-	-

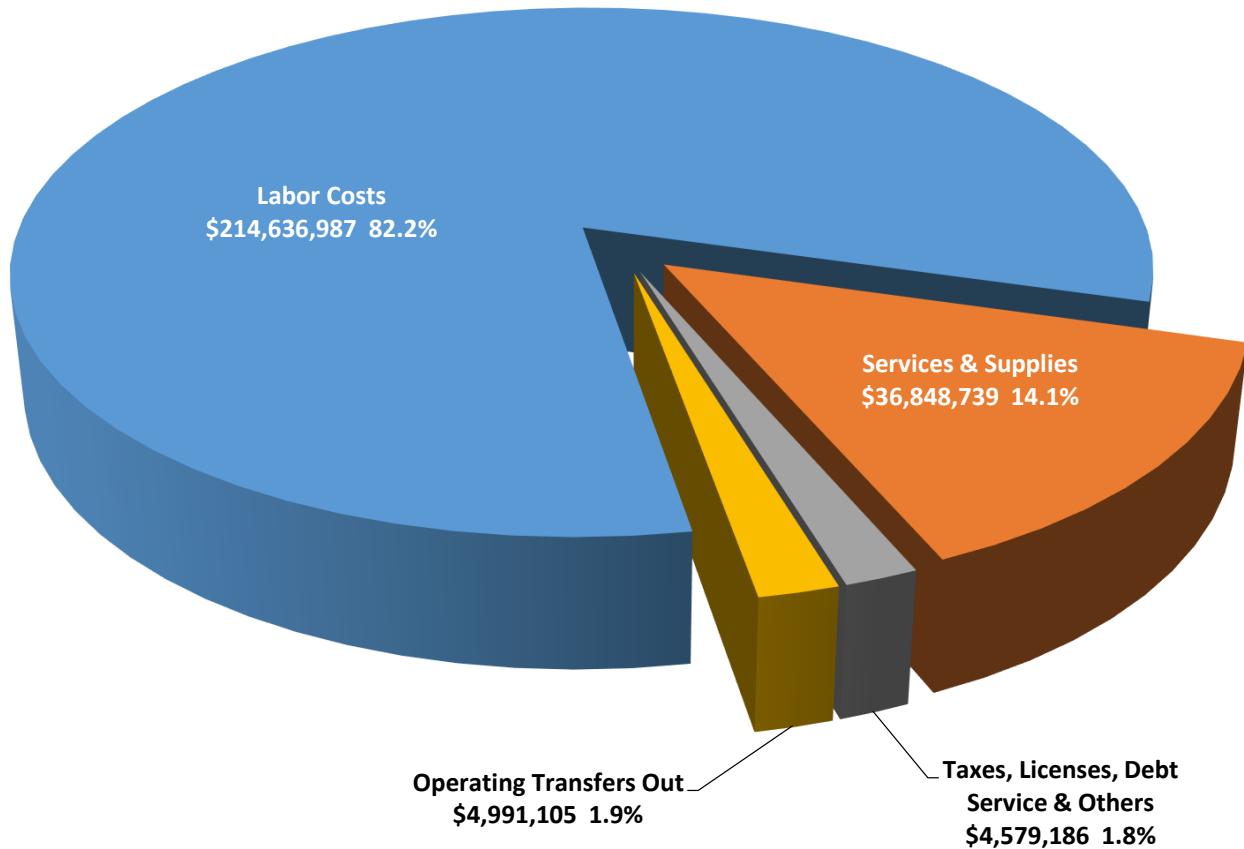
Total Other Financing Uses \$ 6,939,589 \$ 6,665,544 \$ 5,302,236 \$ 4,991,105 \$ (311,131)

Total Expenditures and Other Financing Uses \$ 218,374,018 \$ 235,710,814 \$ 258,171,090 \$ 261,056,017 \$ 2,884,927



EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND 212A

Preliminary Budget FY 2022-23





Labor Costs - General Fund

Preliminary Budget FY 2022-23

		ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR \$ Change	VARIANCE W/ MID-YEAR % Change
WAGES							
111000	Wages	\$ 61,962,905	\$ 63,709,627	\$ 67,576,638	\$ 72,559,498	\$ 4,982,860	7.4%
112100	Reserve F/F-Rio Linda	35,052	30,140	38,439	50,000	11,561	30.1%
112400	Directors	18,633	20,397	19,294	20,000	706	3.7%
113120	Overtime - Shift	1,765,439	1,795,043	1,854,271	2,589,784	735,513	39.7%
113210	FLSA	1,485,382	1,549,993	1,607,592	1,727,994	120,402	7.5%
113110	Constant Staffing-Callback	18,930,231	23,968,071	26,954,111	19,390,522	(7,563,589)	-28.1%
113220	Overtime - Day	444,183	276,096	472,572	467,552	(5,020)	-1.1%
114110	Out of Class	98,778	91,492	96,636	100,000	3,364	3.5%
114111	Fire Staff Premium	295,283	256,974	343,982	498,870	154,888	45.0%
114120	EMT	2,365,010	2,469,865	2,569,462	2,775,671	206,209	8.0%
114130	Paramedic	3,135,613	3,272,796	3,412,391	3,694,605	282,214	8.3%
114140	Education	3,521,318	3,756,662	4,036,088	4,452,525	416,437	10.3%
114160	Haz-Mat	413,617	393,701	433,413	442,738	9,325	2.2%
114170	Longevity Pay	1,556,980	1,541,869	1,620,090	1,723,000	102,910	6.4%
114200	Standby Pay	27,370	34,400	38,669	35,305	(3,364)	-8.7%
114310	Uniform Allowance	9,957	12,911	13,601	37,600	23,999	176.5%
114320	Tool Allowance	16,500	16,500	15,250	15,000	(250)	-1.6%
115110	Annual PTO/VL Buy Back	858,853	802,961	805,642	829,811	24,169	3.0%
115114	Holiday Pay Prem.	2,808,894	2,937,041	3,050,692	3,249,537	198,845	6.5%
115130	Sick Leave Buy Back/Annual	1,288,644	1,336,276	1,794,040	1,850,861	56,821	3.2%
TOTAL WAGES		101,038,642	108,272,815	116,752,873	116,510,873	(242,000)	-0.2%
BENEFITS							
Retirement							
121011	CalPERS Safety	36,126,570	39,415,457	44,741,409	49,584,768	4,843,359	10.8%
121020	CalPERS Misc.	1,898,669	2,093,960	2,326,102	2,616,858	290,756	12.5%
121022	Pension Bonds Principal Payment	2,250,000	2,430,000	5,318,090	4,679,196	(638,894)	-12.0%
121040	SCERS Safety Retirement	3,530,927	4,735,416	4,407,807	2,808,994	(1,598,813)	-36.3%
121041	Pension Bonds Interest Payment	1,876,888	1,757,188	1,627,912	1,474,696	(153,216)	-9.4%
	Total Retirement	45,683,054	50,432,021	58,421,320	61,164,512	2,743,192	4.7%
Medical							
123010	Employees	12,788,894	13,949,385	14,808,124	15,824,817	1,016,693	6.9%
123011	Retirees	10,491,103	11,206,475	11,172,682	11,604,797	432,115	3.9%
123013	Pay In-Lieu of Medical	30,300	-	-	-	-	-
123015	PERS OPEB	4,981,191	6,169,290	6,248,546	3,972,076	(2,276,470)	-36.4%
123020	Dental	1,102,211	1,035,687	999,686	984,912	(14,774)	-1.5%
123030	Vision	136,543	136,083	140,282	142,117	1,835	1.3%
123040	Employee Assistance Program (EAP)	26,834	28,464	42,338	49,418	7,080	16.7%
123050	LT Disability	42,513	43,669	45,291	54,108	8,817	19.5%
123060	Life/AD&D	121,044	123,197	123,779	126,795	3,016	2.4%
123080	Employee Retirement Consulting	24,144	23,874	23,982	25,560	1,578	6.6%
	Total Medical:	29,744,777	32,716,124	33,604,710	32,784,600	(820,110)	-2.4%
122020	OASDHI	1,415,518	1,503,484	1,625,644	1,709,482	83,838	5.2%
122030	PARS	6,491	7,070	7,034	6,000	(1,034)	-14.7%
124000	Workers Compensation Claims	2,355,226	3,187,074	3,170,441	2,400,000	(770,441)	-24.3%
125000	Unemployment	33,855	30,528	61,520	61,520	-	0.0%
TOTAL BENEFITS		79,238,921	87,876,301	96,890,669	98,126,114	1,235,445	1.3%
TOTAL LABOR COSTS		\$ 180,277,563	\$ 196,149,116	\$ 213,643,542	\$ 214,636,987	\$ 993,445	0.5%



Expenditures by Division - General Fund

Preliminary Budget FY 2022-23

		ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
OFFICE OF THE FIRE CHIEF						
FCH	FIRE CHIEF	2,398,908	2,991,890	2,731,603	2,977,540	9.0%
DEV	DEVELOPMENT TEAM	291,856	369,907	374,794	414,543	10.6%
BRD	BOARD OF DIRECTORS	246,539	243,947	291,078	405,231	39.2%
COR	COMMUNITY RELATIONS	334,769	339,564	245,148	164,575	-32.9%
ADMINISTRATION						
DCO	DEFERRED COMP	48,603	42,727	55,200	55,200	0.0%
FIN	FINANCE	5,240,823	5,382,452	5,753,670	5,883,746	2.3%
HRE	HUMAN RESOURCES	1,569,269	1,521,515	1,855,569	1,998,187	7.7%
NDI	NON-DIVISIONAL	27,024,072	30,986,050	36,331,597	69,562,513	91.5%
TEC	INFORMATION TECHNOLOGY	3,577,790	3,979,334	4,152,493	4,485,745	8.0%
WCO	WORKERS COMP	3,154,780	4,048,304	4,136,444	3,399,158	-17.8%
OPERATIONS						
APE	APPARATUS & EQUIP	357,503	200,645	214,562	276,337	28.8%
CER	COMM EMER RESPONSE TM	1,907	2,798	1,750	3,500	100.0%
CIS	CRITICAL INCIDENT STR MNGT	21,080	16,636	42,899	49,350	15.0%
CPT	AIR OPS	1,126,302	1,515,743	1,243,843	1,233,973	-0.8%
DIS	DISPATCH	4,220,003	4,124,849	4,837,887	4,839,600	0.0%
DZR	DOZER PROGRAM	17,786	6,117	18,350	24,750	34.9%
EMS	EMER MEDICAL SERVICES	7,402,511	9,913,377	9,840,094	10,014,981	1.8%
EPS	EMER PLANNING SPEC	31,645	832	300	300	0.0%
HFI	HEALTH & FITNESS	333,827	309,410	353,765	492,629	39.3%
HZM	HAZMAT	40,425	16,170	19,999	34,725	73.6%
MIH	MOBILE INTEGRATED HEALTH	2,145	362	-	-	
OPE	OPERATIONS ADMIN	1,500,960	1,942,217	1,919,536	1,649,480	-14.1%
RCA	RECRUIT ACADEMY	2,550,629	99,378	1,587,247	1,683,632	6.1%
RES	RESCUE	21,199	11,771	22,067	67,800	207.2%
RFP	RESERVE FF PROGRAM	40,105	32,483	44,892	62,750	39.8%
SAF	SAFETY	1,655,767	1,454,029	1,694,977	1,427,611	-15.8%
SRP	SINGLE ROLE PARA PRG	2,307,678	2,795,616	2,608,389	3,644,336	39.7%
SUP	SUPPRESSION	128,951,070	139,987,888	153,064,602	120,063,865	-21.6%
TEM	TACTICAL EMS	5,161	346	2,599	7,600	192.4%
TRA	TRAINING	1,905,670	1,727,938	1,691,620	2,403,119	42.1%
UAV	UNMANNED AERIAL VEHICLE	12,792	11,614	9,550	21,800	128.3%
USR	URBAN SEARCH & RESCUE	-	-	-	500	
UTL	FIRE STATIONS UTILITIES	637,339	770,979	668,249	836,244	25.1%
WTR	WATER RESCUE	11,300	15,040	34,900	34,900	0.0%
SUPPORT SERVICES						
ARS	ARSON/FIRE INVESTIGATIONS	459,317	525,821	566,368	790,017	39.5%
COM	COMMUNICATION	1,564,329	1,510,657	1,306,405	1,195,295	-8.5%
CRR	COMMUNITY RISK REDUCTION	3,357,138	3,463,849	3,889,205	4,025,362	3.5%
CSE	COMMUNITY SERVICES	45,959	1,812	28,710	43,330	50.9%
FAC	FACILITIES	1,713,338	1,477,796	1,687,744	1,645,721	-2.5%
FLE	FLEET	4,530,020	4,649,558	5,046,536	5,425,984	7.5%
LOG	LOGISTICS	2,635,486	2,514,906	4,445,011	4,644,393	4.5%
WIL	WILDLAND	86,629	38,943	49,202	74,590	51.6%
TOTALS:		\$ 211,434,429	\$ 229,045,270	\$ 252,868,854	\$ 256,064,912	1.3%



REVENUE & EXPENDITURES

OTHER FUNDS



BUDGET SUMMARY - CAPITAL FACILITES FUND 212D

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INVESTMENT & OTHER INCOME	\$ 57,197	\$ (4,859)	\$ -	\$ -	\$ -
INTERGOVERNMENTAL	-	-	-	-	-
MISCELLANEOUS	-	-	-	-	-
Total Revenues	57,197	(4,859)	-	-	-
EXPENDITURES:					
SERVICES & SUPPLIES	(20)	-	125,000	125,000	-
TAXES, LICENSES, DEBT SERVICE & OTHERS	5,518,161	6,102,910	5,848,271	4,987,680	(860,591)
CAPITAL OUTLAY	5,409,701	4,300,093	9,678,665	7,544,626	(2,134,039)
Total Expenditures	10,927,842	10,403,003	15,651,936	12,657,306	(2,994,630)
REVENUE LESS EXPENDITURES	(10,870,645)	(10,407,862)	(15,651,936)	(12,657,306)	2,994,630
OTHER FINANCING SOURCES(USES)					
ISSUANCE OF CAPITAL LEASES	4,510,000	3,897,559	15,940,303	7,356,000	(8,584,303)
SALE OF ASSETS	82,636	100,590	55,148	630,000	574,852
TRANSFERS IN(OUT) Fund A-General	6,835,895	6,611,468	4,944,537	4,987,680	43,143
TRANSFERS IN(OUT) Fund A-General			(216,295)		
TRANSFERS IN(OUT) Fund G-Grants	-	741,435	-	-	-
TRANSFERS IN(OUT) Fund E-Pension Bonds	-	192,382	-	-	-
TRANSFERS IN(OUT) Fund L-Leased Prop	-	-	(205,184)	-	205,184
Total Other Financing Sources (Uses)	11,428,531	11,543,434	20,518,509	12,973,680	(7,966,308)
SPECIAL ITEM					
EARLY BOND RETIREMENT	-	-	(8,115,000)	-	8,115,000
REV LESS EXP PLUS TRANSFERS	\$ 557,886	\$ 1,135,572	\$ (3,248,427)	\$ 316,374	\$ 3,348,506

SERVICES & SUPPLIES							
250500	FINANCIAL SERVICE	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ -	-
281300	SALES TAX ADJUSTMENT		(20)				-
TAXES, LICENSES, DEBT SERVICE & OTHERS							
321000	INTEREST	408,551	339,052	320,240	285,218	(35,022)	
322000	PRINCIPAL	5,109,610	5,763,858	5,528,031	4,702,462	(825,569)	
CAPITAL OUTLAY							
410100	LAND ACQUISITION	-	-	-	-	-	-
420100	STRUCTURES	-	-	39,634	18,000	(21,634)	
420200	NON-STRUCTURE	59,280	158,125	70,000	-	(70,000)	
430100	VEHICLES	3,498,560	3,835,815	9,047,016	6,606,000	(2,441,016)	
430200	OPTHER EQUIPMENT	-	-	38,328	-	(38,328)	
430300	EQUIPMENT	1,157,576	305,828	483,687	920,626	436,939	
440300	SOFTWARE	694,285	325	-	-	-	-



BUDGET SUMMARY - GRANTS FUND 212G

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
INTERGOVERNMENTAL	\$ 4,184,204	\$ 256,984	\$ 5,248,495	\$ 4,514,100	\$ (734,395)
INVESTMENT & OTHER INCOME	1,045	1,260	2,148	500	(1,648)
OTHER PRIVATE GRANTS	-	-	1,108,987	392,800	(716,187)
Total Revenues	4,185,249	258,244	6,359,630	4,907,400	(1,452,230)
EXPENDITURES:					
LABOR COSTS	110,744	6,752	1,917,487	4,424,027	2,506,540
SERVICES & SUPPLIES	611,938	127,397	1,388,486	366,382	(1,022,104)
TAXES, LICENSES, DEBT SERVICE & OTHERS	2,250,237	-	-	-	-
CAPITAL OUTLAY	1,821,831	41,017	3,315,658	232,592	(3,083,066)
Total Expenditures	4,794,750	175,166	6,621,631	5,023,001	(1,598,630)
REVENUE LESS EXPENDITURES	(609,501)	83,078	(262,001)	(115,601)	146,400
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	103,694	54,075	357,699	3,425	(354,274)
TRANSFERS IN(OUT) FUND A	-	(21,495)	(80,135)	-	21,495
TRANSFERS IN(OUT) FUND D	-	(741,435)	-	-	741,435
Total Other Financing Sources (Uses)	103,694	(708,855)	277,564	3,425	408,656
REV LESS EXP PLUS TRANSFERS	\$ (505,807)	\$ (625,777)	\$ 15,563	\$ (112,176)	\$ 555,056

LABOR COSTS					
110000 WAGES	\$ 110,744	\$ 6,752	\$ 1,460,061	\$ 3,699,502	\$ 2,239,441
120000 BENEFITS	-	-	457,426	724,525	267,099
SERVICES & SUPPLIES					
203500 EDUCATION/TRAINING SERVICES	61,328	-	-	2,500	2,500
203600 EDUCATION/TRAINING SUPPLIES	-	-	19,083	-	(19,083)
205100 INSURANCE LBLTY, PPTY, W/C, ETC.	-	-	21,500	500	(21,000)
208500 PRINTING/BINDING	-	-	230	-	(230)
211100 BUILDING SERVICE	-	-	40,915	106,666	65,751
219700 TELEPHONE SERVICE	-	-	1,000	-	(1,000)
220500 VEHICLE MAINT SVC - MEDIC	-	-	5,000	5,000	-
223200 FIRE EQUIP SUPPLY	425,787	-	-	-	-
223600 DIESEL	-	-	10,000	6,000	(4,000)
225100 MEDICAL EQUIP SVC	-	-	623,572	-	(623,572)
225200 MEDICAL EQUIP SUP	-	44,790	156,109	15,000	(141,109)
226500 COMPUTER INVENTORIABLE EQUIP	-	-	2,000	-	(2,000)
227200 COMM EQUIP SUPPLY	-	-	60,000	10,000	(50,000)
229200 OTHER EQUIP SUPPLY	87,399	-	-	14,873	14,873
231400 SAFETY CLOTHING & SUPPLIES	37,424	40,281	12,328	-	(12,328)
244300 MEDICAL SERVICES	-	-	-	-	-
244400 MEDICAL SUPPLIES	-	-	19,000	-	(19,000)
259100 OTHER SERVICE	-	42,326	340,249	147,911	(192,338)
281100 COMPUTER SERVICES	-	-	20,500	-	(20,500)
281300 SALES TAX ADJUSTMENT -- BOE	-	-	-	-	-
289800 OTHER SUPPLIES	-	-	57,000	11,932	(45,068)
289900 OTHER SERVICES	-	-	-	46,000	46,000
TAXES, LICENSES, DEBT SERVICE & OTHERS					
342000 EQUIPMENT	2,250,237	-	-	-	-
CAPITAL OUTLAY					
420100 STRUCTURES	-	-	328,326	78,425	(249,901)
430100 VEHICLES	-	-	41,425	-	(41,425)
430300 EQUIPMENT	1,821,831	41,017	2,945,907	154,167	(2,791,740)



BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND 2121

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 1,492,492	\$ 2,842,887	\$ 1,459,486	\$ 1,300,000	\$ (159,486)
INVESTMENT & OTHER INCOME	174,317	(2,455)	-	-	-
<i>Total Revenues</i>	1,666,809	2,840,432	1,459,486	1,300,000	(159,486)
EXPENDITURES:					
SERVICES & SUPPLIES	67,634	64,659	151,946	236,000	84,054
CAPITAL OUTLAY	406,315	3,256,507	5,278,712	590,000	(4,688,712)
<i>Total Expenditures</i>	473,949	3,321,166	5,430,658	826,000	(4,604,658)
REVENUE LESS EXPENDITURES	1,192,860	(480,734)	(3,971,172)	474,000	4,445,172
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	-	-	-	-	-
<i>Total Other Financing Sources (Uses)</i>	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	\$ 1,192,860	\$ (480,734)	\$ (3,971,172)	\$ 474,000	\$ 4,445,172



BUDGET SUMMARY - LEASED PROPERTIES FUND 212L

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
RENTAL INCOME	\$ 978,738	\$ 1,142,149	\$ 1,136,865	\$ 1,101,817	\$ (35,048)
INVESTMENT & OTHER INCOME	16,193	3,860	63	-	(63)
MISCELLANEOUS	-	-	-	-	-
Total Revenues	994,931	1,146,009	1,136,928	1,101,817	(35,111)
EXPENDITURES:					
SERVICES & SUPPLIES	313,966	311,268	889,295	368,100	(521,195)
TAXES, LICENSES, DEBT SERVICE & OTHERS	296,582	296,332	295,833	245,709	(50,124)
CAPITAL OUTLAY	-	-	-	-	-
Total Expenditures	610,548	607,600	1,185,128	613,809	(571,319)
REVENUE LESS EXPENDITURES	384,383	538,409	(48,200)	488,008	536,208
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT) FUND A	-	-	(1,200,000)	-	1,200,000
TRANSFERS IN(OUT) FUND D	-	-	205,184	-	(205,184)
Total Other Financing Sources (Uses)	-	-	(994,816)	-	994,816
REV LESS EXP PLUS TRANSFERS	\$ 384,383	\$ 538,409	\$ (1,043,016)	\$ 488,008	\$ 1,531,024

SERVICES & SUPPLIES							
210300	LANSCAPE SCV/PEST CONTROL	\$ 19,476	\$ 17,557	\$ 20,958	\$ 16,176	\$ (4,782)	
211100	BUILDING SERVICE	29,919	30,690	63,318	52,886	(10,432)	
211200	BUILDING SUPPLY	2,604	5,419	17,500	15,000	(2,500)	
213100	ELECTRICAL SERVICE	2,410	2,589	5,508	5,630	122	
215100	MECH SYSTEMS SERVICE	48,530	34,231	562,121	33,223	(528,898)	
216700	PLUMBING SERVICES	1,695	2,294	3,207	3,368	161	
219100	ELECTRICITY	90,504	92,397	81,808	92,694	10,886	
219200	NATURAL GAS	11,392	18,593	14,460	22,076	7,616	
219300	REFUSE SERVICE	2,399	2,399	3,931	4,603	672	
219500	SEWER SERVICE	8,216	7,315	7,840	9,569	1,729	
219800	WATER SERVICE	17,587	15,605	17,489	17,362	(127)	
232100	CUSTODIAL SERVICE	75,418	78,363	87,019	91,170	4,151	
281300	SALES TAX ADJUSTMENTS	(46)	-	-	-	-	
296200	PARKING CHARGES	3,862	3,816	4,136	4,343	207	
TAXES, LICENSES, DEBT SERVICE & OTHERS							
321000	INTEREST	191,295	186,426	181,298	75,235	(106,063)	
322000	PRINCIPAL	105,287	109,906	114,535	170,474	55,939	
CAPITAL OUTLAY							
410100	LAND ACQUISITION	-	-	-	-	-	
420100	STRUCTURES/IMPROVEMENTS	-	-	-	-	-	



BUDGET SUMMARY - IGT FUND 212M

Preliminary Budget FY 2022-23

	ACTUALS FY 2019-20	ACTUALS FY 2020-21	MID-YEAR FY 2021-22	PRELIMINARY FY 2022-23	VARIANCE W/ MID-YEAR BUDGET
REVENUE:					
CHARGES FOR SERVICES	\$ 14,863,756	\$ 15,398,213	\$ 7,908,757	\$ 14,500,000	\$ 6,591,243
INVESTMENT & OTHER INCOME	235,290	(54,283)	-	-	-
Total Revenues	15,099,046	15,343,930	7,908,757	14,500,000	6,591,243
EXPENDITURES:					
SERVICES & SUPPLIES	6,116,247	6,151,628	3,173,172	5,800,000	2,626,828
Total Expenditures	6,116,247	6,151,628	3,173,172	5,800,000	2,626,828
REVENUE LESS EXPENDITURES	8,982,799	9,192,302	4,735,585	8,700,000	3,964,415
OTHER FINANCING SOURCES(USES)					
TRANSFERS IN(OUT)	(9,220,000)	(9,400,000)	(14,126,000)	(8,700,000)	5,426,000
Total Other Financing Sources (Uses)	(9,220,000)	(9,400,000)	(14,126,000)	(8,700,000)	5,426,000
REV LESS EXP PLUS TRANSFERS	\$ (237,201)	\$ (207,698)	\$ (9,390,415)	\$ -	\$ 9,390,415

BUDGETARY AND FINANCIAL FRAMEWORK





BUDGETARY AND FINANCIAL FRAMEWORK

BUDGETARY FUND STRUCTURE

The FY 2022/23 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 collected within 90 days of the end of the current fiscal period. Property taxes are recognized if received within



BUDGETARY AND FINANCIAL FRAMEWORK

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.

BASIS FOR KEY REVENUE ASSUMPTIONS

Property Taxes

In general, property tax revenues are estimated based on assessed values of properties within the District's jurisdiction. For FY2022-23, the estimate starts with a base of FY2021-22 actual assessed values of real property. Adjustments are then made for the following items:

- A CPI up to a maximum of 2% is applied to this base amount,
- Prop 8 parcel values are first either increased, decreased, or projected flat depending on median sale price changes and then added,
- Transfer of ownership assessed value change based on known 2021 transfers are also added.

This will result to an estimated real property value to which we make minor additions (e.g., personal property values) to come up with the estimated net taxable value. The net taxable value is then multiplied by the 1% tax rate and adjusted for estimated delinquencies based on historical averages to come up with the preliminary budgeted property tax revenue.

EMS Revenues

Medic revenues are estimated starting with last year's budgeted EMS revenues or actual revenues if already available increased by CPI and estimated increase in the number of medical transports based on actual trends identified during the prior fiscal year.

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.



BUDGETARY AND FINANCIAL FRAMEWORK

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. 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



BUDGETARY AND FINANCIAL FRAMEWORK

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, 2021, the District's bonded debt limit was \$1,851,938,566. Outstanding applicable debt as of the same date was \$31,177,079, for a legal debt margin of \$1,820,761,487.

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.



BUDGETARY AND FINANCIAL FRAMEWORK

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

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.

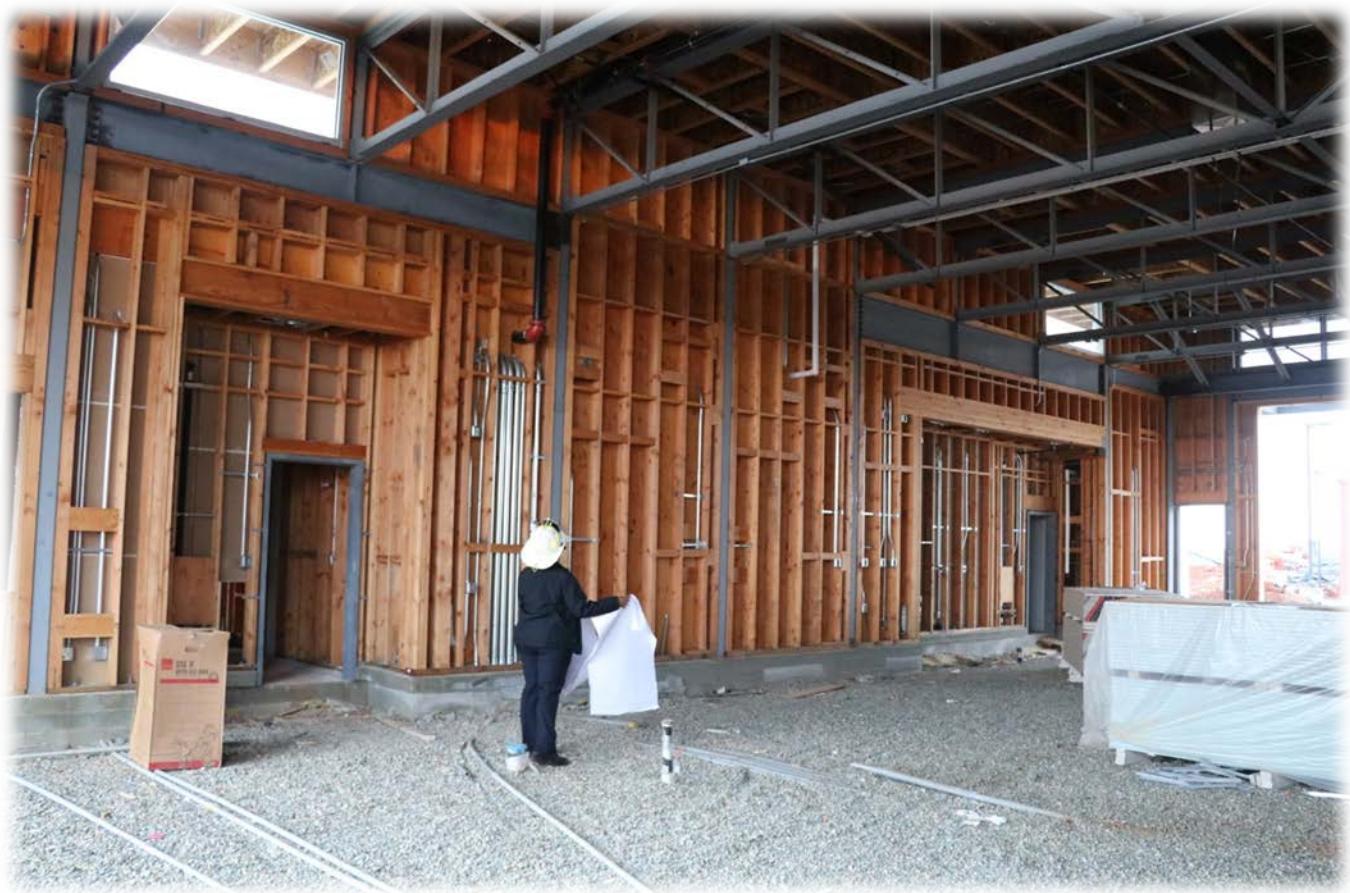
With regard to pension and other postemployment benefits, the District's practice is to annually fund the actuarially determined contribution amounts for pension and the amount associated with the explicit subsidy liability for other post-employment benefits. Funding at these contribution levels is intended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

To address equipment and facility needs, the District has developed a vehicle replacement plan, a District-wide facility condition assessment, and recently issued its first Capital Improvement Program (CIP) Plan. Each of these efforts will inform the level of capital outlay and facility maintenance spending required to support current and anticipated service level needs.

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

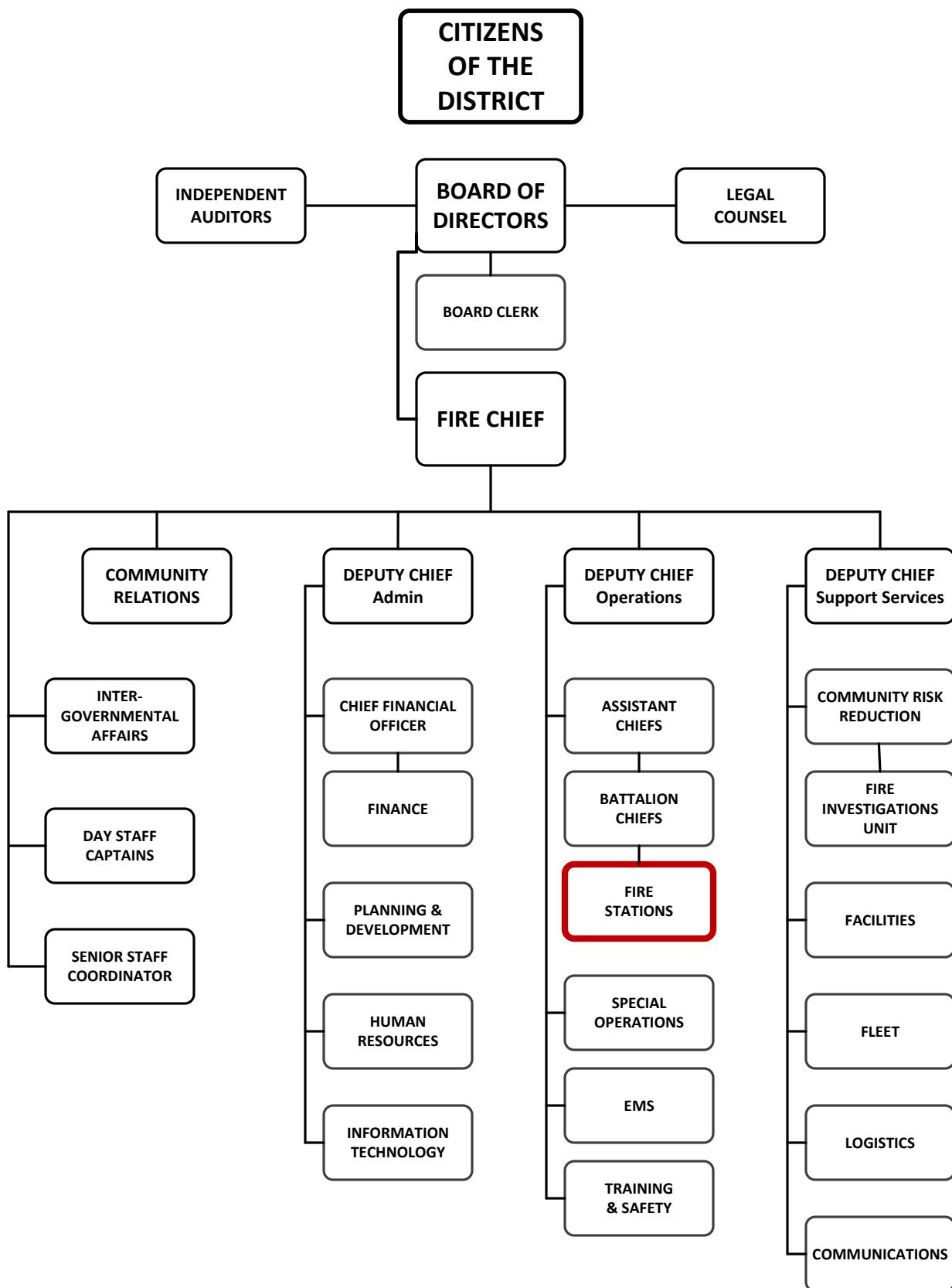
The ongoing COVID-19 pandemic and associated stay at home orders that began in March 2020 introduced a great deal of uncertainty regarding the economic outlook and the negative impacts to District revenues and expenditures are expected to linger for several years. During late FY 2019/20 and the first half of FY 2020/21, the District experienced a reduction in Emergency Medical Services (EMS) revenues and an increase in certain expenditures, particularly overtime related to workers' compensation exposures resulting from the pandemic; however, those impacts appear to have lessened during the second half of FY 2021/22. Property taxes, which represent approximately two thirds of District revenues, have been relatively unaffected by any negative economic impacts of the pandemic, and are expected to experience continued growth in future years, although at more moderate rates than recent years.

DIVISIONS



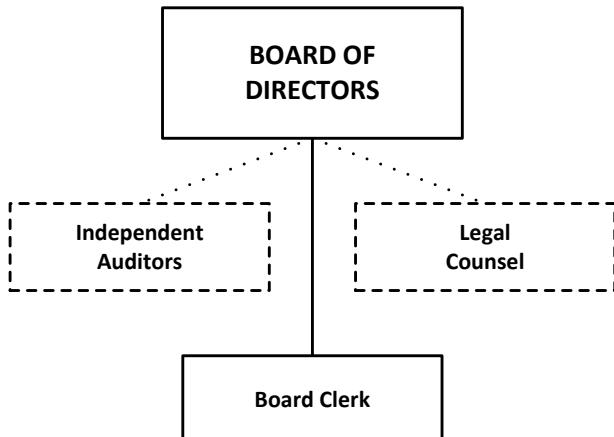


ORGANIZATIONAL CHART





BOARD OF DIRECTORS



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 187,921	\$ 217,310	\$ -	\$ -	\$ 405,231	0.1%



BOARD OF DIRECTORS

DIVISION BACKGROUND:

The 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.

RECENT ACCOMPLISHMENTS:

- Maintained a fiscally responsible budget due to the Covid-19 pandemic, which increased staffing needs.
- Completed the decennial redistricting process following the 2020 Census. Metro Fire worked with Redistricting Partners to minimally adjust the boundaries of each division and created an equal voter population for each Director to represent.

BUDGET DISCUSSION:

In an effort to ensure delivery of the most efficient 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 2022 a general election for seats in divisions 1, 3, 7 and 9 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 of Directors goals for the upcoming fiscal year conform to the strategic plan objectives pertaining to Members, People of Metro Fire; Service Delivery, All Services and Programs; Capital Assets; Financial Management; and External Engagement). By June 30, 2023 the Division will deliver a balanced budget while maintaining a high level of service to the community. With the Strategic Plan now in the third year, the Board will continue to work with the Fire Chief to maintain the Strategic Plan allowing staff to focus measurable efforts to ensure the Board's goals are met.



Office of the Fire Chief

Todd Harms Fire Chief



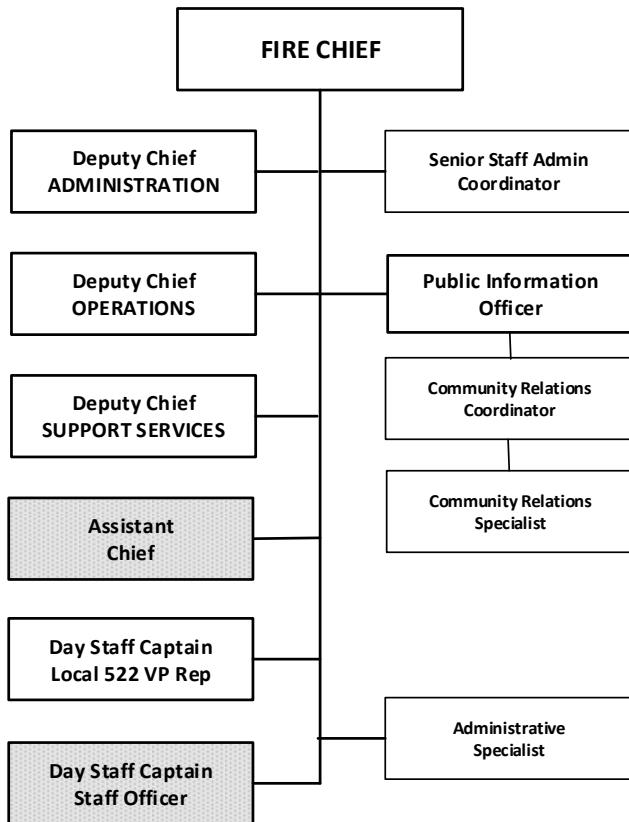
Planning & Development

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
Community Relations Specialist	2
Administrative Specialist*	1

11

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 2,499,498	\$ 478,041	\$ -	\$ -	\$ 2,977,539	1.1%

*Requesting to reclassify to Administrative Analyst.



OFFICE OF THE FIRE CHIEF

DIVISION BACKGROUND:

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 is responsible for developing the vision and strategy for 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, quality service delivery, and promote a strong relationship between labor and management to foster 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.

RECENT ACCOMPLISHMENTS:

- Through the Service Delivery Team, collaborated with internal stakeholders to evaluate the current service delivery model, identifying opportunities in a recommendation for SAFER position placement and developing a resource for the next five years.
- Continued to provide guidance and overall management of the District's response and recovery efforts for the COVID-19 pandemic. Metro Fire members served tirelessly as vital frontline responders during the pandemic and worked alongside other special district partners in advocating for direct access to federal stimulus funding to offset the impact of response and recovery efforts.
- Through a collaborative effort, participated in the Ambulance Patient Offload Time (APOT) Committee to develop advisory recommendations, including legislative and regulatory changes to improve patient offload durations and share successful pre-hospital and hospital system efficiencies that reduce or eliminate ambulance patient offload delays in the transfer of care from EMS ambulance personnel to receiving hospital emergency medical personnel.



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 the District's jurisdiction, and with organizations at the local, state, and international levels.
- 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.



GOALS FOR UPCOMING YEAR:

The Office of the Fire Chief's goals for the upcoming fiscal year conform to the strategic plan goals to improve (Strategic Plan: Members, People of Metro Fire; Service Delivery, All Services and Programs; Capital Assets; Financial Management; and External Engagement). Specifically, by June 30, 2023 the Office will:

- Carry out the day-to-day administration of policies set by the 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 to ensure that the District's service delivery model continues to maximize efficiencies and provide the highest level of service to communities, while maintaining fiduciary obligations.
- To ensure the District is effectively and efficiently providing the highest level of service, continued assessment of service delivery models and deployments will be prioritized, enhancing organizational communications and continuous training opportunities, and building consistency and accountability within the organization.

PERFORMANCE MEASURES:

The Office of the Fire Chief utilizes the District's Strategic Plan as a management tool to guide projects and strategize desired outcomes in the areas of members, service delivery, capital assets, financial management, and external engagement. On an annual basis, the Office reviews the key strategies and associated initiatives to ensure projects and desired outcomes assigned to each are relevant and remain reflective of the guidance provided by the Board of Directors.

In the course of business, the Office of the Fire Chief integrates The Metro Way as the foundation of Metro Fire's cultural philosophy and the catalyst for accomplishing the District's mission and working together cohesively to optimize the balance of safety, efficiency, and effectiveness in service delivery.



PLANNING & DEVELOPMENT

DIVISION BACKGROUND:

The Planning and Development Division is responsible for the successful administration of the District's grants administration, economic development, land use, planning, governmental affairs, and real estate activities in support of the District's short and long range needs, goals, and objectives.

RECENT ACCOMPLISHMENTS:

- Submitted 12 funding requests totaling \$72.4 million for projects including replacement of essential EMS, HazMat, and Unmanned Aerial Vehicle (UAV) equipment; fire station design and construction projects; home fire and life safety campaign; firefighter training, health, and wellness initiative; and the Phase 3 buildout of the Zinfandel First responder Training Facility.
- Managed grant awards totaling over \$16.5 million for projects including staffing of 21 firefighters (\$11,496,721), cardiac monitor/defibrillator replacement (\$3,559,515), fire ground survival training (\$478,316), generator installation (\$300,000), community risk assessment (\$261,518), COVID-19 pandemic response supplies/equipment (\$171,678), swift-water rescue boat replacement (\$113,663), hazmat trace detection analyzer (\$105,000), Phase 2 of a flood response program (\$72,360), and station access control (\$33,723).
- Completed construction of Fire Station 68.
- Completed the Capital Improvement Plan (CIP).
- Updated the Natomas Feasibility Study.
- Completed Capital Facilities Impact Fee Study update.
- Represented the District as a member of the CSDA Legislative Committee, Cal Chiefs/FDAC Joint Legislative Committee, and the Cap to Cap Public Safety Team.



BUDGET DISCUSSION:

In FY2022/23, the Planning and Development Division will continue to focus on the management of District properties, planning for future growth, anticipating legislative impacts to the District, and securing funding to fulfill District needs.

GOALS FOR UPCOMING YEAR:

- Develop and implement the Standards of Cover which will serve as the District's service delivery evaluation tool (Strategic Plan: Service Delivery 3a and 3b).
- Update the District's Municipal Service Review (MSR). (Strategic Plan: Service Delivery 3).
- Administer the District's Capital Improvement Plan (CIP) (Strategic Plan: Capital Assets 1-3).
- Continued service delivery evaluation and future fire station planning (Strategic Plan: Service Delivery 3a).
- Analyze proposed legislation for anticipated impact on the District (Strategic Plan: All Strategies).
- Identify external funding opportunities to meet District needs (Strategic Plan: Financial Management 1b).
- Engage partners at the local, state, and federal levels (Strategic Plan: External Engagement 1a).

PERFORMANCE MEASURES:

- Procedures manuals completed. The Division will complete Standards of Cover document and the Municipal Service Review.
- CIP Administration. The Division will administer the approved Capital Improvement Plan.



PEER SUPPORT PROGRAM

DIVISION BACKGROUND:

As a member agency of the Sacramento Regional Behavioral Health Committee, Metro Fire's Peer Support Team (Team) is committed to regional collaboration, support, development and implementation of fire service behavioral health principles and best practices. The Team 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.

RECENT ACCOMPLISHMENTS:

- Continued collaboration with the Sacramento Regional Behavioral Health Committee 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.
- Continued engagement with members including, but not limited to, conducting critical incident diffusions and debriefings, distributing EAP and behavior health materials and resources.



BUDGET DISCUSSION:

Budget requests for Peer Support can be grouped into the following major areas:

- Business/Conference: Peer support coordinators and selected members will attend annual conferences, meetings, etc. when deemed necessary. All costs associated with these functions are covered here.
- Education/Training Services: These funds are used for annual renewal of membership to the Sacramento Regional Behavioral Health Committee, and multidisciplinary training and workshops for new and existing peer support team members.

GOALS FOR UPCOMING YEARS:

The Team will pursue achievement of the strategic plan objectives (Members 1a, 3a and 3b) by accomplishing the following:

- Support Metro Fire's Firefighter Training, Health, and Wellness Initiative that is focused on improving the overall health of Metro Fire members and providing increased access to essential mental, physical, and behavioral health resources.
- Continue to expand the number of team members and peer counselors through education, training and outreach, and provide the essential training and resources required to address the growing needs of the membership.
- Continue to work towards adding shift-based peer support team members, essentially having at minimum one team member, per battalion, per shift.
- Continue to develop a robust referral network and enhanced professional provider list to address multi-disciplinary needs and to support Metro Fire's Training, Health, and Wellness Initiative.

PERFORMANCE MEASURES:

- Training opportunities. The Division will provide ongoing, at minimum quarterly, training and workshop opportunities for new and existing team members.
- Peer program introduction. Current peer members will provide in-person introductory training to members at each fire station across all shifts to improve awareness, training, and recruitment.



COMMUNITY RELATIONS DIVISION

DIVISION BACKGROUND:

Community Relations, working under the Office of the Fire Chief, coordinates and delivers the District's communications plan. This is accomplished through the use of social media, traditional print and television media, community events, and public meeting presentations. The Division consists of a Public Information Officer (PIO), a Community Relations Coordinator (CRC), and two Community Relations Specialists (CRS).

The PIO provides incident coverage and serves as the direct 24/7 point of contact for media inquiries. As a suppression member on what is typically a 18-month assignment to the Division, the PIO relies on practical experience in fire ground operations and emergency medicine.

The CRC and CRS are professional staff members who provide consistency to the Community Relations Division. The CRC works alongside the PIO to develop and deliver the district's communications plan. The CRS help deliver the communications plan through management of social media, production of messaging and marketing materials, attending community events, and delivering presentations to various groups.

RECENT ACCOMPLISHMENTS:

In January 2022, Metro Fire launched a proactive messaging strategy in an effort to educate the public about the impacts of Ambulance-Patient Offload Times (APOT) at hospitals and how that was affecting service delivery to the public. This messaging strategy resulted in numerous local stories around the Sacramento area, attendance at a California State Assembly Committee on Emergency Management hearing, and being featured on several NBC National News programs including NBC Nightly News with Lester Holt and the Today Show.

The Division oversaw the return of the Metro Fire pink and blue Cancer Awareness Engine in October and November 2021 after a hiatus in 2020 due to the COVID-19 pandemic halting attendance at community events. The engine was deployed with a pink side to show support for women's health causes and a blue side for men's health causes. The 2021 Cancer Awareness Engine featured a redesign to the look of the fire engine which was covered by community funding.



- Developed the use of a Metro Fire TikTok social media account to help bridge communication gaps with teens and young adults.
- Deployed public information officers on multiple regional and state-wide incidents including the River Incident near Colfax, CA and the Caldor Fire in El Dorado County, CA.
- Expanded internal video production to include the video series Member Monday, Behind the Badge, and Firehouse Friday to provide transparency and educate the public on more than the traditional fire ground and operations focused fire service media content.
- Expanded and developed the Metro Fire YouTube channel to make long-format incident footage available to internal and external audience as a training opportunity to refine fire ground strategies and tactics.



COMMUNITY RELATIONS DIVISION

BUDGET DISCUSSION:

In FY2022/23 Community Relations will continue to improve and enhance the visibility of Metro Fire as a premier all-hazards emergency service provider by soliciting and responding to local and national media opportunities. This will be accomplished by sustaining the staffing model for 24/7 coverage by the PIO and relief PIOs. Through the use of social media, Metro Fire will be able to deliver messages and stories direct to stakeholders.

Career development will be accomplished through training opportunities in public engagement, video production, and professional communications skills ensuring Community Relations personnel have the knowledge, skills, and abilities to meet the public's expectations. The Division will continue to upgrade equipment and refine work-flow in order to quickly produce quality content at a fiscally responsible price.

Working with internal and external stakeholders, Community Relations will continue to develop a comprehensive plan for consistent messaging, audience management, and content. By continuing to expand use of social media and in-house production of media content, the Division can craft the story, develop the content, and share the information with the community directly.

GOALS FOR UPCOMING YEAR:

- Grow social media presence on Facebook, Instagram, and TikTok by increasing likes and follows by 10% by the end of FY 2022/2023 in an effort to enhance the visibility of Metro Fire as a premier all-hazards emergency service provider both locally and nationally (Strategic Goal External Engagement 1a).
- Produce three Behind the Badge, five Firehouse Friday, and five Member Monday videos by the end of FY 2022/2023 in an effort to help promote recruitment and retention of Metro Fire personnel (Strategic Goals External Engagement 2a and Members 4a).
- Produce three long-form videos showcasing Metro Fire's all-hazards capabilities by the end of FY2022/2023 to raise awareness of Metro Fires contributions at the federal, state, and local levels (Strategic Goal External Engagement 1a).

PERFORMANCE MEASURES:

- Review social media metrics to establish audience size and demographics at the start and end of the fiscal year to determine growth trends and patterns.
- Review audience and viewership metrics of media content to determine the level of interest in different types of content in order to grow audience engagement.

Administration Branch

**Ty Bailey
Deputy Chief**

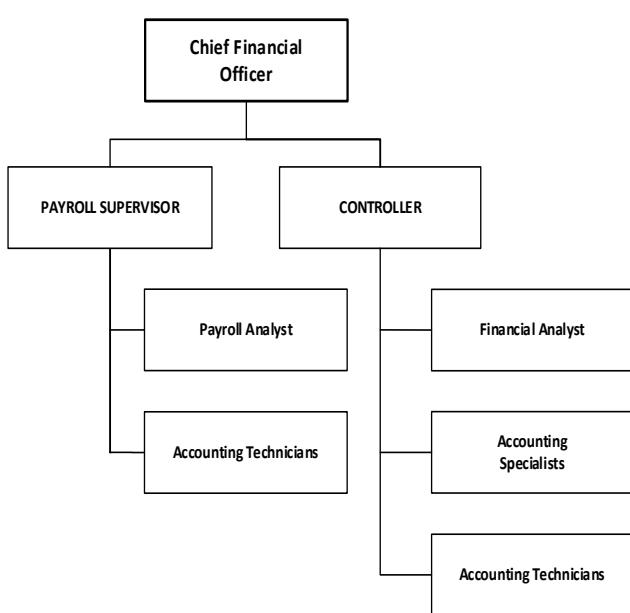


Finance

Human Resources

Information Technology

Non-Divisional

**STAFFING:**

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,818,341	\$ 205,881	\$ 3,739,525	\$ -	\$ 5,763,747	2.1%



DIVISION BACKGROUND:

The Finance Division's professional team oversees Metro Fire's multi-million dollar financial operation, ensuring resources are properly allocated and monitored for optimum public service levels. Additionally, the Finance Division safeguards District assets, tracks spending, collects revenue and cost reimbursements, leads the annual budget development and implementation processes, and provides and publishes accurate financial reports.

RECENT ACCOMPLISHMENTS:

During the last fiscal year, Finance Division accomplishments included the following:

- Awarded the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the District's Annual Comprehensive Financial Report (ACFR) for the seventh consecutive year and the Outstanding Achievement in Popular Financial Reporting award for the District's Community Annual Report (CAR) for the third straight year.
- Secured a clean independent audit opinion for the tenth straight year.
- Received the California Society of Municipal Finance Officers' (CSMFO) Meritorious Award for the fourth straight year for the Fiscal Year 2021/22 Operating Budget.
- Established the District's first Capital Improvement Program (CIP) policy and issued the first CIP plan, for 2022-23 through 2026-27.



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 accounting books annually. In addition to staffing costs, the Finance budget includes:

- Consulting expense for 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 medical transport reimbursement programs

GOALS FOR UPCOMING YEAR:

To effectively and efficiently manage Metro Fire's finances, and in accordance with Metro Fire's strategic plan, the Division has the following goals for completion by June 30, 2023. These goals support the District's strategic plan for capital assets (Initiatives 1, 2, and 3) and prudent financial management (Initiatives 1, 2, and 3) through effective stewardship of public resources and enhanced financial planning.

1. Enhance Oracle budgeting system functionality and operability, including the establishment of an online accounting manual.
2. GFOA "Triple Crown" Recognition for excellence in financial reporting for the District's ACFR, CAR, financial reporting. The application for this award will be submitted in October 2022 and decisions issued in early 2023.
3. CSMFO Capital Improvement Excellence Award for 2022-23 CIP plan.
4. CSMFO Budget Excellence Award for 2022-23 Final Budget.

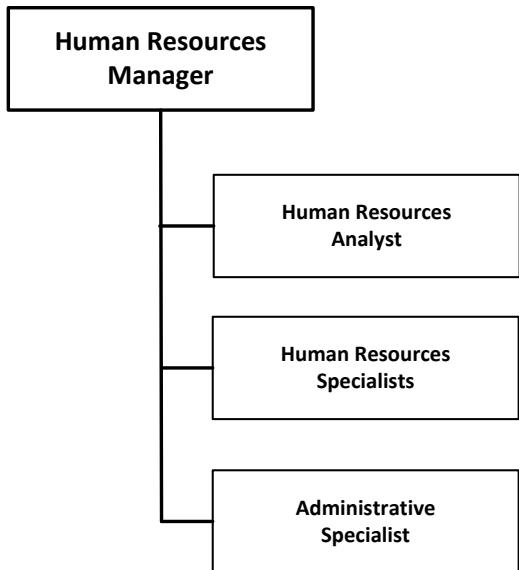


PERFORMANCE MEASURES:

1. By July 21, 2022, the Finance Division will finalize and publish the online accounting manual.
2. By October 31, 2022, the Finance Division will submit a complete award package for consideration for the GFOA financial reporting award, with the ACFR and CAR award packages following by December 31, 2022.
3. By September 20, 2022, Finance will submit the award package for the CSMFO Capital Improvement Excellence Award for the FY 2022-23 CIP plan.
4. By September 30, 2022, Finance will submit the award package for the CSMFO Budget Excellence Award for the FY 2022-23 Final Budget



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
FY2022/23	\$ 956,243	\$ 1,041,944	\$ -	\$ -	\$ 1,998,187	0.7%

*Requesting to have two Human Resources Specialists reclassified to one Human Resources Analyst and one Workers Compensation Coordinator.



HUMAN RESOURCES

DIVISION BACKGROUND:

The Human Resources Division is privileged to serve as a resource to both Metro Fire's employees and the community they serve. The responsibilities of the Human Resources Division 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 reports to the Deputy Chief of Administration and includes the HR Manager, one HR Analyst, three HR Specialists, and one Administrative Specialist.

RECENT ACCOMPLISHMENTS:

- As worker's compensation claims rose steadily due to the Covid-19 pandemic, the Human Resources Division processed as much as a 120% increase in the number of claims submitted per year.
- Within fiscal year 2021/22, the Human Resources Division converted over 7,774 hours of employee absences to supplemental paid leave in compliance with state and federal Covid-19 mitigation laws.
- During this timeframe, the Human Resources Division also designated over 14,714 hours of employee absences as protected leave under the Family Medical Leave Act, California Family Rights Act, and Pregnancy Disability Leave laws.
- The Human Resources Division hired approximately 100 employees during fiscal year 2021/22.

BUDGET DISCUSSION:

The Human Resources Division budget includes the following:

- Recruitment costs such as advertising, testing, interviewing, background investigations and medical evaluations.
- Costs associated with administering the Battalion Chief, Fire Captain and Fire Engineer promotional exams.
- Funds allocated to ongoing diversity recruitment efforts.



GOALS FOR UPCOMING YEAR

- The Human Resources Division projects the recruitment of 30 new Firefighters, 60 new SRP Paramedics and EMTs, and 5 miscellaneous employees within fiscal year 2022/23. (Strategic Plan: Members 4a)
- In the upcoming fiscal year, the Human Resources Division will conduct the following promotional exams: Battalion Chief, Fire Captain and Fire Engineer. (Strategic Plan: Members 4a)

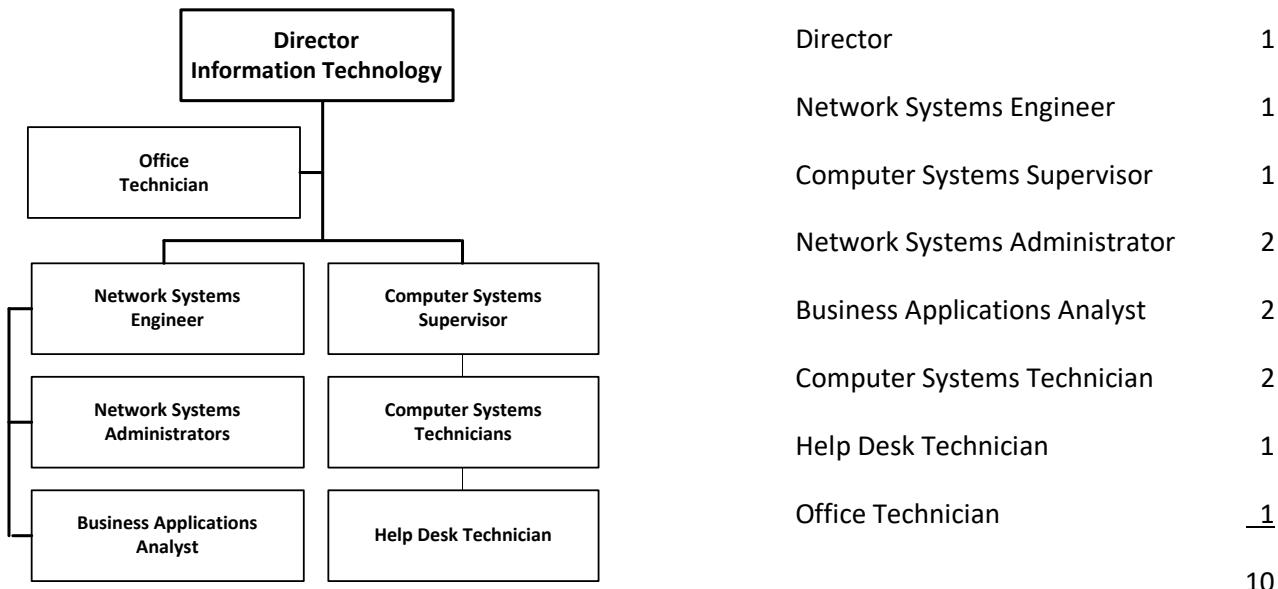
PERFORMANCE MEASURES

- Increased staffing numbers will reflect the onboarding of new employees and the promotions of Battalion Chiefs, Fire Captains, and Fire Engineers to open and available positions.
- The Human Resources Division will evaluate the successful onboarding and retention rate of new employees to forecast the recruitment costs of future fiscal years.



INFORMATION TECHNOLOGY

STAFFING:



	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,742,086	\$ 2,850,326	\$ -	\$ 35,126	\$ 4,627,538	1.6%



INFORMATION TECHNOLOGY

DIVISION BACKGROUND:

The Information Technology (IT) Division includes Computer Systems, Network Systems and Business Application Analysts. Under the direction of the Director of Information Technology, the IT Division manages the District's data center, network security, LAN/WAN, VoIP system, ERP systems, building fire/security/access control systems, mobile devices, and computer systems for 41 fire stations and 4 administration buildings.



RECENT ACCOMPLISHMENTS:

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

- Replaced core infrastructure switches
- Replaced edge firewalls
- Upgraded phone system
- Added redundancies for edge network

BUDGET DISCUSSION

The IT Division preliminary budget is higher this fiscal year compared to last fiscal year due to rising costs, mainly due to price growth associated with software, hardware and services across the board.

GOALS FOR UPCOMING YEAR:

The IT Division's goals for the upcoming fiscal year conform to the strategic plan goal to improve service delivery. Specifically, by June 30, 2023 the Division intends to:

- Upgrade the District's boardroom audio/visual equipment
- Modernize the District's website

PERFORMANCE MEASURES:

The IT Division measures performance through a service ticket request tool, responding to service requests and analyzing request volume and type to determine resource allocations.



NON-DIVISIONAL

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 64,033,650	\$ 11,237,822	\$ 5,752,008	\$ -	\$ 81,023,480	28.8%

The Non-Divisional Item (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 Items budget includes \$15.5 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 million are included in Non-Divisional expenditures. In accordance with the District's plan to retire the pension bonds at the earliest date allowed, a \$25.5 million final payment for the Series C bonds was made in November 2018. A similar final payment is 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.



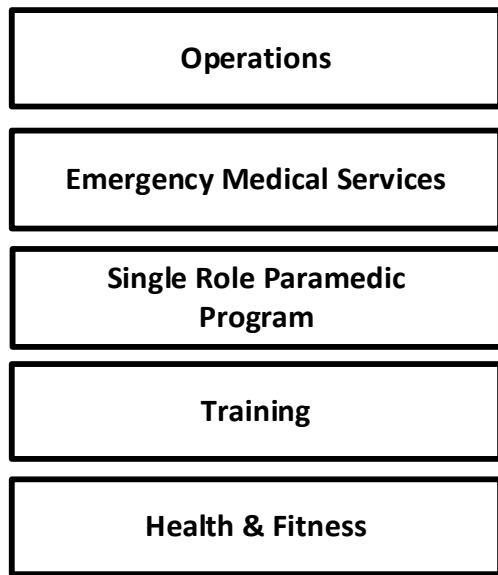
NDI also budgets a \$2.8 million payment to Sacramento County Employees' Retirement System (SCERS). These payments reduce an unfunded liability for District retirees and employees formerly employed by predecessor agencies that participated in SCERS.

Also included in the budget are estimates for paid time off and sick leave buybacks of about \$2.7 million for all divisions, and 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 \$5.8 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 \$14.5 million, for a net income of \$8.7 million

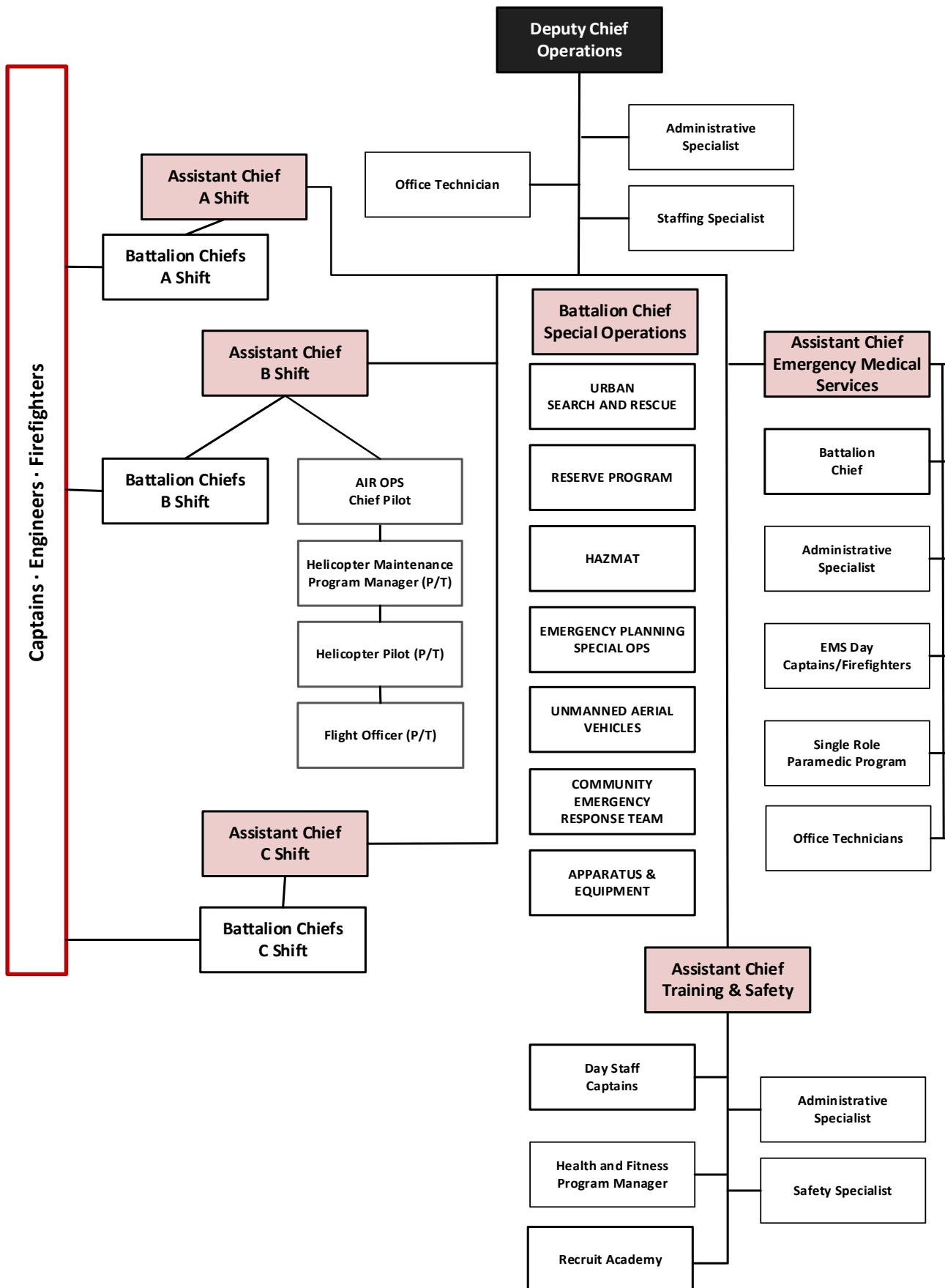
Operations Branch

Adam Mitchell Deputy Chief





OPERATIONS





OPERATIONS

Deputy Chief	1	Helicopter Pilots (P/T)	4
Assistant Chiefs	5	Battalion Chiefs	15
Administrative Specialist	1	Captains*	132
Staffing Specialist	1	Engineers	132
Office Technicians	1	Firefighters	<u>252</u>
Helicopter Chief Pilot	1		<u>545</u>

Administrative	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,631,281	\$ 30,129	\$ -	\$ 17,413	\$ 1,678,823	0.6%

Suppression	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 120,448,149	\$ -	\$ -	\$ -	\$ 120,448,149	42.9%

*Requesting one new day staff captain for air operations.



OPERATIONS

DIVISION BACKGROUND:

The Operations Division oversees all aspects of the District's all-hazard emergency services delivered from 41 stations with daily shift staffing of 185 personnel. The Operations Branch answered over 105,000 calls for service in calendar year 2021. These calls for service are answered by five battalion chiefs, 36 first-out engine companies, seven truck companies, 14 fire-based medics and four single role paramedic units.

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

RECENT ACCOMPLISHMENTS:

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

- Selected five new rescuers for Air Operations
- Hired two part-time pilots for Air Operations
- Received a new jet boat with funding by the State Homeland Security Grant Program
- Obtained an ARFF unit from Sacramento County Department of Airports to replace an older unit
- Completed two River and Flood Operations Classes and one Rescue Boat Technician Class
- Sent three dozer operators to Camp Pendleton annual Heavy Equipment Inter-agency Safety Training

BUDGET DISCUSSION:

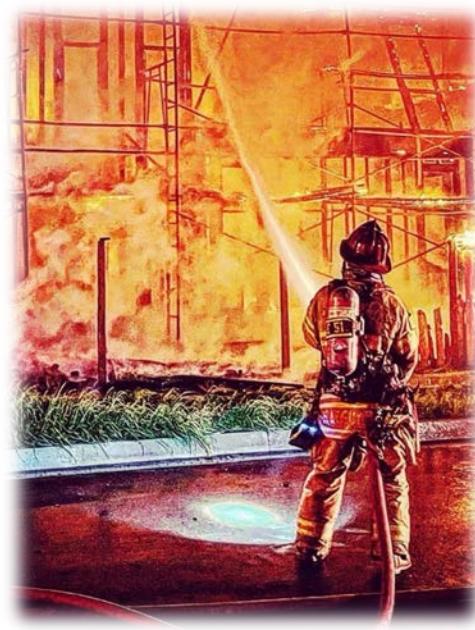
The FY 2022/23 Operations budget includes funding to provide essential services to the communities we serve and maintain the required training to meet qualification standards within each program.

GOALS FOR UPCOMING YEAR:

- Complete refurbishment of Copter 3 to front-line operational status (Strategic Plan: Capital Assets 2 & 3).
- Host a regional rescue drill (Strategic Plan: Service Delivery 1).
- Obtain recertification as a Type 1 HazMat Team (Strategic Plan: Capital Assets 3; Service Delivery 1, 3, 4).

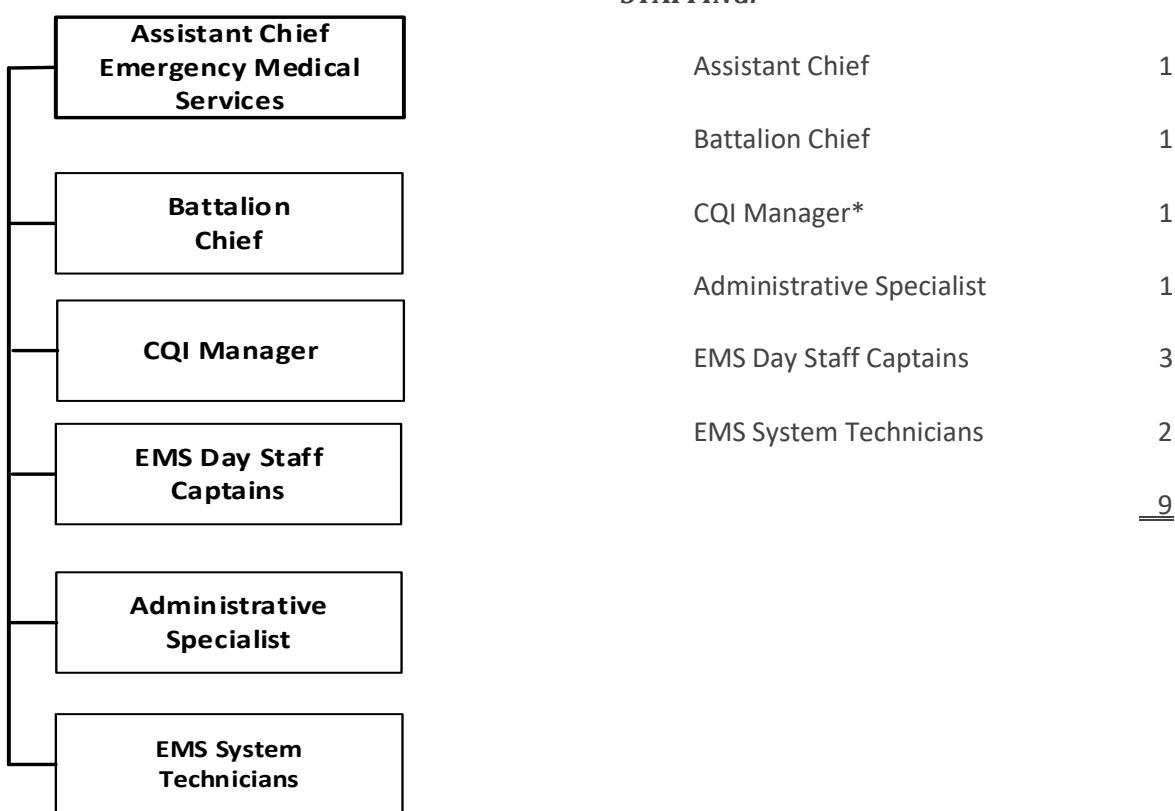
PERFORMANCE MEASURES:

- Operations' Project Timelines. The Division creates project timelines to ensure benchmarks are being met.
- Project leads and reporting. The Division appoints project leads and requires regular status reports at weekly Operations staff meetings to provide accountability and the opportunity to request needed assistance.





EMERGENCY MEDICAL SERVICES



	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,703,006	\$ 8,311,976	\$ -	\$ -	\$ 10,014,982	3.6%

*Requesting new position effective 1/1/23.



EMERGENCY MEDICAL SERVICES

DIVISION BACKGROUND:

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

The District's EMS Division supports the third largest fire-based Advanced Life Support (ALS) transporting program in the State of California, currently operating 19 ALS ambulances, five reserve ALS ambulances, and 43 ALS engine and truck companies. Metro Fire employs over 499 paramedics, 100 emergency medical technicians (EMTs), and 5 first responders to staff these units, as well as Community Care Response Units (CCRU) watercraft, an ALS rescue capable helicopter, a Tactical Emergency Medical Services (TEMS) team, and bike medic teams for special events. Metro Fire continues to be an innovator in the provision of EMS in the Sacramento region.

RECENT ACCOMPLISHMENTS:

- Submitted annual CQI plan update and core measures to Sacramento County Emergency Medical Services Agency (SCEMSA).
 - First year quality of the report was evaluated and received an excellent rating from SCEMSA.
 - Metro Fire worked on the Technical Advisory Group (TAG) to help develop scoring criteria.
- Launched SacMIH on November 15, 2021.
- Graduated three Firefighter/EMT paramedic students from the American River College Paramedic Program. The District joined a subcommittee advocating for SCEMSA funding which was successful in adding three positions to SCEMSA.
- Received additional grant funding for Narcan, a treatment for opioid overdose.
- Received Assistance to Firefighters Grant (AFG) award for 90 cardiac monitors/defibrillators and approved to purchase 12 LUCAS chest-compression devices. All equipment was deployed in the field in the first quarter of 2022.
- Implemented electronic narcotic tracking module in OpiQ on April 01, 2022.
- Trainings completed:
 - Expanded scope of practice training for COVID testing and vaccination.
 - Advanced Cardio Life Support (ACLS) and CPR refresher for providers.
 - Designated Infection Control Officer training for new EMS officers.
 - Continuing education for professional staff to maintain Privacy Officer and Compliance Officer Certification.
 - Health Information Portability and Accountability Act refresher
 - Assess and Refer protocol
 - Non-invasive End-Tidal CO₂ and capnography review
- Achieved the completion of 100% QA/QI review for cardiac arrest, cardiac pacing, cardioversion, TXA, chest decompression, childbirth, and Ambulance Patient Offload Time greater than 120 minute exceeding industry benchmarks.
- Tested over 1,100 members and hundreds of family and dispatchers for COVID and developed a new database for COVID tracking.





BUDGET DISCUSSION:

The EMS Division's 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 staying current with materials and technologies. For FY 2022/23 and beyond there is a clear recognition of the ongoing need to assess and refine the District's training, equipment, and practices in a manner best suited to support its EMTs and paramedics in providing the best patient care.

GOALS FOR UPCOMING YEAR:

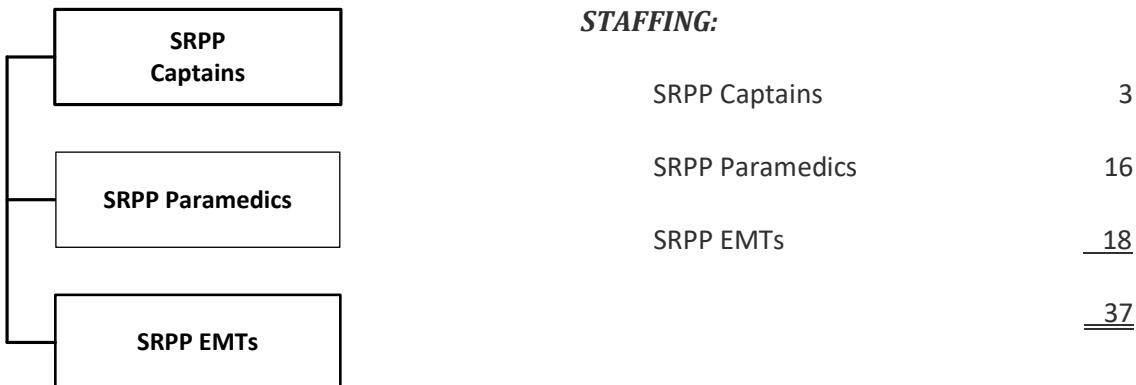
- Hire a permanent, qualified CQI Manager/Educator to revamp the Continuous Quality Improvement Program (Strategic Plan: Service Delivery 1a, 1b; Member 4a)
- Employ a qualified Medical Director for the District to begin in the next fiscal year (Strategic Plan: Service Delivery 1a, 1b)
- Work with Local 522 to stabilize and expand the SRP Program (Strategic Plan: Members 4a, Service Delivery 1a, 1b)
- Work with Local 522 to add Fire Department Medic (FDM) to our EMS system (Strategic Plan: Service Delivery 1a, Members 4a)
- Secure funding for purchase of new fleet of gurneys by the end of the fiscal year (Strategic Plan: Service Delivery 1a, Capital Assets 3a)
- Complete Certified Ambulance Documentation Specialist (CADS) training for all personnel, and require CADS training for all new line personnel (Strategic Plan: Service Delivery 1a, Members 2a)
- Identify sustainable funding for the SacMIH pilot program (Strategic Plan: Service Delivery 1a & 1b, Financial Management 1a & 1b)
- Enhance cost recovery for EMS services (Strategic Plan: Financial Management 2a)

PERFORMANCE MEASURES:

- Documentation training for paramedic/EMTs. All new paramedics/EMTs are assigned CADS as part of their academy training to ensure highest quality documentation.
- Grant funding levels. The EMS division members actively researches and works with grants personnel to identify new grants or opportunities to allocate funds for new/replacement medical equipment.



SINGLE ROLE PARAMEDIC PROGRAM



	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 3,597,286	\$ 47,050	\$ -	\$ -	\$ 3,644,336	1.3%



SINGLE ROLE PARAMEDIC PROGRAM

DIVISION BACKGROUND:

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

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



RECENT ACCOMPLISHMENTS:

- Graduated two SRPP Recruit Academies and scheduled the start of a third academy
- Hired seven Paramedics
- Hired 13 Emergency Medical Technicians (EMTs)
- Promoted 11 EMTs to Paramedic
- Established an eligibility list of 25 program members for promotion to Firefighter/Paramedic
- Provided paramedic internships for five program members
- Recruited new SRP Paramedics into the Peer Review Committee

BUDGET DISCUSSION:

The SRPP celebrated its ninth year on March 1, 2022. 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 YEAR:

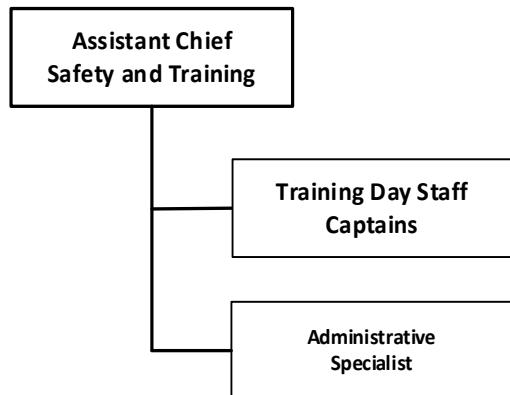
- Graduate three SRP Academies in FY 22/23. (Strategic Plan : Recruitment and Retention 4a)
- Bolster the number of paramedic preceptors/Field Training Officers (FTOs) in the SRPP ranks in FY 22/23. (Strategic Plan : Best Practices 1a)
- Work with Local 522 to revamp the program for long term sustainability. (Strategic Plan : Recruitment and Retention 4a)

PERFORMANCE MEASURES:

- Interested persons list. Recruitment will remain open on the District's website for EMTs and Paramedics to generate a list of interest for SRP Academies.
- Quarterly identification of new paramedic preceptors/FTOs



TRAINING



STAFFING:

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

Health & Fitness	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 97,317	\$ 395,313	\$ -	\$ -	\$ 492,630	0.2%

Training	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,800,858	\$ 462,260	\$ 140,000	\$ -	\$ 2,403,118	0.9%

*Requesting one additional day captain effective 1/1/23.



DIVISION BACKGROUND:

The Training Division's mission is to improve service delivery to the community by providing realistic, ongoing, and verifiable training to District personnel and assist them to develop and strengthen essential job skills. Training strives to ensure all-risk operational readiness and the ability of Metro members to perform quality public service at any moment. There are many federal, state, and locally-mandated requirements which must be followed, and as new requirements emerge it is imperative that the Division incorporate new tools, technology, and equipment to train Metro 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 a multitude of training opportunities.

RECENT ACCOMPLISHMENTS:

- Conducted performance appraisals of 70 probationary suppression personnel from the rank of Firefighter to Battalion Chief.
- Delivered Captain and Engineer academies.
- Began district-wide fire ground survival training.
- Performed a mix of destructive and non-destructive training at three different acquired structures.
- Conducted large-scale drills, including hosting a Tesla solar roof tile drill.
- Obtained a grant-funded, state of the art sand table.
- Successfully completed fire academy 21-1.
- Developed and implemented a five-week lateral orientation.



BUDGET DISCUSSION:

The Safety Budget includes these changes:

- Recruit academy budget decreased to match the District need to run one 30-person academy.
- Restoration of training classes and drills previously cancelled due to COVID shutdown.

GOALS FOR UPCOMING YEAR:

The Training Division's goals for the upcoming fiscal year conform to the strategic plan goal to improve service delivery. Specifically, by June 30, 2023 the Training Division will:

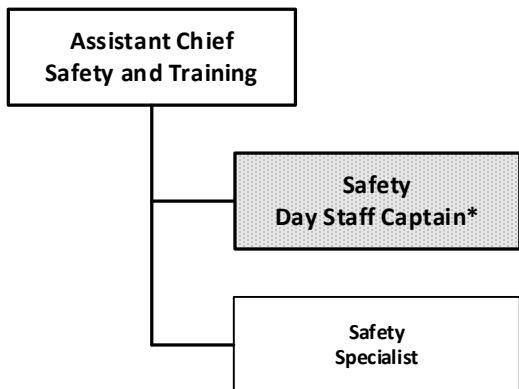
- Establish rank specific training for Engineer and Captain.
- Reinstitute leadership training (L-280,L-380,L-381), which were suspended due to high COVID case rates.
- Build a Training website and migrate videos to one location for easy use by employees.
- Expand the District pool of State certified instructors to fill the void left with the California Fire and Rescue Training Authority dissolving.

PERFORMANCE MEASURES:

- Rank-specific training. Prior to the next Engineer and Captain exams, the rank specific training will be established and offered to line personnel.
- Online resource tools. By June 2023 the Training website will be available to all employees.



SAFETY



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 229,361	\$ 1,198,250	\$ -	\$ 40,000	\$ 1,467,611	0.5%

*Position currently vacant and not funded.



DIVISION BACKGROUND:

The Safety Division oversees Personal Protective Equipment (PPE) and self-contained breathing apparatus (SCBA), and purchases all personnel protective equipment for the District. All items overseen and purchased by the Safety Division are required safety items necessary for personnel to safely do their jobs as well as meet both National Fire Protection Administration (NFPA) and Occupational Health and Safety Administration (OSHA) requirements.

RECENT ACCOMPLISHMENTS:

- Secured over 150 sets of replacement turnouts for current personnel and new hires.
- Finished the swap over to all new UniMac extractors and the installation of a Solo Rescue washing machine for gloves, boots and helmets.
- Established the first consolidated PPE manual which brought together eight different PPE policies under one document, streamlining how the District tracks and implements PPE policies.
- Established a manual for the care and maintenance of all District PPE.
- Implemented the washing of structure gloves in addition to moving to a battalion based washing model from a notification model.
- In the last fiscal year Safety and Logistics divisions washed and inspected over 3,500 sets of turnouts.



BUDGET DISCUSSION:

- Recruit academy funding is reduced to match the District plan to run one 30-person academy.
- Funding included for members of the Safety Division and the PPE team to attend F.I.E.R.O. PPE symposium, the nation's foremost conference on firefighting PPE.
- With the establishment of a PPE cache, Safety Division is requesting significantly less respiratory PPE this year.

GOAL FOR UPCOMING YEAR:

The Safety Division's goal for the upcoming fiscal year conforms to the strategic plan goal to improve service delivery. Specifically, by June 30, 2023 the Division intends to fully implement the NFPA 1851 program and position the District to meet or exceed the anticipated update from California Occupational Health and Safety Administration on statewide standards for care and maintenance of firefighter PPE.

PERFORMANCE MEASURES:

- Safety measures the implementation of NFPA 1851 standards by the tracking of each garments for washing and inspection within a calendar year.
- Each garment should at minimum be washed twice and have an advanced inspection conducted one time.



HEALTH AND FITNESS

DIVISION BACKGROUND:

The objective of Metro Fire's Health and Fitness Division is to provide all members with an opportunity to maintain an appropriate level of health and fitness throughout their career. The division provides the opportunity for comprehensive medical evaluations, annual fitness assessments, and an array of fitness programs designed to enhance overall health and prevent injury. The Division stays on the cutting edge of the fitness industry by equipping facilities with a complement of state of the art fitness equipment as well as rehabilitation and recovery modalities.



RECENT ACCOMPLISHMENTS:

- Provided fitness assessments and fitness plans across the District to members.
- Provided morning physical training for two fire suppression and two SRP academies.
- Improved fitness equipment preventative maintenance program by creating a detailed station inventory.
- Continued to provide health related content to the Fire Department Connection by the addition of informational video content reaching a larger audience with a lot of valuable information.

BUDGET DISCUSSION:

The health component of the Division's budget includes an increased request for funding of annual medicals for suppression personnel due to rising costs. The fitness component of the budget includes funding for fitness equipment purchases, maintenance/repairs, and replacements. By keeping the replacement line intact the division can continue to meet the needs of an aging cardio inventory. The need for investment in higher quality, longer warranted pieces of equipment will be a main focus of this upcoming budget cycle. Additionally, there are four stations still in need of updated squat racks, flooring, storage, cable machines and benches. Lastly, overall improvements during this budget cycle will be directed towards cutting edge, work specific pieces of equipment that are in alignment with the fitness needs of the fire service with goal being to reduce the risk of injury.

GOALS FOR UPCOMING YEAR:

The Health and Fitness Division's goals for the upcoming fiscal year conform to the strategic plan goal to improve service delivery. Specifically, by June 30, 2023 the Division intends to:

- Continue medical wellness exam for NIOSH SCBA compliance and preventive medical screening.
- Increase the fitness equipment preventative maintenance visits to quarterly for higher volume stations.
- Assist HR with their return to work model by streamlining transition from injury to back to work.
- Re-initiate the Peer Fitness Training (PFT) program with the goal of increasing the depth of the program with an increased number of participants.
- Provide more health related educational materials to the District via Professional Development Programs (PDPs), guest speakers and workshops as well as informational videos.

PERFORMANCE MEASURES:

- By January 1, 2023, 15 PFTs will be certified and available to assist Health and Fitness
- 100% compliance with HazMat physicals and age bases wellness physicals by the end of FY22/23
- Provide quarterly informational material (workshops, videos, handouts, etc..) on the issues of Health and Fitness with wellness related topics.

Support Services Branch

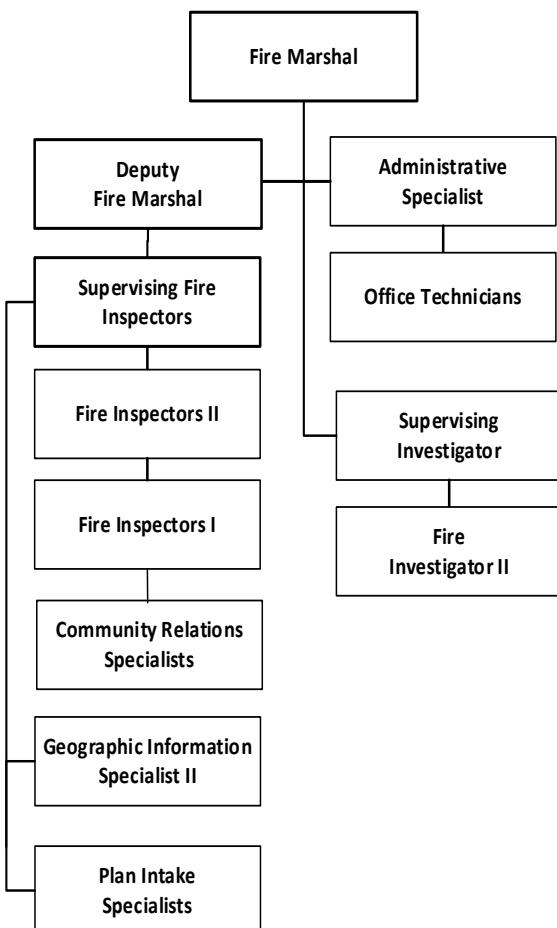
**Tyler Wagaman
Deputy Chief**

- Communications**
- Community Risk Reduction**
- Fire Investigations**
- Facilities**
- Fleet**
- Logistics**





COMMUNITY RISK REDUCTION DIVISION



STAFFING:

Fire Marshal	1
Deputy Fire Marshal	1
Supervising Fire Inspectors	3
Fire Inspectors II	4
Fire Inspector I	9
Supervising Investigator	1
Fire Investigator II	3
Geographic Information Spec II*	1
Administrative Specialist	1
Plan Intake Specialist	3
Office Technicians	<u>3</u>
	<u>30</u>

Community Risk Reduction	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 3,685,469	\$ 387,003	\$ -	\$ -	\$ 4,072,472	1.4%

Fire Investigations	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 762,234	\$ 27,785	\$ -	\$ -	\$ 790,019	0.3%

*Requesting to reclassify to Geographic Data Analyst.



COMMUNITY RISK REDUCTION DIVISION

DIVISION BACKGROUND:

The Community Risk Reduction Division (CRRD) provides new construction, code enforcement, public education, and fire investigation services to the unincorporated portions of Sacramento County, City of Citrus Heights, and City of Rancho Cordova communities. The CRRD New Construction and Code Enforcement team is responsible for inspecting existing buildings and properties for fire code violations, issuing permits, assisting fire suppression personnel, responding to code violation complaints, reviewing and approving licensed care facilities, reviewing plans for all construction projects and fire protection systems, as well as conducting the testing and inspections for those projects. In addition, Fire Inspectors are responsible for special event inspection requests (e.g., carnivals and fairs), fireworks booth inspections and public fireworks displays.

The CRRD Fire Investigation Unit (FIU) investigates unidentified fire causes, the causes of fires resulting in serious bodily injury or death, and suspected arson related incidents that occur within the District. Metro Fire is one of the few agencies in the region with a full-time FIU. Through coordinated efforts with suppression personnel, the GIS Specialist provides detailed District maps and pre-fire drawings for use in emergency response.

RECENT ACCOMPLISHMENTS:

During the last fiscal year, the Community Risk Reduction Division accomplished the following:

- Completed Community Risk Assessment to identify, prioritize, and mitigate natural and human caused risks within the communities.
- Began cost of services study for CRRD fee-related activities.
- Implemented community education for large undeveloped and partially undeveloped parcels to establish defensible space within higher fire risk areas.
- Facilitated successful task book completion for three new Fire Inspector I's.
- Began implementing 4th – 12th grade fire safety education programs.
- Implemented cross-training of Fire Inspectors and Fire Investigators.
- Implemented Fire Inspector completion of vegetation cause and origin fire investigation on the 4th of July.
- Participated in Cal Chief's, Northern California Fire Prevention Officers, and International Code Council code hearings.
- Began streamlining and building consistency in administrative functions of the Division by creating task specific training guides for administrative personnel, including but not limited to a Weed Abatement Program Manual.

BUDGET DISCUSSION:

Increased complaints and code enforcement inspections have led to workload growth. The Community Risk Reduction Division (CRRD) saw an increase of approximately 22% in construction inspections during FY 2020/21. Complaints (primarily alarm and suppression systems out of service) remained significantly elevated with an increase of approximately 116% during FY 2020/21. Through attrition and in consideration of the increased number of inspections, the Division will recruit to fill authorized Fire Inspector





COMMUNITY RISK REDUCTION DIVISION

positions with Fire Inspector I's. This position entails a one-year training program along with the completion of a task book.



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

GOALS FOR UPCOMING YEAR:

- Utilize Community Risk Assessment and resulting Community Risk Reduction Plan to implement targeted, all risk educational and prevention programs. (Strategic Plan: External Engagement 3a)
- Utilize geospatial data and data analysis to determine trends in risk and target hazards. (Strategic Plan: Service Delivery 3b)
- Enhance coordination between CRRD Fire Investigation Unit FIU and Inspectors in enforcing Fire and building codes and subsequent violations through the legal system. (Strategic Plan: Members 2a)
- Enhance communication to business community by establishing collaborative working groups such as Building Industry Association, Sunrise Market Place and Fulton Avenue Association. (Strategic Plan: External Engagement 1a)
- Enhance communication and ensure timely service is provided to the Cities the District serves. (Strategic Plan: External Engagement 1a)
- Ensure plan check turnaround time of 10 working days is maintained. (Strategic Plan: External Engagement 1a)
- Ensure upcoming fire inspections and plan reviews are conducted efficiently. (Strategic Plan: External Engagement 1a)
- Establish and implement administrative citation process. (Strategic Plan: Service Delivery 3c)
- Support Operations personnel, businesses, and community members with response to structure fire incidents. (Strategic Plan: External Engagement 1a)
- Coordination of target hazards with Operations personnel. (Strategic Plan: Members 2a)

PERFORMANCE MEASURES:

- Risk Assessment. Consistent with the Strategic Plan Service Delivery (3b) and External engagement (3a) goals, the Division utilizes a Community Risk Assessment for strategic fire prevention inspection, code enforcement, and education programs.
- Fire and Life Safety Inspections. In accordance with Strategic Plan: External Engagement 1a goal, the Division completes fire and life safety inspections of State- mandated occupancies.

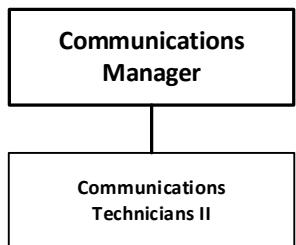


COMMUNITY RISK REDUCTION DIVISION

- GIS Data. In accordance with the strategic plan service delivery goal (3b), the Division uses GIS software and data analysis to illustrate trends in risk and target hazards.
- Cost of services study. In accordance with strategic plan goal for financial management (2a), the Division uses a cost of services study for CRRD fee-related activities. (Strategic Plan: Financial Management 2a)
- Weed abatement. The Division administers the Weed Abatement Program season with decreased burden on other administrative functions of the Division.



COMMUNICATIONS



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 520,750	\$ 674,546	\$ -	\$ 14,000	\$ 1,209,296	0.4%



COMMUNICATIONS

DIVISION BACKGROUND:

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, 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.

RECENT ACCOMPLISHMENTS:

- Purchased secure idle devices for all ambulances to help prevent unauthorized use of vehicles while on scene.
- Installed Station Alerting and Radio systems in newly-constructed fire station.
- Installed emergency lighting and communication equipment packages in seven SUVs, one rescue boat, and three fire engines.



BUDGET DISCUSSION:

The FY 2022/23 Communications Division budget includes funding to maintain and repair communication equipment installed in apparatus and stations throughout the district. This enables fire crews to receive alerts for incidents and maintain critical communications through radios and mobile data computers. The budget also includes funding to install, maintain, and repair traffic control and Opticom devices. These devices help to clear traffic in front of stations and give emergency vehicles priority while driving through intersections. These measures create safer driving conditions and helps to reduce response times. State and federal grant opportunities will be sought to fund the implementation of a cloud-based emergency vehicle preemption software to improve driving conditions and create efficiencies by reducing hardware costs.

GOALS FOR UPCOMING YEAR:

The Communications Division's goals for the upcoming fiscal year conform to the strategic plan goal and are noted below. Specifically, by June 30, 2023 the Division intends to:

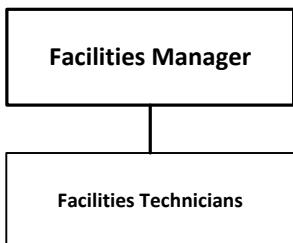
- Secure funding for and deploy a cloud based Emergency Vehicle Preemption system to help reduce travel time to incidents (Strategic Plan: Financial Management 1a, 1b; Service Delivery 3a; Members 3a).
- Train staff and deploy new Computer Aided Dispatch (CAD) Mobility program for Mobile Data Computers (Strategic Plan: Service Delivery 2a).
- Install traffic control systems at Stations 23 and 32 to enable expedient exit and create safer conditions for responding vehicles leaving the stations (Strategic Plan: Members 3a; Service Delivery 3a).

PERFORMANCE MEASURES:

- Track Vehicle Incident Reports and get feedback from crews.
- Track Vector Solutions training and questionnaire to make sure all relevant personnel complete training.
- Pull monthly reports from CAD to monitor response times and track improvements in drive time.



FACILITIES



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 726,324	\$ 1,083,194	\$ -	\$ 128,000	\$ 1,937,518	0.7%



FACILITIES

DIVISION BACKGROUND:

The Facilities Division is responsible for the maintenance, repair, and refurbishment of the District's 41 Fire Stations and six administrative buildings, including two leased properties. Facilities also coordinates and schedules outside service vendors and project contractors to help maintain and upgrade all District properties to meet operational needs. The mission of the Facilities Division is to keep all District properties in good working condition and to make sure facilities are safe, secure, fully functional and comfortable for all personnel.

RECENT ACCOMPLISHMENTS:

- Regularly responded to over 90-monthly repair requests
- Completed District generator service (25) with load banks (7)
- Achieved District-wide fire sprinkler system certifications (16)
- Completed District-wide ice machine service (32)
- Completed new ice machine installation (Station 41)
- Provided District-wide weed abatement (8 properties)
- Completed multi-site apparatus bay and exterior lighting LED retrofits (8)
- Finished multi-site flooring upgrades (Stations 27, 63, 65, 106 & 109)
- Installed new rooftop air conditioning units at HQ (2)
- Purchased modular restroom facility for Station 23
- Finished shower upgrades for Stations 21, 41 & 53
- Installed backflow devices on Stations 105 & 112
- Upgraded academy grounds security and drill instructor office/classroom
- Painted exterior of Station 117
- Painted apparatus bay door for Stations 59 & 63
- Installed AC's and swamp coolers for Stations 31, 58, 59 & 108
- Provided support for new Station 68 purchases and installations
- Supported new grant-funded generator installations for Stations 24 & 25



BUDGET DISCUSSION:

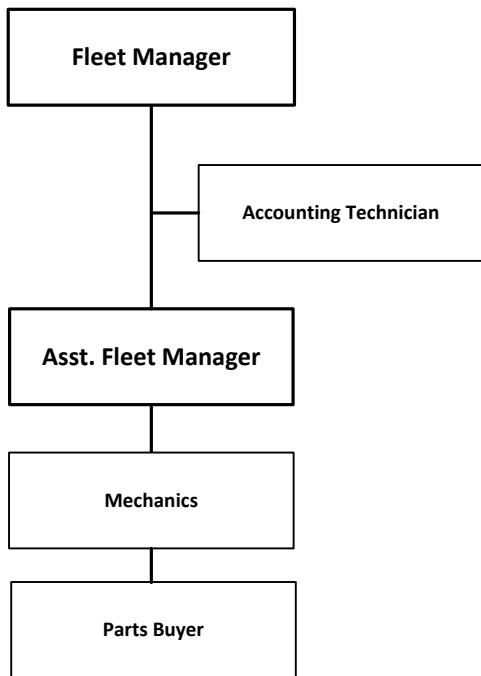
The Preliminary Budget reflects the funding necessary to ensure all routine maintenance, repairs and replacements are kept up to support our building's infrastructure, i.e., the plumbing, electrical, mechanical, and structural systems for all District properties. The Facilities Division has included several projects in the District's Capital Improvement Plan (CIP) that will support the District's operational needs.

GOALS FOR UPCOMING YEAR:

- Provide additional privacy solutions for station dorms (Strategic Plan: Members 3a; Capital Assets 1a).
- Continue to replace station carpeting with new luxury vinyl tile (LVT) flooring and walk off mats (Strategic Plan: Members 1a, 3a; Capital Assets 1a).
- District-wide station security enhancements to include access controlled gates and man-doors (Strategic Plan: Capital Assets 1a).
- Preventative maintenance of District asphalt with application of new seal coat and striping (Strategic Plan: Capital Assets 1a).
- Provide structural covers for the protection of district apparatus, boats and equipment (Strategic Plan: Capital Assets 1-3).

PERFORMANCE MEASURES:

- Facilities refurbishments. Completion of District-wide restroom refurbishments.
- Energy-efficient lighting. Continue to upgrade District lighting to more energy efficient and cost-saving LED lighting.

**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
FY2022/23	\$ 2,479,175	\$ 2,946,810	\$ -	\$ 6,606,000	\$ 12,031,985	4.3%

*Requesting to reclassify two positions to Master Mechanic.



DIVISION BACKGROUND:

The Fleet Maintenance Division's mission is to support the District's operational readiness by maintaining 370 vehicles and fire apparatus in a safe, effective, and reliable working order. This is achieved through comprehensive fleet management practices encompassing the acquisition, inspection, maintenance, repair, testing, recordkeeping, and retirement of vehicles. 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.

RECENT ACCOMPLISHMENTS:

- Ordered the following vehicles: Ambulances (6), Type I Engines (3), Type V Engines (4), Aerial, Water Tender, Staff SUV's (2), Staff Pick-up's (2), and a Staff Van.
- Purchased a used Aircraft Rescue and Fire Fighting unit (ARFF).
- Replaced 2018 lease vehicles with new 2022 models.
- Provided specific product training to Fleet Maintenance staff.
- Provided 24-hour mobile response services.
- Provided apparatus training to new SRPP employees, Recruit Firefighters, and current line personnel.



BUDGET DISCUSSION:

The Preliminary Budget reflects the funding necessary to run the day-to-day operations of repairing and maintaining the existing fleet. The budget also includes new vehicle and apparatus purchase requests in accordance with the District's Capital Improvement Plan (CIP) that are necessary to continue supporting the District's operational needs.

GOALS FOR UPCOMING YEAR:

By June 30, 2023, the Fleet Maintenance Division plans to achieve the following:

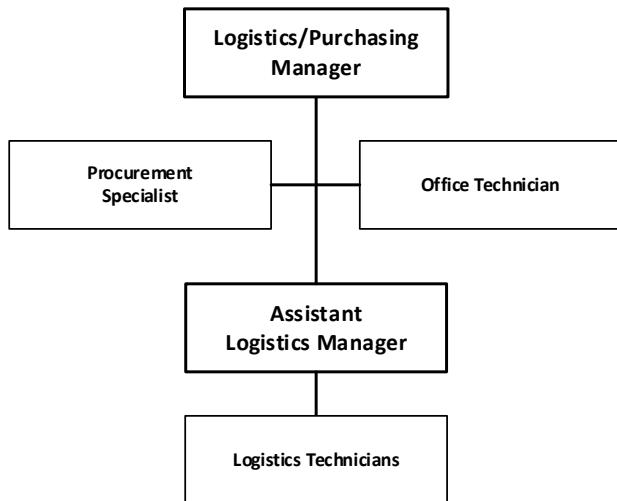
- Provide training and tools for the Fleet Maintenance Division Staff (Strategic Plan: Members 1a and 2).
- Continue to keep the District's current fleet functioning to support operational needs (Strategic Plan: Capital Assets 2a and 2b).
- Secure funding for new vehicles needed in the Capital Improvement Plan (Strategic Plan: Capital Assets 2a and 2b).

PERFORMANCE MEASURES:

- Constant readiness. The District's existing fleet is maintained in a state of operational readiness.
- CIP Execution. The Division purchases replacement vehicles and apparatus in accordance with the Capital Improvement Plan.



LOGISTICS/PURCHASING



STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,283,049	\$ 3,296,344	\$ 65,000	\$ -	\$ 4,644,393	1.7%



LOGISTICS/PURCHASING

DIVISION BACKGROUND:

The Logistics Division is the central hub of warehouse operations for all District supplies and equipment. Logistics inventory supplies all 41 fire stations, Armstrong Headquarters, Fleet Division, Communications Division, and the Logistics/Training Facility. The Division is responsible for purchasing, receiving, and inventorying all fire suppression equipment, EMS supplies, office supplies and custodial supplies. The mission of the Logistics Division is to support the District in all daily operations with excellent customer service and timely purchases for the priority of service delivery.

The Purchasing team in Logistics processes all requisitions for goods and services and issues purchase orders for approved requests. Purchasing assists District staff in developing scopes of work for goods and services including issuing transparent bid documents and information requests. All contracts and agreements are stored and maintained in purchasing as well as vendor insurance information.

RECENT ACCOMPLISHMENTS:

- Upgraded turnout extractors to accommodate NFPA 1851.
- Managed ladder testing program by testing 250 plus ladders.
- Managed PPE cleaning and inspection program.
- Managed District hazardous materials permits and plans.
- Received new box delivery truck to enhance inclement weather deliveries of equipment and supplies.
- Worked on expanding warehouse space for additional inventory storage.
- Attended numerous purchasing-related training webinars in order to ensure best practices and transparency in all District procurements.
- Certified Public Procurement Buyer certification achieved by Procurement Specialist.



BUDGET DISCUSSION:

The Preliminary Budget reflects the all funding necessary to acquire services, supplies, and manage programs for all District divisions and fire stations. It also provides funding for training opportunities for staff.

GOALS FOR UPCOMING YEAR:

The Logistics/Purchasing Division's goals for the upcoming fiscal year conform to the strategic plan goal to improve service delivery. Specifically, by June 30, 2023 the Division intends to:

- Consistently provide excellent customer service for all Logistics requests
- Consistently maximize inventory storage inside the Logistics warehouse
- Secure the Certified Public Procurement Buyer certification for the Logistics/Procurement Manager
- Update the District purchasing policy

PERFORMANCE MEASURES:

- Retrieval and delivery of critical stored items. In FY 2020/21 Logistics staff pulled and delivered over 249,000 individual items from the warehouse and delivered to the fire stations and administration buildings.
- Processing high volume of purchase orders. During FY 2020/21 Purchasing staff processed 1,741 purchase orders.
- Awarding formal bid solicitations. During FY 2020/21 Purchasing staff published and awarded nine formal bid solicitations for goods and services.

PERSONNEL





POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

SUMMARY				
Full-time Positions				
	Authorized Positions	Actual Filled Positions	Funded Positions	Proposed Changes
Office of the Fire Chief	11	8	9	0
Operations	630	549	593	3
Support Services	66	61	65	0
Administration	32	30	32	0
Total	739	648	699	3



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

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		Vacant - not funded
Day Staff Captain, Staff Officer	1	0	0		Vacant - not funded
Day Staff Captain, PIO	1	1	1		Parker Wilbourn
Community Relations Coordinator	1	1	1		Chris Dargan
Community Relations Specialist	2	1	2		Brenda Briggs, Vacant
Day Staff Local 522 VP-Representative	1	1	1		BC Matt Cole
Sr Staff Administrative Coordinator	1	1	1		Jill Guzman
Administrative Specialist, Office of the Fire Chief	1	1	1	-1	Erin Castleberry
Administrative Analyst				1	Reclassification from Administritive Specialist requested
Board Clerk	1	1	1		Melissa Penilla
	11	8	9	0	



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

OPERATIONS BRANCH

Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments		
Deputy Chief, Operations	1	1	1		Adam Mitchell		
Administrative Specialist, Operations Branch	1	1	1		Carmen Delgado		
Assistant Chief, Operations (A-B-C)	3	2	3		Vacant	C. Greene	C. Jenkins
Day Battalion Chief, Special Operations	1	1	1		Joseph Fiorica		
Staffing Specialist	1	1	1		Lara Kelley		
Office Technician, Operations Branch	1	1	1		Joanna Navarro		
FIRE SUPPRESSION					A	B	C
Battalion Chiefs	15	15	15		B5 - S. Perryman B13 - C. Reed B7 - R. Carollo B9 - B. Barthel B14 - S. Daly	B5 - K. Fong B13 - J. Vestal B7 - C. Simmons B9 - C. Vestal B14 - A. House	B5 - A. Peck B13 - M. Johnson B7 - K. Keeley B9 - G. Russell B14 - J. Graf
Fire Captains	135	129	132		Numbers do not include 7 Day Staff & 3 SRP Captains.		
Fire Engineers	135	125	132				
Firefighters	258	232	252		Actual filled includes 2 Day Staff (Blaschke, White) Authorized & Funded increased by 21 due to Grant		
SINGLE ROLE PARAMEDIC PROGRAM (SRPP)							
Captains	3	3	3		Shawn Burke, Matthew Smotherman, Shannon Chamberlin		
Paramedics (FT)	40	17	16				
Emergency Medical Technicians (EMT)	18	4	18				
EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS							
Chief Pilot	1	1	1		Montie Vanlandingham		
Day Staff Captain, Air Ops				1	New position requested, effective 1/1/23		
EMERGENCY MEDICAL SERVICES (EMS)							
Assistant Chief, EMS	1	1	1		Jon Rudnicki		
Day Staff Battalion Chief, EMS	1	1	1		Brian Gonsalves		
CQI Manager				1	New position requested, effective 1/1/23		
Day Staff Captain, EMS	3	3	3		Joe Schmitt, Ryan McMahon, Brendan Hogan 7/11/22		
Administrative Specialist, EMS	1	1	1		Yuri Torres		
EMS System Technician	2	2	2		Marcy Mateo, Cynthia Hamilton		
TRAINING/SAFETY							
Assistant Chief, Training	1	1	1		Michael Lazano		
Day Staff Captain, Training	3	3	3	1	Daniel Hoy, Russell Gardner, Joe Aldrich, requesting 1 additional effective 1/1/23		
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	2	2		Robert Sestito, Brian Spence		
	630	549	593	3			



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

SUPPORT SERVICES BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Support Services	1	1	1		Tyler Wagaman
Assistant Chief	1	0	0		Chief Executive Director of SRFCC
LOGISTICS					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	7	7		Berkey, Crusto, Knapp, Lamons, Putman, Thomas, Graham
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	1	1		Amanda Berkey
FACILITIES					
Facilities Manager	1	1	1		John Raeside
Facilities Technician	4	4	4		Joe Eachus, Aldrey Almeria, Dave Koopmeiners, Tim Miller
FLEET MAINTENANCE					
Fleet Manager	1	1	1		Shea Pursell
Assistant Fleet Manager	1	1	1		Tim Swank
Master Fire Mechanic				2	Reclassification from Fire Mechanic requested
Fire Mechanic	11	11	11	-2	Christian, Courtney, Davison, Geaney, Mansel, Moose, Mull, Petrucci, Rhodes, Snuffer, Stites
Parts Buyer	1	1	1		Matthew Freeman
Accounting Technician	1	1	1		Amy Peterson
COMMUNITY RISK REDUCTION					
Fire Marshal	1	1	1		Lisa Barsdale (retiring), Barbara Law
Deputy Fire Marshal	1	1	1		Chrishana Fields
Administrative Specialist	1	1	1		Lisa Gates
Plan Intake Specialist	3	3	3		Shana Mamulski, Cora Smit-Welter, Michael Toney
Office Technician	3	3	3		Nanette Goodwin, Kendra Clark, Dareius Tucker
Supervising Inspector	3	3	3		Amy Nygren, Janet Smith, Diana Schmidt
Fire Inspector II	13	4	4		Ganea, Hampton, Klets, Leda Reclassified 1 Fire Inspector II to Fire Investigator II
Fire Inspector I		6	9		Aney, Batiz, Christensen, Olivares, Rieger, Smittle (3 Vacant between Inspector II & I)
Geographic Information Specialist II	1	0	1	-1	Vacant
Geographic Data Analyst				1	Requesting to reclassify from Geographic Information Specialist II
COMMUNICATIONS DIVISION					
Communications Manager	1	1	1		Steve Jordan
Communications Technician II	2	2	2		James Day, Alex Ybarra
ARSON					
Supervising Investigator	1	1	1		Chris Rogers - Days
Fire Investigator II	3	3	3		Steve Johnson, Alex Morton, Paul Tualla



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

ADMINISTRATIVE BRANCH					
Position	Auth'd Positions	Actual Filled Positions	Funded Positions	Proposed Changes	Employee(s) / Comments
Deputy Chief, Administration	1	1	1		Ty Bailey
HUMAN RESOURCES					
Human Resources Manager	1	1	1		Melisa Maddux
Administrative Specialist	1	0	1		Vacant
Human Resources Analyst	1	1	1	1	Olesya Melnichuk, Reclassification from Human Resources Specialist Requested
Workers Compensation Coordinator				1	Reclassification from Human Resources Specialist Requested
Human Resources Specialist	3	3	3	-2	Michelle Dehoney, Leslie Miller, Candace Sarlis
FINANCE					
Chief Financial Officer	1	1	1		Dave O'Toole
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, Vacant
DEVELOPMENT					
Chief Development Officer	1	1	1		Jeff Frye
INFORMATION TECHNOLOGY (IT)					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	1	1	1		Alla Zablotskiy
Business Applications Analyst	2	2	2		Marquise Tucker, Giovanna Read
Network Systems Engineer	1	1	1		Ken Lin
Network Systems Administrator	2	2	2		May Foroudi, Ben Miller
Computer Systems Supervisor	1	1	1		Arthur Hong
Computer Systems Technician	2	2	2		Santiago Naranjo, Alex Vasquez
Help Desk Technician	1	1	1		Ethan Foster
	32	30	32		



POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Preliminary Budget 2022-23

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	16	11		
Reserve Firefighters	14	6	14		Barnes, Berry, Burwell, Golosinskiy, Manley, Siebert
Physician Assistant (PA) - MIH Program	6	6	6		Gomez, Mathis, McFadden, Ortiz, Schoendienst, Sloan
Helicopter Pilot (part-time)	4	4	4		Combs, Cotter, Matischak, Russell
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	Vacant
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Urban Area Security Initiative

Planning and Exercise Coordinator	1	0	0	Vacant
	44	33	35	0

*Shown in two locations on the PAD

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2022-23

Effective as of 07/01/2022

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

Fire Chief	\$ 23,539.92
Senior Management Staff - Unrepresented Confidential	
Chief Deputy	\$ 23,412.72
Deputy Chief	22,297.82
Assistant Chief	19,513.70
Fire Marshal	19,513.70
Chief Financial Officer	16,926.41
Chief Development Officer	16,926.41
	17,769.73

Management Staff - Unrepresented Confidential	
Director of Information Technology	\$ 11,374.37
Economic Development Manager	9,474.70
Facility Manager	9,474.70
Controller	9,474.70
Fleet Manager	9,474.70
Human Resource Manager	9,474.70
Logistics Manager	9,474.70
Communications Manager	9,474.70
CQI Manager	9,389.99
Chief Pilot	9,291.60
Grant / Economic Dev Coor	9,271.66
Assistant Logistics Manager	8,420.85
Assistant Fleet Manager	8,420.85
	\$ 11,813.46
	11,503.94
	11,503.94
	11,503.94
	11,503.94
	11,503.94
	11,503.94
	11,503.94
	11,503.94
	11,399.28
	11,275.97
	11,257.29
	10,222.11
	10,222.11

Unrepresented Confidential - Exempt	
Network Systems Engineer	\$ 9,099.76
Computer Systems Supervisor	8,551.66
Purchasing Agent	7,971.17
Accounting Supervisor	7,761.88
Human Resources Analyst	7,613.65
Facilities Supervisor	7,509.02
Administrative Analyst	7,465.42
Business Application Analyst	7,465.42
Payroll Analyst	7,465.42
Financial Analyst	7,465.42
Board Clerk	6,830.11
Workers Compensation Program Manager	6,830.11
Office Manager	6,830.11
Staffing Specialist	6,830.11
Sr. Staff Adm Coor/Fire Chief's Secty	6,304.42
Procurement Specialist	5,040.06
Accounting Specialist	5,040.06
Human Resources Specialist	5,040.06
Payroll Specialist	5,040.06
Administrative Specialist	5,040.06
	\$ 10,524.83
	10,381.56
	9,674.01
	9,421.15
	9,240.54
	9,114.70
	9,061.15
	9,061.15
	9,061.15
	8,287.57
	8,287.57
	8,287.57
	8,287.57
	8,287.57
	7,649.77
	6,112.60
	6,112.60
	6,112.60
	6,112.60
	6,112.60
	6,112.60

Unrepresented Confidential - Non-Exempt	
Network Systems Administrator	\$ 8,227.77
Database Technician	7,761.88
Communications Technician III	6,938.48
Communications Technician II	6,766.56
Computer Systems Technician	5,682.81
Warehouse Supervisor	5,616.80
Health & Fitness Program Manager	5,320.33
Help Desk Technician	4,467.03
	\$ 9,514.56
	9,986.67
	9,422.38
	8,420.85
	8,212.84
	6,893.64
	6,813.91
	6,453.91
	5,416.27

Administrative Support Personnel	
Facilities Technician	\$ 6,831.35
Facilities Assistant	5,231.88
Safety Specialist	5,040.06
Plan Intake Specialist	5,040.06
Video Technician	4,957.85
Logistic Technician	4,691.25
Accounting Technician	4,475.78
EMS Systems Technician	4,475.78
Office Technician	3,928.89
	\$ 8,291.31
	6,345.53
	6,112.60
	6,112.60
	6,012.94
	5,689.04
	5,426.22
	5,426.22
	4,762.28

Hourly Rate		
Step 1	Step 2	Step 3
\$ 21.59	\$ 22.65	\$ 23.80

SACRAMENTO METROPOLITAN FIRE DISTRICT

Pay Schedule for Fiscal Year 2022-23

Effective as of 07/01/2022

SRPP - EMT

\$ 19.15 \$ 20.08 \$ 21.10

	Monthly Base Pay						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Local 522							
Recruit Firefighter							\$ 5,385.13
Firefighter	\$ 6,206.02	\$ 6,512.48	\$ 6,833.84	\$ 7,171.42	\$ 7,526.45	\$ 7,898.90	\$ 8,290.06
Fire Engineer	7,555.11	7,928.81	8,321.20	8,733.52	9,165.79		
Fire Captain	8,455.74	8,874.28	9,314.00	9,774.91	10,259.50		
Battalion Chief	10,274.45	10,783.92	11,318.32	11,880.13	12,469.35		
Fire Inspector I	5,605.59	5,880.90	6,171.15	6,475.09	6,793.99		
Fire Inspector II	7,558.83	7,932.56	8,324.94	8,737.26	9,169.51		
Fire Supervising Inspector	8,459.47	8,878.01	9,317.74	9,778.65	10,263.23		
Deputy Fire Marshal	10,063.91	10,562.19	11,085.39	11,634.73	12,211.48		
Fire Investigator I	5,601.86	5,877.16	6,167.40	6,471.34	6,790.25		
Fire Investigator II	7,555.11	7,928.81	8,321.20	8,733.52	9,165.79		
Fire Supervising Investigator	8,455.74	8,874.28	9,314.00	9,774.91	10,259.50		
Public Education Technician	4,980.28	5,224.41	5,481.03	5,751.34	6,034.11		
Community Relations Specialist	5,467.32	5,736.39	6,019.16	6,315.63	6,627.07		
Community Relations Coordinator	5,974.32	6,268.30	6,577.24	6,902.36	7,243.67		
Geographic Data Analyst	7,465.42	7,835.39	8,224.02	8,632.61	9,061.15		
Geographic Information Specialist I & II	5,544.56	5,817.35	6,103.86	6,404.07	6,720.48		
Shop Assistant	3,849.18	4,037.27	4,235.36	4,443.36	4,661.37		
Parts Buyer	5,558.25	5,832.31	6,120.07	6,421.53	6,737.93		
Fire Mechanic	6,897.36	7,237.44	7,594.94	7,969.93	8,363.56		
Master Fire Mechanic	7,672.20	8,050.88	8,449.51	8,868.04	9,306.53		

Hourly Positions	
	Hourly Rate
Hourly Employees	\$ 15.00
PT Helicopter Pilot	64.27
PT Helicopter Mechanic	46.35
P/T PA/Nurse Prac	80.00

Revised as of 07/01/2022 and adopted by the Board as of 6/9/2022



ACRONYMS

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



ACRONYMS

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



GLOSSARY OF BUDGET TERMS

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

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

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

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

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

Capital Assets – Land, buildings, equipment, and other related improvements with an individual cost of \$5,000 or more and a useful life of at least one year.

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

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

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

Division – Organizational unit responsible for a specific function.

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

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

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

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

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



GLOSSARY OF BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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