

# **Final 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**  
**September 8, 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: September 8, 2022

TO: Board of Directors, Sacramento Metropolitan Fire District

FROM: Todd Harms, Fire Chief

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

## **BUDGET OVERVIEW**

As the Sacramento Metropolitan Fire District experiences the financial tailwinds of rising property values and falling COVID 19 workforce erosions, economic headwinds lie ahead. Climbing inflation, interest rate hikes last seen in the 1980s, and turbulence in financial markets worldwide will push the District towards the shoals of an economic recession. The FY 2022/23 Final Budget ("Final Budget") reflects a mix of cautious optimism for short-term, post-pandemic operations and fiscal prudence beyond FY 2022/23.

The impact of COVID 19 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. The causes were mainly delayed federal funding and constant staffing, the overtime cost for suppression staff who are called back to fill unexpected shift vacancies, which surged more than \$8.5 million—nearly 50% above the budgeted level. Services and supplies costs also rose \$2.8 million above budget, mainly due to rising cost of goods and increased reliance on contracted ambulance services.

While many of the FY 2021/22 midyear expenditure increases were COVID 19-related, the District and special districts in California received relatively small COVID 19 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. The Final Budget includes restoration of the General Fund reserve transfer.

In addition to restoring the General Fund reserves transferred at midyear, the Final Budget includes a new \$18.3 million investment on a \$28.3 million, five-year Capital Improvement Program (CIP) plan. The District's CIP was created to bring sharp focus to long-term infrastructure needs and includes 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 18

projects. The CIP plan was initially approved on June 9, 2022, and an updated version is being presented alongside the Final Budget, reflecting updates to revenues, expenditures, and projects.

The Final Budget is comprised of expenditures from all funds of \$290.9 million and revenues of \$279.5 million, with the difference made up of fund transfers and capital leases. Property taxes comprise about two-thirds of all District revenues and, having withstood negative pandemic-related impacts, are expected to yield high revenues again, followed by slower growth over the next five years. Based on estimated property values as of July 1, 2022, assessed property value growth within the District is estimated to yield a \$14.7 million increase in property tax revenues from FY 2021/22 and FY 2022/23, extending a now 10-year trend of increasing property tax revenues following the Great Recession.

The FY 2022/23 Final Budget reflects increased ongoing labor costs, from \$210.1 million in FY 2021/22 to \$214.6 million in FY 2022/23. Cost increases included a \$4.5 million more in compensation and \$2.9 million more in retirement costs, largely attributable to required payments on the District's unfunded pension liability with CalPERS. These labor cost increases were partially offset by a reduction in total medical costs.

The FY 2022/23 Final Budget includes \$257.4 million in General Fund revenues, a \$20.7 million (8.7%) increase relative to FY 2021-22, and \$256.6 million in expenditures, a \$9.1 million (2.1%) increase in expenditures, resulting in a balanced General Fund budget. Including transfers from other funds, the projected General Fund balance is \$4.5 million.

With the Board of Directors approval of this plan, the District's focus will be optimizing services using all available sources of funding; ensuring ongoing all-risk fire, rescue and emergency medical needs of the District are met; and providing adequate reserves for future contingencies.

## **BUDGET DISCUSSION**

The FY 2022/23 Final Budget is summarized below by fund, followed by a district comparison, and risks and issues.

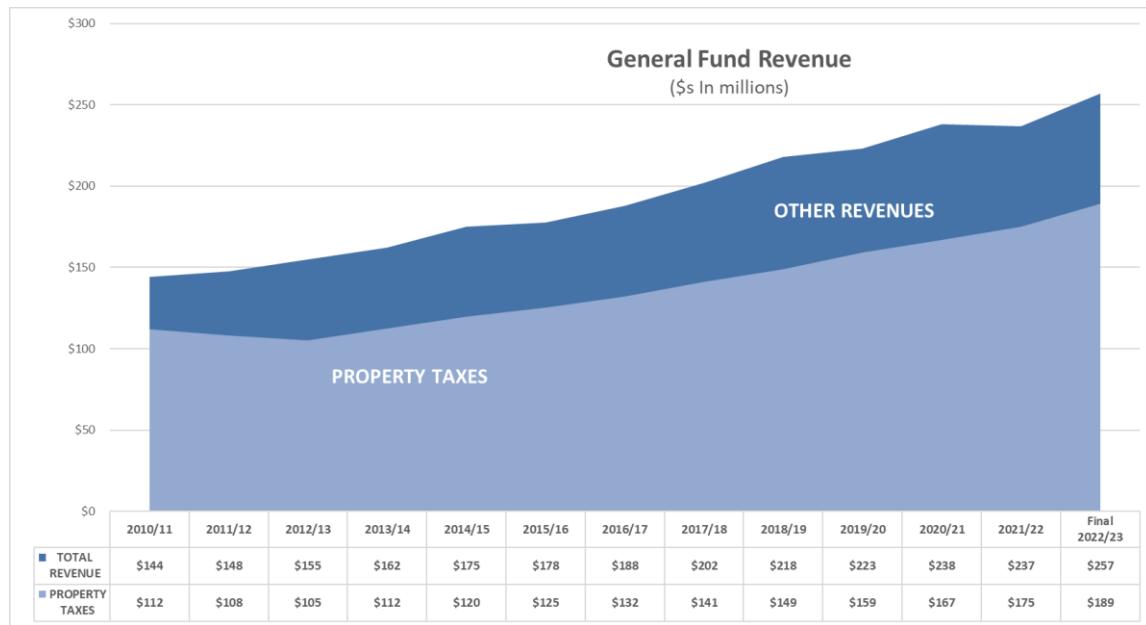
### **GENERAL FUND**

FY 2022/23 General Fund revenue is projected to total \$257.4 million compared to budgeted General Fund expenditures of \$256.6 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 \$5.0 million, the FY 2022/23 General Fund budget results in budgeted revenues and financing sources approximately \$4.5 million above expenditures. That balance is proposed to be retained in the General Fund reserve, restoring funds transferred in the FY 2021/22 Midyear Budget and building towards a 15 percent reserve.

#### **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 \$266.1 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 period.



Projected FY 2022/23 General Fund revenues of \$257.4 million represent an increase of \$20.7 million compared to the unaudited FY 2021/22 revenues of \$236.7 million. The primary factors contributing to this change include:

#### ***Property Taxes***

Property tax revenues of \$189.3 million account for approximately 74% of total General Fund financing sources. After final budget reconciliations, property tax revenues are expected to grow 7.6% over FY 2021/22 and 12.7% over the FY 2020/21 revenues of \$167.9 million.

#### ***Medic Cost Recovery***

Medic cost recovery revenues of \$47.0 million represent an increase of approximately 3.6% over the FY 2021/22 midyear budget of \$45.3 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 9.1% over the FY 2020/21 revenues of \$43 million.

#### ***GEMT Reimbursement***

Retroactive payments expected to be received during FY 2022/23 result in a \$4 million budgeted increase in GEMT revenue relative to the FY 2021/22 Midyear Budget. A \$1 million increase relative to the preliminary budget has been added to reflect anticipated GEMT payments for FY 2021/22.

## **General Fund Expenditures**

General Fund expenditures of \$256.6 million represent a \$9.1 million (2.1%) increase compared to FY 2021/22 unaudited expenditures, and a \$27.5 million (12%) 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 \$261.6 million.

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

### ***Labor***

The District's labor costs constitute 82.1% of FY 2022/23 General Fund expenditures, totaling \$214.6 million; a \$4.4 million (2.1%) increase compared to the FY 2021/22 mid-year budget. Labor costs in FY 2022/23 will be \$18.4 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 \$6.1 million (9.2%) above the unaudited FY 2021/22 estimate, mainly due to a negotiated 4% wage increase that became effective March 1, 2022, wage savings in FY 2021/22, and promotions.

Closely following that expense leader is the District's required contribution to the CalPERS Safety Plan, which is budgeted to increase by \$5 million (11.3%) relative to 2021-22, 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 \$4.1 million (17.3%) due to a substantial increase in new hires in FY 2021/22 and an anticipated reduction in COVID 19-related leaves.

The FY 2022/23 Final 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 following table displays staffing levels from the prior and current year: the number of funded full-time positions by division, proposed changes, and the resulting number of recommended funded full-time positions. The nine additions to funded full-time positions in the current year include six fire department medics, 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.

A detailed presentation by division, unit, and position can be found in the Personnel section of this report.

**FY 2022/23 Position Summary**

	Prior Year Funded Full- Time Positions	Proposed Changes	Current Funded Full- Time Positions
<b>Office of the Fire Chief</b>	<b>8</b>	<b>1</b>	<b>9</b>
<b>Operations Branch</b>			
Operations	8	0	8
Fire Suppression	531	6	537
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>
	<b>593</b>	<b>3</b>	<b>602</b>
<b>Support Services Branch</b>			
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>
	<b>65</b>	<b>0</b>	<b>65</b>
<b>Administration Branch</b>			
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>
	<b>32</b>	<b>0</b>	<b>32</b>
<b>Total Funded Full-Time Positions</b>	<b>699</b>	<b>9</b>	<b>708</b>

**COMPENSATION AND BENEFITS**

Total compensation will grow by \$4.5 million relative to FY 2021/22, reaching \$116.5 million, a 4% increase.

In FY 2022/23 retirement benefits, including CalPERS retirement costs, pension bond payments, and residual payments to the Sacramento County Employees' Retirement System will increase by \$2.9 million or 5% to \$61.1 million.

Medical-related benefits are expected to decline slightly, mainly due to CalPERS' recognition of market gains that reduced Other Post-Employment Benefit payments for local agencies. Costs will drop from \$34.9 million to \$32.8 million, a 6.1% change.

### ***Services and Supplies***

The General Fund services and supplies budget totals \$37.4 million, an increase of approximately \$4.4 million from the prior year. Changes from FY 2021/22 include:

- An increase of \$744,000 for the District's liability and property insurance premium
- An increase of \$456,000 for education and training services, mainly to restore trainings deferred during the height of the pandemic
- An increase of \$354,000 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 \$166,000 increase relative to FY 2021-22 unaudited figures.

It should be noted that the Department of Healthcare Services (DHCS) under an agreement with the federal Centers for Medicare and Medicaid Services, intends to implement a redesign of the GEMT program, effective January 1, 2023. The fiscal impact of the redesign is not clear at this time and any adjustments to GEMT revenues will be made in the FY 2022/23 Midyear Budget.

### ***General Fund Reserves***

The amount of General Fund reserves is expected to be \$36.2 million on June 30, 2023. This amount represents 13.8% reserve, net of budgeted expenditures. Any savings recognized from FY 2021/22 and achieved during FY 2022/23 will improve the District's reserve level.

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.

### ***General Fund Forecast***

The following table provides a five-year forecast (FY 2022/23 + five fiscal years) of General Fund revenues, expenditures, and transfers. Over this period the District's revenues are expected to grow modestly, ahead of expenditures, and sufficient fund balances will accrue to meet the District's 15% reserve percentage target.

<b>GENERAL FUND FORECAST, FY 2022/23 - 2027/28</b>							
		Final Budget					
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>BEGINNING GENERAL FUND RESERVE BALANCE</b>		\$ 31,647,706	\$ 36,195,140	\$ 39,412,138	\$ 41,994,549	\$ 51,032,466	\$ 65,244,174
<b>REVENUES</b>							
Taxes		\$ 189,264,545	\$ 197,990,622	\$ 206,736,622	\$ 215,950,622	\$ 225,585,622	\$ 234,623,622
Other Governmental Agencies		4,198,856	4,327,000	4,460,000	4,600,000	4,746,000	4,883,000
Charges for Services		62,969,046	64,307,000	65,741,000	67,071,000	68,432,001	69,917,001
Other		988,875	1,061,000	1,128,000	1,188,000	1,238,000	1,279,000
<b>REVENUES TOTAL</b>		\$ 257,421,322	\$ 267,685,622	\$ 278,065,622	\$ 288,809,622	\$ 300,001,623	\$ 310,702,623
<b>EXPENSES</b>							
<b>Labor</b>							
Compensation		\$ 116,489,708	\$ 119,326,000	\$ 121,724,000	\$ 124,171,000	\$ 126,667,000	\$ 129,213,000
Benefits		98,089,028	100,417,624	105,225,211	105,566,705	106,085,915	110,073,917
<b>TOTAL</b>		\$ 214,578,736	\$ 219,743,624	\$ 226,949,211	\$ 229,737,705	\$ 232,752,915	\$ 239,286,917
<b>Services and Supplies</b>		37,409,449	39,893,000	42,406,000	44,654,000	46,574,000	48,111,000
<b>Debt Service, Assessments, and Contributions</b>		4,589,186	6,735,000	7,128,000	5,629,000	5,850,000	6,030,000
<b>EXPENSES TOTAL</b>		\$ 256,577,371	\$ 266,371,624	\$ 276,483,211	\$ 280,020,705	\$ 285,176,915	\$ 293,427,917
<b>REVENUES LESS EXPENSES</b>		\$ 843,951	\$ 1,313,998	\$ 1,582,411	\$ 8,788,917	\$ 14,824,708	\$ 17,274,706
<b>TRANSFERS</b>							
Transfer In (Net IGT)		\$ 8,700,000	\$ 8,700,000	\$ 8,700,000	\$ 8,700,000	\$ 8,700,000	\$ 8,700,000
Transfer Out (Capital)		\$ (4,996,517)	\$ (6,797,000)	\$ (7,700,000)	\$ (8,451,000)	\$ (9,313,000)	\$ (9,535,000)
<b>NET TRANSFERS</b>		\$ 3,703,483	\$ 1,903,000	\$ 1,000,000	\$ 249,000	\$ (613,000)	\$ (835,000)
<b>REVENUES LESS EXPENSES PLUS TRANSFERS</b>		\$ 4,547,434	\$ 3,216,998	\$ 2,582,411	\$ 9,037,917	\$ 14,211,708	\$ 16,439,706
<b>ENDING GENERAL FUND RESERVE BALANCE</b>		<b>\$ 36,195,140</b>	<b>\$ 39,412,138</b>	<b>\$ 41,994,549</b>	<b>\$ 51,032,466</b>	<b>\$ 65,244,174</b>	<b>\$ 81,683,880</b>

### **VOLUNTARY RATE RANGE PROGRAM (VRRP) INTERGOVERNMENTAL TRANSFER (IGT) FUND**

Intergovernmental Transfers (IGT) in the Voluntary Rate Range Program (VRRP) 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 \$20.8 million, which includes \$15.7 million for capital outlay. Approximately \$7.9 million of the capital outlay expenditures is expected to be financed through capital leases.

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:

- Five Type I engines - \$4.2 million
- Three ambulances - \$1.2 million
- Six ambulance remounts - \$1.2 million
- One aerial fire truck - \$1.3 million
- Conversion of a third helicopter to perform emergency operations - \$750,000

### **GRANTS FUND**

The FY 2022/23 Final Budget anticipates Grants Fund revenues of \$5.2 million and expenditures of \$5.3 million, with the gap closed by transfers or new grant funds. As additional grants are awarded and accepted, the associated revenues and expenditures will be reflected through revisions to the 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.

### **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 \$1.1 million, for a net fund reduction of \$24,000.

### **DISTRICT COMPARISON**

The District is the seventh-largest local fire agency in California and, as a special district commissioned mainly to provide fire suppression and emergency transport for 16 communities and 2 counties, has no perfect reference for comparison. The best comparative model identified is the Orange County Fire Authority (OCFA), which serves 24 communities and 1.89 million persons across 587 square miles, compared to the District's 720,000 persons across 359 square miles.

The most recent adopted OCFA budget for FY 2021/22 shows the total OCFA General Operating Fund budget to be \$449.1 million, compared to District's \$247.5 million General Fund budget over the same period. On a per capita basis, the OCFA general operating budget equates to a \$237.62, compared to \$343.75 for the District, a difference of \$106.13.

Revenue sources are similar to OCFA as well. Property taxes made up 73% of District revenues in FY 2021/22, compared to 63.3% for the OCFA. Charges for services made up 24.3% of total District revenues in FY 2021/22, compared to 30.7% for the OCFA.

## RISKS AND ISSUES

Through proactive financial planning and forecasting, the District has identified risks and issues that must be addressed to ensure the District's long-term fiscal health. The Final Budget for FY 2022/23 reflects continued focus 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 \$5.3 million (11.3%) in required contributions to CalPERS to fund the District's pension plans, resulting largely from increased payments on the unfunded liability. Required pension 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 (\$2.5 million decrease 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 million in capital outlay spending. Of that amount, approximately \$3 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 \$590,000 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 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. With information gleaned from the CIP Plan, the District expects to evaluate other means to meet capital needs, including financing and revenue options.

#### **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 will be redesigned by the federal and state agencies responsible for their allocation and significant changes will occur during FY 2022/23, which may augment or reduce funds available. Revenue estimates will be updated as that information becomes available and in the FY 2022/23 Midyear Budget. Funding opportunities to direct this funding source toward one-time expenditures will continue to be practiced as future budgets are developed.

## **RECOMMENDATION**

Staff's recommendation to the Board of Directors is to approve the FY 2022/23 Final Budget.



## 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

VACANT



DIVISION 7

Gay Jones



DIVISION 8

Walt White

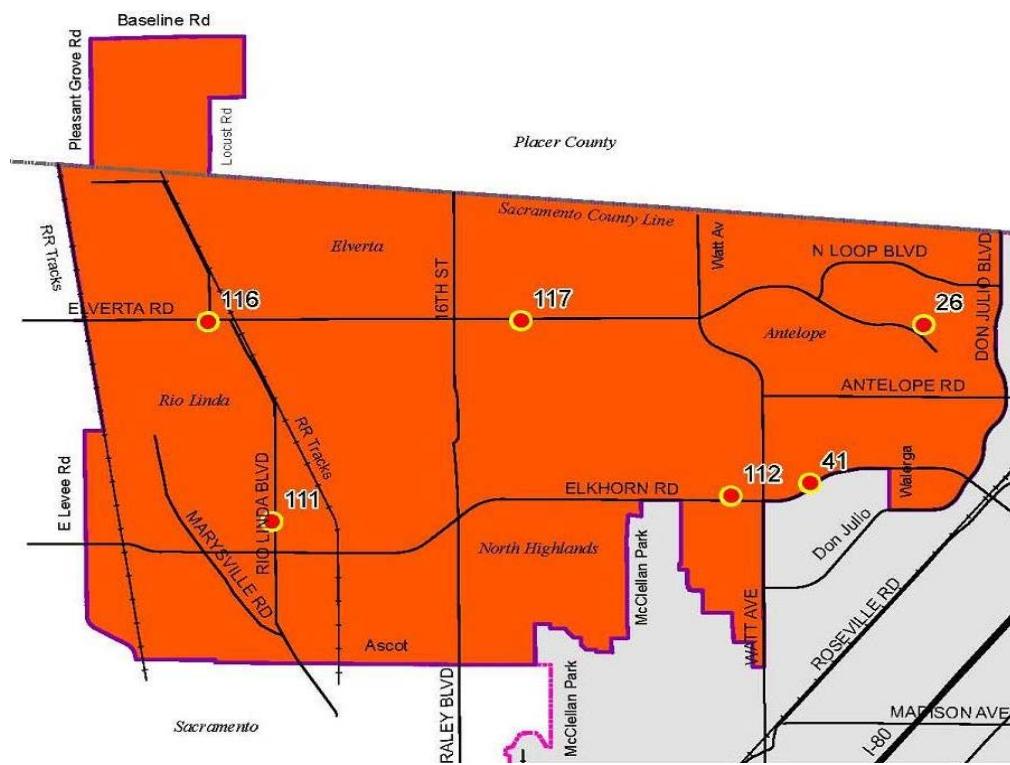


DIVISION 9

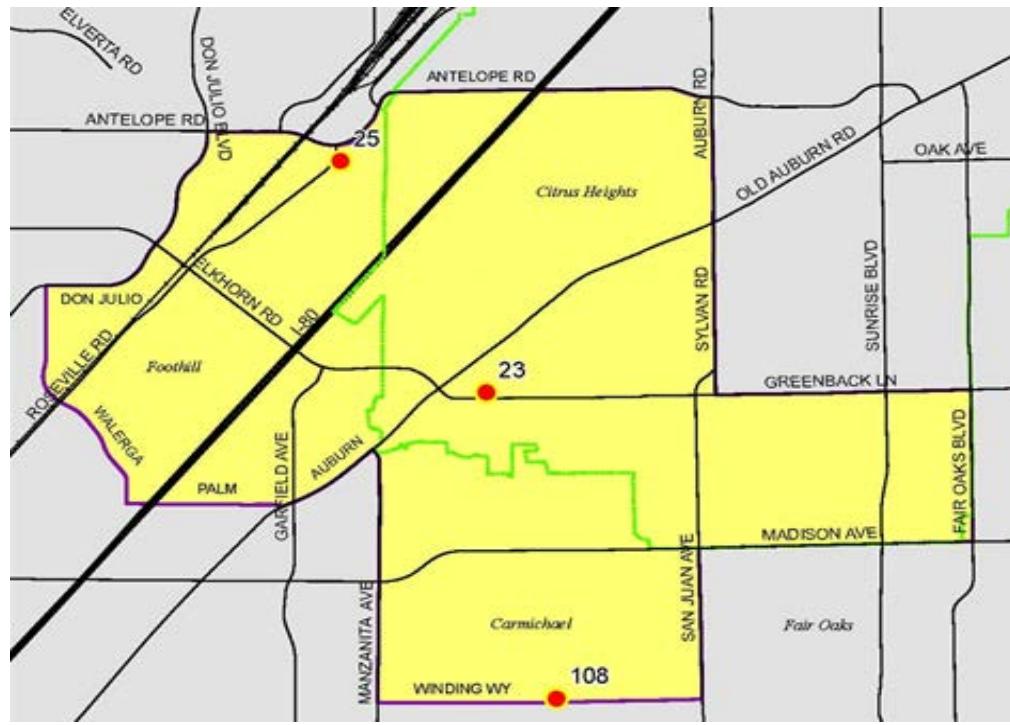


## DIVISION BOUNDARY MAPS

### DIVISION 1



### DIVISION 2



● Fire Station

■ Metro Fire



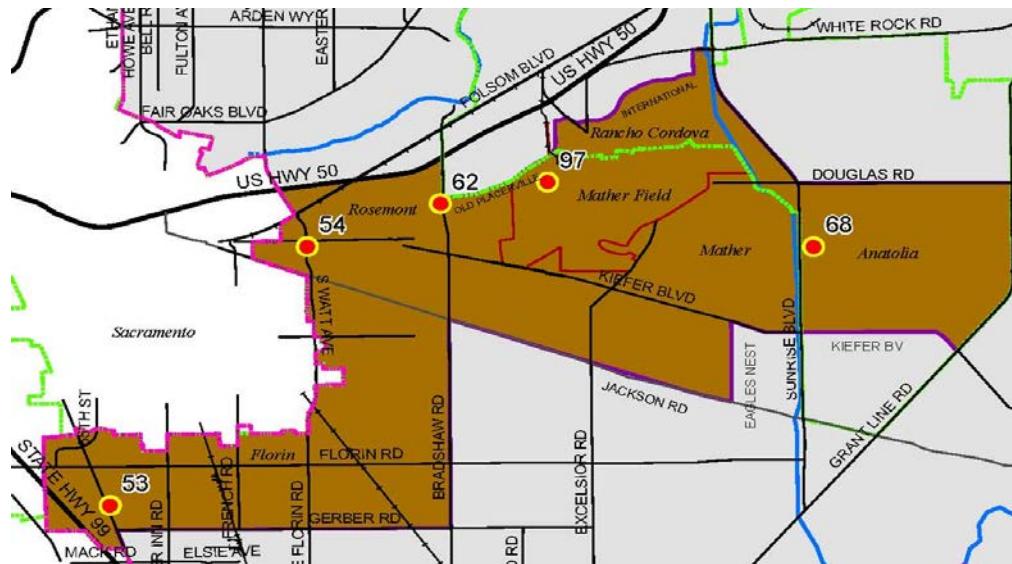
## DIVISION BOUNDARY MAPS



### DIVISION 3



### DIVISION 4

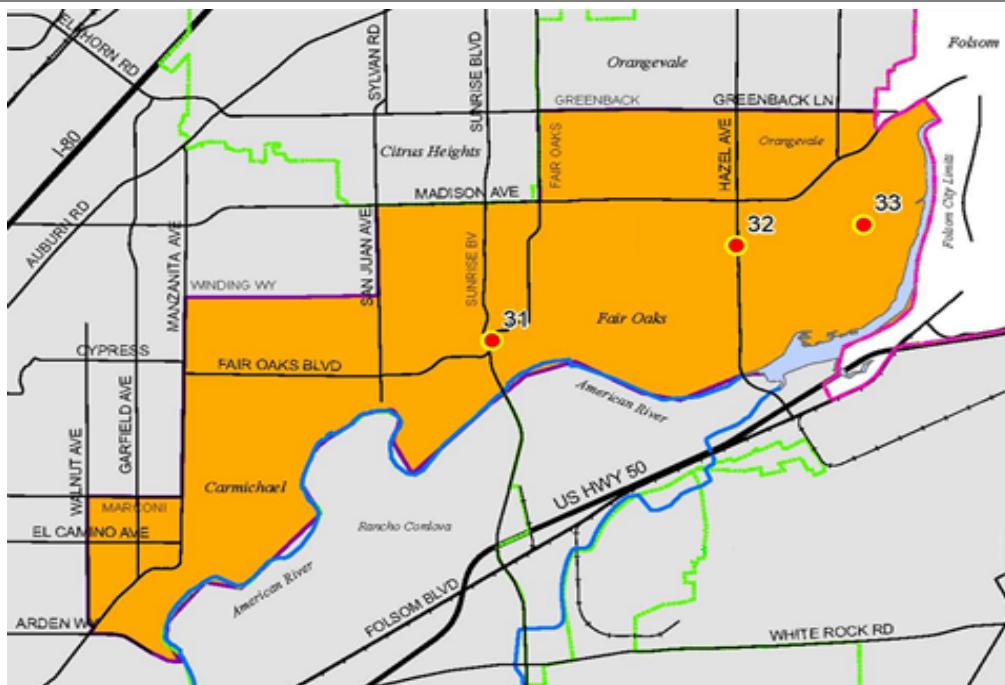




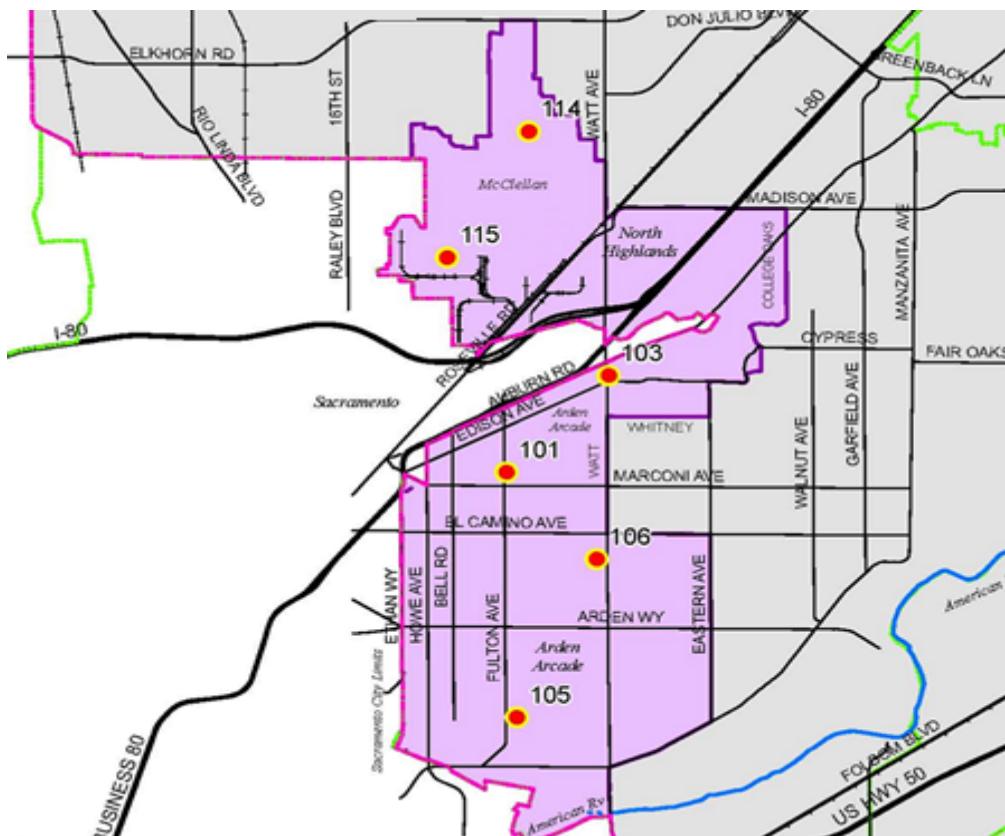
## DIVISION BOUNDARY MAPS



### DIVISION 5



### DIVISION 6



● Fire Station

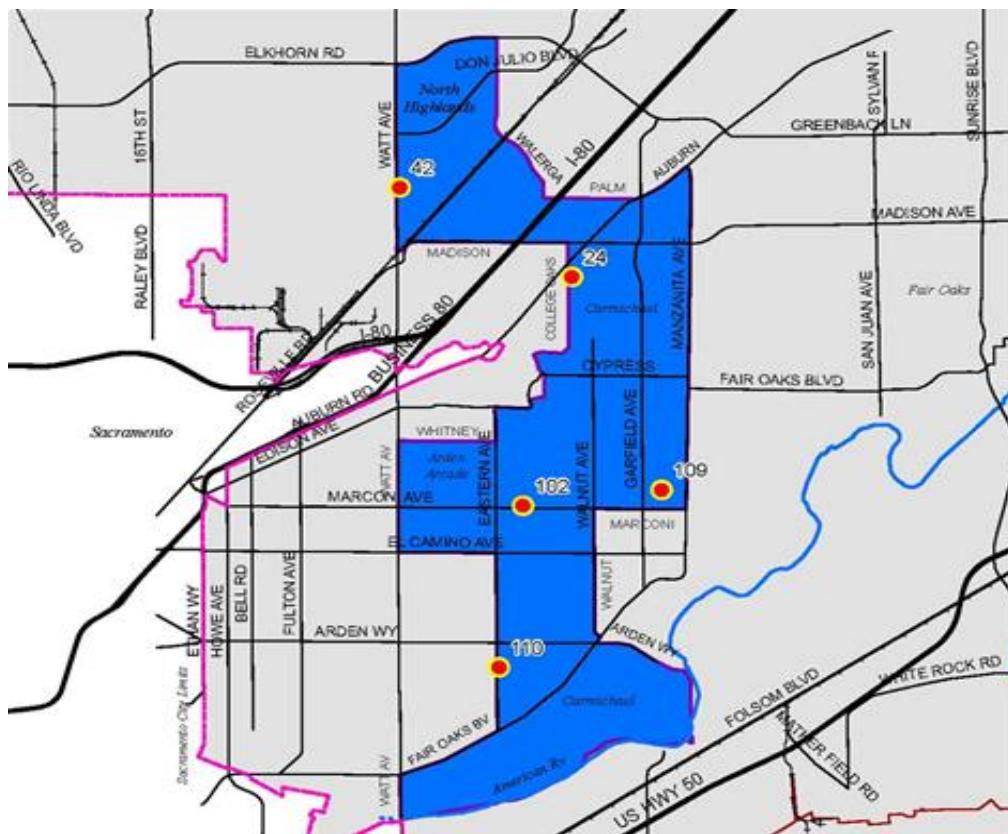
■ Metro Fire



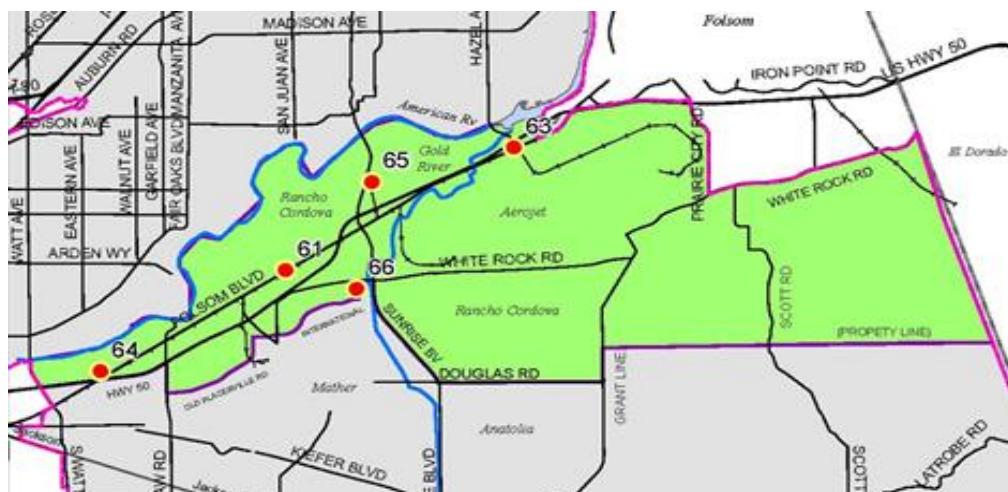
## DIVISION BOUNDARY MAPS



### DIVISION 7



### DIVISION 8

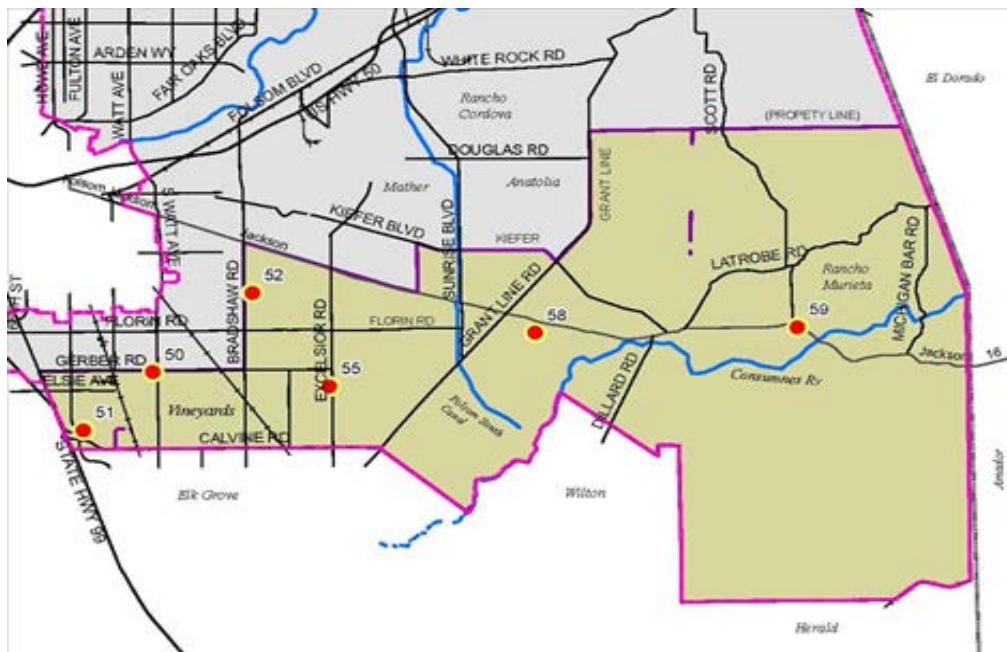




## DIVISION BOUNDARY MAPS



### 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

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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 ..... Joe Fiorica

B Shift ..... Carl Simmons

C Shift ..... Charles Jenkins

EMS ..... Jon Rudnicki

Training ..... Michael Lozano

Fire Marshal ..... Barbara Law



## DISTRICT HISTORY & BACKGROUND

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

**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.

### Demographic Information

District Size	359 square miles
Population	719,782
Population Growth in 2019-2020	1.06%
Housing Units	271,536
Average Household Size	2.72
Diversity Index*	76.3
Median Household Income	\$63,494
Average Household Income	\$84,362
% of Pop. with High School Diploma	21.9
% of Pop. with BA/BS or Higher	27.2
Elevation	30'
Fire Protection ISO Rating	2/2Y-3/3Y**

\* Diversity Index is a U.S. Census measurement of the probability that two people chosen at random in a given area will be from different race and ethnic groups.

\*\* Rating depends on location in District. The ISO rating measures the preparedness level a fire district to handle a fire incident and includes factors like availability of water sources.

Source: U.S. Census Bureau 2020 Census Redistricting Data; and ESRI ACS Key Population and Household Facts, 2015-19



## DISTRICT HISTORY & BACKGROUND

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### Major Employers (Sacramento County)

EMPLOYER	EMPLOYEES
1. State of California	82,076
2. UC Davis Health	16,618
3. Sacramento County	12,585
4. Kaiser Permanente	12,078
5. U.S. Government	11,752
6. Dignity Health	10,888
7. Sutter Health	10,187
8. Intel	5992
9. California State University Sacramento	5283
10. San Juan Unified School District	4962

Source: Sacramento Business Journal *Book of Lists* (December 24, 2021)

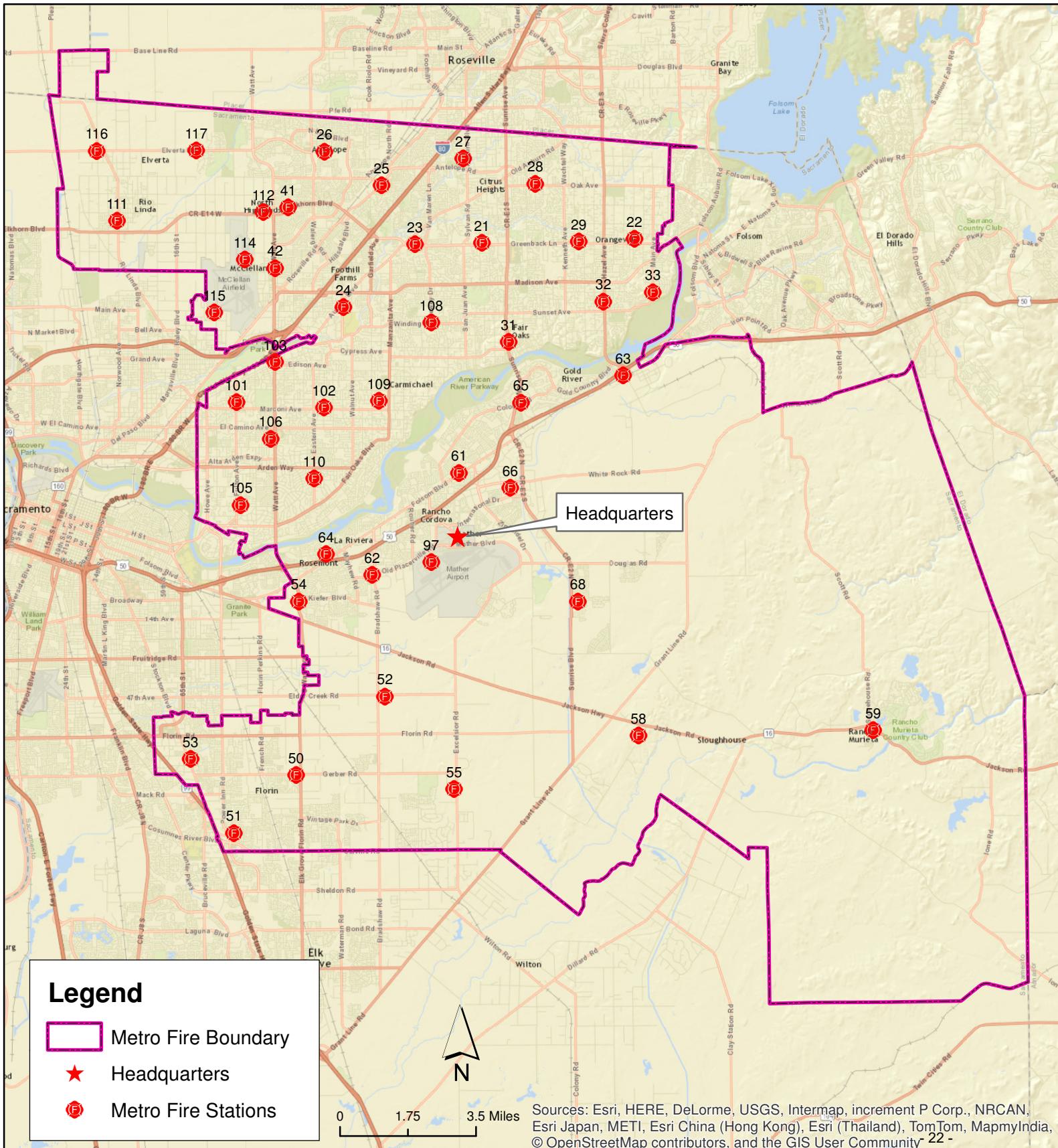
**Core Values**  
*Integrity • Professionalism • Teamwork • Service Before Self*

**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

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# **ALL FUNDS SUMMARIES**





## BUDGET SUMMARY - ALL FUNDS

Final Budget FY 2022-23

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
<b>REVENUES</b>							
PROPERTY TAXES	\$ 189,264,545	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,264,545
USE OF MONEY AND PROPERTY	15,000	-	1,101,817	-	-	-	1,116,817
INTERGOVERNMENTAL	4,198,856	-	-	5,182,202	-	-	9,381,058
CHARGES FOR SERVICES	62,969,046	-	-	-	1,300,000	14,500,000	78,769,046
MISCELLANEOUS	973,875	-	-	-	-	-	973,875
<b>Total Revenues</b>	<b>257,421,322</b>	<b>-</b>	<b>1,101,817</b>	<b>5,182,202</b>	<b>1,300,000</b>	<b>14,500,000</b>	<b>279,505,341</b>
<b>EXPENDITURES:</b>							
LABOR COSTS	214,586,793	-	-	4,541,307	-	-	219,128,100
SERVICES & SUPPLIES	37,409,449	125,000	880,379	529,317	90,000	5,800,000	44,834,145
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,589,186	4,987,680	245,709	-	-	-	9,822,575
CAPITAL OUTLAY	-	15,710,476	-	232,592	1,190,000	-	17,133,068
<b>Total Expenditures</b>	<b>256,585,428</b>	<b>20,823,156</b>	<b>1,126,088</b>	<b>5,303,216</b>	<b>1,280,000</b>	<b>5,800,000</b>	<b>290,917,888</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>835,894</b>	<b>(20,823,156)</b>	<b>(24,271)</b>	<b>(121,014)</b>	<b>20,000</b>	<b>8,700,000</b>	<b>(11,412,547)</b>
<b>OTHER FINANCING SOURCES(USES)</b>							
ISSUANCE OF BONDS	-	-	-	-	-	-	-
ISSUANCE OF CAPITAL LEASES	-	7,926,533	-	-	-	-	7,926,533
SALE OF ASSETS	-	630,000	-	-	-	-	630,000
TRANSFERS IN(OUT) FUND A-General	-	4,987,680	-	8,837	-	(8,700,000)	(3,703,483)
TRANSFERS IN(OUT) FUND D-Cap Fac	(4,987,680)	-	-	-	-	-	(4,987,680)
TRANSFERS IN(OUT) FUND G-Grants	(8,837)	-	-	-	-	-	(8,837)
TRANSFERS IN(OUT) FUND L-Leases	-	-	-	-	-	-	-
TRANSFERS IN(OUT) FUND M-IGT	8,700,000	-	-	-	-	-	8,700,000
<b>Total Other Financing Sources (Uses)</b>	<b>3,703,483</b>	<b>13,544,213</b>	<b>-</b>	<b>8,837</b>	<b>-</b>	<b>(8,700,000)</b>	<b>8,556,533</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 4,539,377</b>	<b>\$ (7,278,943)</b>	<b>\$ (24,271)</b>	<b>\$ (112,177)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ (2,856,014)</b>



## FUND BALANCE SUMMARY

Final Budget FY 2022-23

	GENERAL FUND	CAPITAL FACILITIES FUND	LEASED PROPERTIES FUND	GRANTS FUND	DEVELOPMENT IMPACT FEES FUND	IGT FUND	TOTALS
<b>Estimated Fund Balance</b>							
<b>Available June 30, 2022</b>	\$ 31,647,706	\$ 8,855,637	\$ 85,271	\$ 120,751	\$ 2,566,384	\$ 12,512	\$ 43,399,144
Revenues	257,421,322	-	1,101,817	5,182,202	1,300,000	14,500,000	279,505,341
Other Financing Sources	8,700,000	13,544,213	-	8,837	-	-	22,253,050
Release of Committed Funds	-	676,057	-	-	-	-	676,057
<b>Estimated Funds Available</b>	<b>297,769,028</b>	<b>23,075,907</b>	<b>1,187,088</b>	<b>5,311,790</b>	<b>3,866,384</b>	<b>14,512,512</b>	<b>345,833,592</b>
Expenditures	(256,585,428)	(20,823,156)	(1,126,088)	(5,303,216)	(1,280,000)	(5,800,000)	(290,917,888)
Other Financing Uses	(4,996,517)	-	-	-	-	(8,700,000)	(13,696,517)
Special Item	-	-	-	-	-	-	-
<b>Estimated Fund Balance</b>							
<b>at June 30, 2023</b>	<b>\$ 36,187,083</b>	<b>\$ 2,252,751</b>	<b>\$ 61,000</b>	<b>\$ 8,574</b>	<b>\$ 2,586,384</b>	<b>\$ 12,512</b>	<b>\$ 41,219,187</b>



## SUMMARY OF REVENUES AND OTHER FINANCING SOURCES

Final Budget FY 2022-23

<u>SOURCE</u>	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23
<b>REVENUES</b>				
Taxes	\$ 167,882,453	\$ 174,576,716	\$ 187,267,951	\$ 189,264,545
Charges for Services	75,056,870	67,867,498	77,769,046	78,769,046
Intergovernmental	4,604,542	3,205,203	8,814,100	8,712,956
Other Private Grants	-	368,045	392,800	668,102
Miscellaneous	158,842	1,539,808	973,875	973,875
Use of Money or Property	781,601	1,108,759	1,117,317	1,116,817
Total Revenues	248,484,308	248,666,029	276,335,089	279,505,341
<b>OTHER FINANCING SOURCES</b>				
	21,019,004	20,518,496	21,677,105	22,253,050
<b>TOTALS</b>	<b>\$ 269,503,312</b>	<b>\$ 269,184,525</b>	<b>\$ 298,012,194</b>	<b>\$ 301,758,391</b>
<b>FUNDS</b>				
General Fund	\$ 238,350,026	\$ 236,744,630	\$ 263,225,872	\$ 266,121,322
Pension Obligation Bond Fund	(27,979)	2,963	-	-
Capital Facilities Fund	11,538,575	19,963,994	12,973,680	13,544,213
Leased Properties Fund	1,146,009	1,347,169	1,101,817	1,101,817
Grants Fund	312,319	749,977	4,910,825	5,191,039
Development Impact Fees Fund	2,840,432	2,408,215	1,300,000	1,300,000
IGT Fund	15,343,930	7,967,577	14,500,000	14,500,000
<b>TOTALS</b>	<b>\$ 269,503,312</b>	<b>\$ 269,184,525</b>	<b>\$ 298,012,194</b>	<b>\$ 301,758,391</b>



## SUMMARY OF EXPENDITURES AND OTHER FINANCING USES

Final Budget FY 2022-23

<u>OBJECT</u>	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23
<b>EXPENDITURES</b>				
Labor Costs				
	\$ 196,155,868	\$ 211,382,745	\$ 219,061,015	\$ 219,128,100
Services & Supplies	34,936,668	37,658,296	43,744,221	44,834,145
Taxes, Licenses, Debt Service & Others	11,013,680	9,146,369	9,812,575	9,822,575
Capital Outlay	7,597,617	12,388,343	8,367,218	17,133,068
Total Expenditures	249,703,833	270,575,753	280,985,029	290,917,888
<b>OTHER FINANCING USES</b>				
	17,020,855	20,766,151	13,691,105	13,696,517
<b>TOTALS</b>	<b>\$ 266,724,688</b>	<b>\$ 291,341,904</b>	<b>\$ 294,676,134</b>	<b>\$ 304,614,405</b>
<b>FUNDS</b>				
General Fund	\$ 235,710,813	\$ 252,425,772	\$ 261,056,018	\$ 261,581,945
Pension Obligation Bond Fund	192,382	-	-	-
Capital Facilities Fund	10,403,003	9,233,757	12,657,306	20,823,156
Leased Properties Fund	607,600	1,825,094	613,809	1,126,088
Grants Fund	938,096	5,600,054	5,023,001	5,303,216
Development Impact Fees Fund	3,321,166	4,958,055	826,000	1,280,000
IGT Fund	15,551,628	17,299,172	14,500,000	14,500,000
<b>TOTALS</b>	<b>\$ 266,724,688</b>	<b>\$ 291,341,904</b>	<b>\$ 294,676,134</b>	<b>\$ 304,614,405</b>



## DEBT SERVICE SCHEDULE

Final Budget FY 2022-23

	Regular Debt Payments		Sinking Fund	Total		
	Principal	Interest				
<b>FUNDS</b>						
<b>General Fund</b>						
Pension Obligation Bonds	\$ 2,075,000	\$ 1,474,696	\$ 2,604,196	\$ 6,153,892		
Lease Revenue Bonds	79,318	179,723	-	259,041		
P-25 Radio Financing	-	-	-	-		
Subtotal	<u>2,154,318</u>	<u>1,654,419</u>	<u>2,604,196</u>	<u>6,412,933</u>		
<b>Capital Facilities Fund</b>						
Gurney Lease	-	-	-	-		
Apparatus and Equipment Leases	4,665,659	268,975	-	4,934,634		
Lease Revenue Bonds	36,803	16,243	-	53,046		
Subtotal	<u>4,702,462</u>	<u>285,218</u>	<u>-</u>	<u>4,987,680</u>		
<b>Leased Properties Fund</b>						
Lease Revenue Bonds	170,474	75,235	-	245,709		
<b>TOTALS</b>	<b>\$ 7,027,254</b>	<b>\$ 2,014,872</b>	<b>\$ 2,604,196</b>	<b>\$ 11,646,322</b>		



## Expenditures by Division - All Funds

Final Budget FY 2022-23

		ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 UNAUDITEDS
<b>OFFICE OF THE FIRE CHIEF</b>						
FCH	FIRE CHIEF	2,991,890	2,914,675	2,977,540	2,977,540	2.2%
DEV	DEVELOPMENT TEAM	369,907	375,566	1,004,543	1,454,543	287.3%
BRD	BOARD OF DIRECTORS	243,947	297,536	405,231	405,231	36.2%
COR	COMMUNITY RELATIONS	339,564	255,526	164,575	164,575	-35.6%
<b>ADMINISTRATION</b>						
CRR	COMMUNITY RISK REDUCTION	3,506,175	3,742,910	4,072,473	4,086,673	9.2%
CSE	COMMUNITY SERVICES	1,812	12,946	43,330	43,330	234.7%
DCO	DEFERRED COMP	42,727	37,800	55,200	55,200	46.0%
FIN	FINANCE	5,386,170	5,338,800	5,883,746	5,918,746	10.9%
HRE	HUMAN RESOURCES	1,521,515	1,814,469	1,998,187	2,234,237	23.1%
NDI	NON-DIVISIONAL	43,385,119	44,603,307	80,790,902	80,781,902	81.1%
WCO	WORKERS COMP	4,048,304	4,405,076	3,399,158	3,424,380	-22.3%
<b>OPERATIONS</b>						
APE	APPARATUS & EQUIP	200,645	199,848	276,337	287,837	44.0%
ARS	ARSON/FIRE INVESTIGATIONS	525,821	584,544	790,017	791,967	35.5%
CER	COMM EMER RESPONSE TM	2,798	268	3,500	3,500	1206.0%
CIS	CRITICAL INCIDENT STR MNGT	16,636	25,572	49,350	49,350	93.0%
CPT	AIR OPS	1,560,722	1,311,146	2,003,973	2,003,973	52.8%
DIS	DISPATCH	4,124,849	4,837,887	4,839,600	4,839,600	0.0%
DZR	DOZER PROGRAM	6,117	4,471	24,750	29,750	565.4%
EMS	EMER MEDICAL SERVICES	10,126,444	13,239,668	10,014,981	10,014,981	-24.4%
EPS	EMER PLANNING SPEC	832	-	300	300	
HFI	HEALTH & FITNESS	309,410	297,051	492,629	492,629	65.8%
HZM	HAZMAT	16,170	120,315	191,979	174,519	45.1%
MIH	MOBILE INTEGREATED HEALTH	362	436,043	393,300	668,103	53.2%
OPE	OPERATIONS ADMIN	1,942,217	1,758,207	1,678,825	1,688,271	-4.0%
RCA	RECRUIT ACADEMY	99,378	3,817,593	5,515,873	5,515,873	44.5%
RES	RESCUE	11,771	20,833	67,800	67,800	225.4%
RFP	RESERVE FF PROGRAM	32,483	38,838	62,750	62,750	61.6%
RTL	RENTAL PROPERTIES	136,309	142,007	146,304	146,304	3.0%
SAF	SAFETY	1,482,103	1,672,607	1,467,611	1,437,611	-14.0%
SRP	SINGLE ROLE PARA PRG	2,795,616	2,146,232	3,644,336	3,644,336	69.8%
SUP	SUPPRESSION	139,994,640	147,381,500	120,448,151	120,448,151	-18.3%
TEM	TACTICAL EMS	346	2,598	22,473	22,473	765.0%
TRA	TRAINING	1,727,938	2,046,230	2,403,119	2,137,389	4.5%
UAV	UNMANNED AERIAL VEHICLE	11,614	14,362	27,800	27,800	93.6%
USR	URBAN SEARCH & RESCUE	-	-	500	500	
UTL	FIRE STATIONS UTILITIES AND CAPITAL OUTLAY	4,027,486	5,642,373	1,002,244	986,244	-82.5%
WIL	WILDLAND	38,943	43,866	74,590	74,590	70.0%
WTR	WATER RESCUE	96,338	124,742	34,900	31,900	-74.4%
<b>SUPPORT SERVICES</b>						
COM	COMMUNICATION	1,510,657	1,257,271	1,209,295	1,524,595	21.3%
FAC	FACILITIES	1,854,095	2,207,000	1,998,942	2,663,783	20.7%
FLE	FLEET	8,507,527	8,792,121	12,031,984	20,124,561	128.9%
LOG	LOGISTICS	2,559,696	4,457,169	4,644,393	4,659,973	4.6%
TEC	INFORMATION TECHNOLOGY	4,146,740	4,154,780	4,627,538	4,750,118	14.3%
<b>TOTALS:</b>		\$ 249,703,833	\$ 270,575,753	\$ 280,985,029	\$ 290,917,888	7.5%

**CAPITAL OUTLAY SUMMARY**

Final Budget FY 2022-23

Fund	Division	Description	Units	Price	Amount	Principal	Interest	Annual Financing Cost	
Capital Facilities	TEC:Information Technology	BOARDROOM EQUIPMENT		38,231	38,231				
Capital Facilities	CPT:Helicopter	COPTER 3 CONVERSION	1	750,000	750,000	136,990	30,000	166,990	
Capital Facilities	CPT:Helicopter	COPTER CART	1	20,000	20,000				
Capital Facilities	SAF:Safety	DRYERS FOR GLOVES, HOODS AND BOOTS	1	10,000	10,000				
Capital Facilities	SAF:Safety	PORTA COUNT UNITS FOR FIT TESTING	1	40,000	40,000				
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	SHEDS (STATIONS 23, 65, 106)	3	6,000	18,000				
Capital Facilities	FAC:Facility Maintenance	SCISSOR LIFT REPLACEMENT	1	35,000	35,000				
Capital Facilities	FAC:Facility Maintenance	STATION 23 TEMP RESTROOM TRAILER (CARRYOVER)	1	50,668	50,668				
Capital Facilities	FLE:Fleet Maintenance	TYPE I ENGINES	5	837,000	4,185,000	764,404	167,400	931,803	
Capital Facilities	FLE:Fleet Maintenance	AMBULANCES	3	407,000	1,221,000	223,020	48,840	271,859	
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE - REMOUNTS	6	200,000	1,200,000	219,184	48,000	267,184	
Capital Facilities	FLE:Fleet Maintenance	SERVICE PICK-UP - FLEET	1	200,000	200,000	36,530	8,000	44,531	
Capital Facilities	FLE:Fleet Maintenance	UTILITY VANS - LOGISTICS	2	75,000	150,000	27,398	6,000	33,398	
Capital Facilities	FLE:Fleet Maintenance	AMBULANCES (CARRY FORWARD FY2020-21)	3	218,794	656,382				
Capital Facilities	FLE:Fleet Maintenance	AMBULANCE-REMOUNT (CARRY FORWARD FY2020-21)	1	136,983	136,983				
Capital Facilities	FLE:Fleet Maintenance	TYPE I ENGINES (CARRY FORWARD FY2020-21)	2	203,533	407,066				
Capital Facilities	FLE:Fleet Maintenance	AMBULANCES (CARRY FORWARD FY2021-22)	6	253,651	1,521,906				
Capital Facilities	FLE:Fleet Maintenance	TYPE V ENGINES (CARRY FORWARD FY2021-22)	3	202,977	608,931				
Capital Facilities	FLE:Fleet Maintenance	WATER TENDER (CARRY FORWARD FY2021-22)	1	429,777	429,777				
Capital Facilities	FLE:Fleet Maintenance	UTILITY PICK-UP - FACILITIES (CARRY FORWARD FY2021-22)	1	90,000	90,000				
Capital Facilities	FLE:Fleet Maintenance	TYPE V ENGINE	1	220,533	220,533	40,282	8,822	49,102	
Capital Facilities	FLE:Fleet Maintenance	TYPE I ENGINES (CARRY FORWARD FY2021-22)	3	756,489	2,269,466				
Capital Facilities	FLE:Fleet Maintenance	AERIAL TRUCK (CARRY FORWARD FY2021-22)	1	1,296,600	1,296,600				
Capital Facilities	FLE:Fleet Maintenance	HYBRID PICK-UP - LOGISTICS (CARRY FORWARD FY2021-22)	1	50,693	50,693				
Capital Facilities	FLE:Fleet Maintenance	UTILITY VAN - FACILITIES (CARRY FORWARD FY2021-22)	1	15,913	15,913				
Capital Facilities	FLE:Fleet Maintenance	FORKLIFT - FLEET (CARRY FORWARD FY2021-22)	1	38,328	38,328				
<b>Subtotal: Capital Facilities</b>						15,710,477	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 Fe	DEV:Development	GRANT LINE 220 LAND ACQUISITION		40,000	40,000				
Development Impact Fe 068:	Fire Station 068	VINEYARD SPRINGS STATION		900,000	900,000				
Development Impact Fe 068:	Fire Station 068	PRECONSTRUCTION SERVICES		100,000	100,000				
Development Impact Fe 068:	Fire Station 068	STATION 68 PATIO COVERINGS (CARRY OVER)		150,000	150,000				
<b>Grand Totals</b>						17,133,069	2,854,012	464,182	3,318,191

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# **REVENUE & EXPENDITURES**

## **GENERAL OPERATING**

### **FUND**





## BUDGET SUMMARY - GENERAL FUND

Final Budget FY 2022-23

	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 UNAUDITEDS
<b>REVENUES</b>					
PROPERTY TAXES	\$ 167,882,453	\$ 174,576,716	\$ 187,267,951	\$ 189,264,545	\$ 14,687,829
USE OF MONEY/PROPERTY	(276,092)	(97,986)	15,000	15,000	112,986
INTERGOVERNMENTAL	4,347,558	3,183,858	4,300,000	4,198,856	1,014,998
CHARGES FOR SERVICES	56,815,770	57,542,234	61,969,046	62,969,046	5,426,812
MISCELLANEOUS REVENUE	158,842	1,539,808	973,875	973,875	(565,933)
<i>Total Revenues</i>	<b>228,928,531</b>	<b>236,744,630</b>	<b>254,525,872</b>	<b>257,421,322</b>	<b>20,676,692</b>
<b>EXPENDITURES:</b>					
LABOR COSTS	196,149,116	210,093,294	214,636,989	214,586,793	4,493,499
<b>OTHER EXPENDITURES:</b>					
SERVICES & SUPPLIES	28,281,716	32,971,040	36,848,739	37,409,449	4,438,409
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,614,438	4,422,901	4,579,186	4,589,186	166,285
<i>Total Expenditures</i>	<b>229,045,270</b>	<b>247,487,235</b>	<b>256,064,914</b>	<b>256,585,428</b>	<b>9,098,193</b>
REV LESS EXP	<b>(116,739)</b>	<b>(10,742,605)</b>	<b>(1,539,042)</b>	<b>835,894</b>	<b>11,578,499</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
ISSUANCE OF CAPITAL LEASES	-	-	-	-	-
SALE OF ASSETS	-	-	-	-	-
TRANSFER IN(OUT) FUND D-Cap Fac	-	216,295	-	-	(216,295)
TRANSFERS IN(OUT) FUND D-Cap Fac	(6,611,468)	(4,996,137)	(4,987,680)	(4,987,680)	8,457
TRANSFER IN(OUT) FUND G-Grants	(54,075)	(357,699)	(3,425)	(8,837)	348,862
TRANSFER IN(OUT) FUND G-Grants	21,495	80,135	-	-	(80,135)
TRANSFER IN(OUT) FUND L-Leased Properties	-	1,200,000	-	-	(1,200,000)
TRANSFER IN(OUT) FUND M-IGT	9,400,000	14,126,000	8,700,000	8,700,000	(5,426,000)
<i>Total Other Financing Sources(Uses)</i>	<b>2,755,952</b>	<b>10,268,594</b>	<b>3,708,895</b>	<b>3,703,483</b>	<b>(6,565,111)</b>
REV LESS EXP PLUS TRANSFERS	<b>2,639,213</b>	<b>(474,011)</b>	<b>2,169,853</b>	<b>4,539,377</b>	<b>5,013,388</b>



## REVENUES & OTHER FINANCING SOURCES - GENERAL FUND

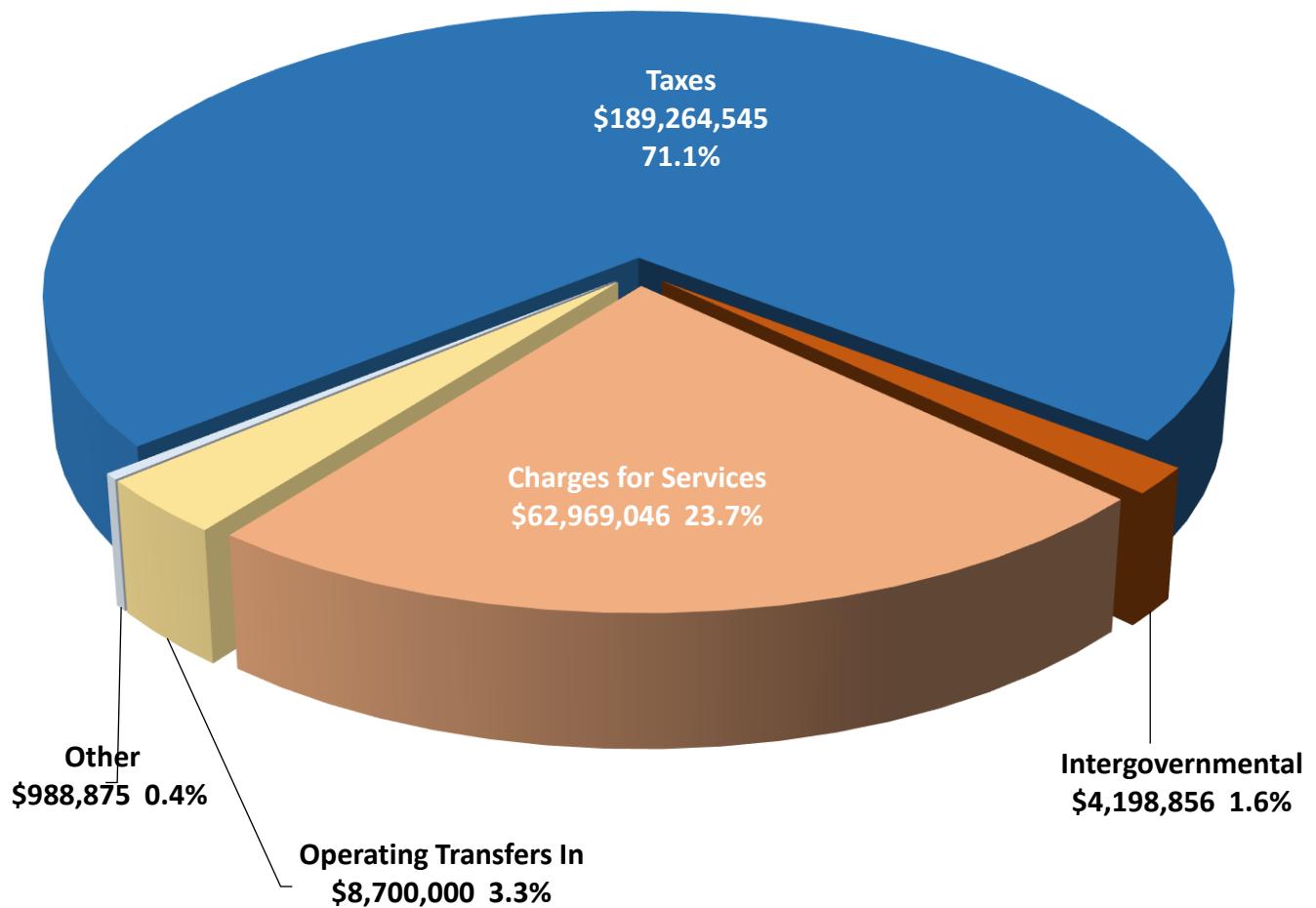
Final Budget FY 2022-23

		ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 FINAL/UNAUDITED
910100	CURRENT SECURED PROPERTY TAXES	\$ 154,515,810	\$ 160,449,632	\$ 173,509,570	\$ 176,192,640	\$ 15,743,008
910200	CURRENT UNSECURED PROPERTY TAXES	5,653,973	5,621,159	6,080,781	5,008,041	(613,118)
910300	SUPPLEMENTAL PROPERTY TAXES	4,039,701	4,904,520	4,200,000	4,488,622	(415,898)
910400	TAXES-SECURED "TEETER" FUNDS	1,305,513	1,162,382	1,200,000	1,200,000	37,618
910500	TAXES-SUPPLEMENTAL "TEETER" FUNDS	201,393	208,176	200,000	200,000	(8,176)
910600	UNITARY CURRENT SECURED TAXES	1,653,063	1,730,275	1,615,000	1,689,103	(41,172)
912000	SECURED REDEMPTION TAXES	11,199	14,967	7,000	9,186	(5,781)
913000	PRIOR UNSECURED PROPERTY TAXES	119,606	100,719	89,000	99,998	(721)
914000	PROPERTY TAX PENALTIES	44,084	53,227	28,000	38,355	(14,872)
976200	SPECIAL TAX ASSESSMENTS	338,111	331,659	338,600	338,600	6,941
<b>PROPERTY TAXES</b>		<b>167,882,453</b>	<b>174,576,716</b>	<b>187,267,951</b>	<b>189,264,545</b>	<b>14,687,829</b>
941000	INTEREST INCOME	(276,092)	(97,986)	15,000	15,000	112,986
942000	FAIR VALUE ADJUSTMENT	-	-	-	-	-
<b>USE OF MONEY/PROPERTY</b>		<b>(276,092)</b>	<b>(97,986)</b>	<b>15,000</b>	<b>15,000</b>	<b>112,986</b>
919600	RDA RESIDUAL DISTRIBUTION	1,940,107	486,462	1,900,000	1,743,016	1,256,554
952200	HOMEOWNERS PROPERTY TAX REVENUE	1,378,680	1,167,148	1,400,000	1,400,000	232,852
953100	AID/OTHER LOCAL GOV'T AGENCY	-	944,479	-	-	(944,479)
953300	REDEVELOPMENT AGENCY-PASSTHRU	1,026,002	583,870	1,000,000	1,055,840	471,970
956900	STATE AID AND OTHER MISC REVENUES	2,769	1,899	-	-	(1,899)
957000	CAPITAL CONTRIBUTIONS	-	-	-	-	-
<b>INTERGOVERNMENTAL</b>		<b>4,347,558</b>	<b>3,183,858</b>	<b>4,300,000</b>	<b>4,198,856</b>	<b>1,014,998</b>
963900	DEPLOYMENTS/OTHER FIRE SERVICE REIMBURSEMENTS	3,556,719	1,976,981	3,120,000	3,120,000	1,143,019
964300	FEES-INSPECTIONS, PERMITS & PLAN REVIEW	2,721,459	2,956,350	2,335,000	2,335,000	(621,350)
964310	FEES-INSPECTIONS	-	-	-	-	-
964320	PERMITS & KNOX LOCK FEES	-	-	-	-	-
964330	PLAN REVIEW FEES	1,983,226	2,123,095	1,600,000	1,600,000	(523,095)
964340	CODE ENFORCEMENT INSPECTION FEES	637,009	731,106	650,000	650,000	(81,106)
964360	FIREWORK FEES	72,104	65,749	55,000	55,000	(10,749)
964370	PLANNING LETTERS (COUNTY)	29,120	36,400	30,000	30,000	(6,400)
964800	FIRE CONTROL SERVICE (ALARM FEES)	40,431	113,204	50,000	50,000	(63,204)
964900	COPYING SERVICE	5,251	7,930	5,000	5,000	(2,930)
966900	MEDICAL CARE (MEDIC FEES)	43,032,990	45,342,530	46,970,046	46,970,046	1,627,516
966910	GEMT REIMBURSEMENT	763,963	39,513	3,000,000	4,000,000	3,960,487
969300	EDUCATION TRAINING SERVICE	57,290	635,817	400,000	400,000	(235,817)
969900	CONTRACT SERVICE REVENUE	6,637,667	6,469,909	6,089,000	6,089,000	(380,909)
<b>CHARGES FOR SERVICES</b>		<b>56,815,770</b>	<b>57,542,234</b>	<b>61,969,046</b>	<b>62,969,046</b>	<b>5,426,812</b>
931000	VEHICLE CODE FINES	3,264	4,510	5,000	5,000	490
932000	OTHER COURT FINES	2,609	2,501	4,000	4,000	1,499
973000	DONATIONS - CERT DONATION FROM FOUNDATION	200	647	-	-	(647)
974000	INSURANCE PROCEEDS	10,509	7,973	8,000	8,000	27
979000	REVENUE - GEMT ADMIN FEE + OTHER	128,504	1,486,408	956,875	956,875	(529,533)
979900	REVENUE - OTHER	13,756	37,769	-	-	(37,769)
<b>MISCELLANEOUS REVENUE</b>		<b>158,842</b>	<b>1,539,808</b>	<b>973,875</b>	<b>973,875</b>	<b>(565,933)</b>
<b>Total General Operating Revenues</b>		<b>228,928,531</b>	<b>236,744,630</b>	<b>254,525,872</b>	<b>257,421,322</b>	<b>20,676,692</b>
986200	PROCEEDS FROM SALE OF ASSETS	-	-	-	-	-
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)	9,400,000	(1,496,430)	8,700,000	8,700,000	10,196,430
<b>OTHER FINANCING SOURCES</b>		<b>9,421,495</b>	-	<b>8,700,000</b>	<b>8,700,000</b>	<b>8,700,000</b>
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>		<b>\$ 238,350,026</b>	<b>\$ 236,744,630</b>	<b>\$ 263,225,872</b>	<b>\$ 266,121,322</b>	<b>\$ 29,376,692</b>



## REVENUES & OTHER FINANCING SOURCES - GENERAL OPERATING FUND

Final Budget FY 2022-23





## Expenditures and Other Financing Uses - General Fund

Final Budget FY 2022-23

	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 UNAUDITEDS
<b>EXPENDITURES</b>					
LABOR COSTS	\$ 196,149,116	\$ 210,093,294	\$ 214,636,988	\$ 214,586,793	\$ 4,493,499
SERVICES & SUPPLIES	28,281,716	32,971,040	36,848,739	37,409,449	4,438,409
TAXES, LICENSES, DEBT SERVICE & OTHERS	4,614,438	4,422,901	4,579,186	4,589,186	166,285
<b>Total Expenditures</b>	<b>229,045,270</b>	<b>247,487,235</b>	<b>256,064,913</b>	<b>256,585,428</b>	<b>9,098,193</b>
<b>OTHER FINANCING USES</b>					
TRANSFERS OUT	6,665,543	4,938,537	4,991,105	4,996,517	57,980
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 235,710,813</b>	<b>\$ 252,425,772</b>	<b>\$ 261,056,018</b>	<b>\$ 261,581,945</b>	<b>\$ 9,156,173</b>

Acct	Description	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 UNAUDITEDS
110000	WAGES	\$ 108,272,815	\$ 111,978,747	\$ 116,510,873	\$ 116,497,765	\$ 4,519,018
120000	BENEFITS	87,876,301	98,114,547	98,126,115	98,089,028	(25,519)
	<b>Total Labor Costs</b>	<b>196,149,116</b>	<b>210,093,294</b>	<b>214,636,988</b>	<b>214,586,793</b>	<b>4,493,499</b>
200500	ADS/LEGAL NOTICES	5,371	7,982	8,644	8,644	662
201500	PRINT & COPY SERVICES	8,217	9,571	9,600	9,600	29
202100	BOOKS, SUBSCRIPTION SERVICE	9,709	7,218	19,048	19,223	12,005
202200	BOOKS, SUBSCRIPTION (PERM LIB)	14,129	15,810	55,946	55,946	40,136
202300	AUDIO VIDEO PRODUCTION SERVICES	2,850	9,845	9,400	9,400	(445)
202900	BUSINESS/CONFERENCE	55,335	108,742	182,162	195,662	86,920
203100	BUSINESS ACTIVITY EXP (NON-EE)	7,560	6,853	26,500	24,500	17,647
203500	EDUC/TRAINING SERVICES	316,423	324,294	780,803	780,303	456,009
203600	EDUCATION/TRAINING SUPPLIES	47,596	67,604	207,000	207,000	139,396
203800	EMPLOYEE AWARDS	15,095	4,146	29,100	29,100	24,954
203900	EMPLOYEE TRANSPORTATION	407	892	1,000	1,000	108
204100	OFFICE EQUIP NOT INVENTORIED	3,752	6,745	11,300	11,300	4,555
204500	FREIGHT/SHIPPING	7,096	6,614	7,500	7,500	886
205100	INSURANCE LBLTY,PPTY,W/C,ETC.	2,416,218	3,974,408	4,692,799	4,718,021	743,613
206100	MEMBERSHIPS	40,603	46,220	51,736	51,736	5,516
206600	PHOTO SUPPLY	60	4,864	19,078	19,078	14,214
207600	OFFICE SUPPLIES	12,492	46,457	57,616	59,116	12,659
208100	POSTAGE/SUPPLY/METER RNTL/LSE	21,608	149	4,000	4,000	3,851
208500	PRINTING/BINDING	15,169	16,773	25,400	25,400	8,627
210300	LNDSCP SVC/WEED ABTM/PEST CTRL	114,508	119,636	140,980	140,980	21,344
210400	LANDSCAPE SUPPLY	8,877	9,210	12,750	12,750	3,540
211100	BUILDING SERVICE	569,575	644,282	435,811	539,071	(105,211)
211200	BUILDING SUPPLY	46,233	39,907	101,600	101,600	61,693
213100	ELECTRICAL SERVICE	29,768	27,339	34,000	34,000	6,661
213200	ELECTRICAL SUPPLY	27,078	24,865	31,000	31,000	6,135
215100	MECH SYSTEMS SVC	45,548	39,674	50,333	59,432	19,758
215200	MECH SYSTEMS SUP	62,783	60,673	60,000	60,000	(673)
216100	PAINTING SERVICE	14,960	25,227	37,000	37,000	11,773
216200	PAINTING SUPPLY	4,590	2,313	11,000	11,000	8,687
216700	PLUMBING SERVICE	47,949	33,041	32,815	31,329	(1,712)
216800	PLUMBING SUPPLY	19,377	27,025	30,000	30,000	2,975
217100	REAL PROPERTY RENTAL	14,247	14,412	15,279	15,279	867
219100	ELECTRICITY	597,865	572,504	638,499	638,499	65,995
219200	NATURAL GAS	146,265	160,776	168,707	168,707	7,931
219300	REFUSE SERVICE	38,857	44,134	84,756	84,756	40,622
219500	SEWAGE SERVICE	38,459	43,803	48,144	48,144	4,341
219700	TELEPHONE SVCE:LINE FEES & CALLS	853,429	797,153	899,460	899,460	102,307
219800	WATER SERVICE	144,553	128,027	139,857	139,857	11,830
220500	VEHICLE MAINT SVC	1,665,521	1,477,797	1,832,000	1,832,000	354,203
220600	VEHICLE MAINT SUP	1,134,770	1,179,048	1,316,200	1,315,830	136,782
222600	EXPENDABLE TOOLS	20,836	9,386	16,000	16,000	6,614
223100	FIRE EQUIP SVC (NON-SCBA)	63,822	40,281	60,100	60,100	19,819
223200	FIRE EQUIP SUPPLY	756,187	373,261	386,177	397,677	24,416

Acct	Description	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FINALIZED
223600	FUEL, OILS & LUBRICANTS	1,079,845	1,648,348	1,472,500	1,472,500	(175,848)
225100	MEDICAL EQUIP SVC	228,641	77,747	130,800	130,800	53,053
225200	MEDICAL EQUIP SUP	198	-	12,500	12,500	12,500
226400	OFFICE EQUIPMENT/FURNITURE	26,127	4,805	12,000	12,000	7,195
226500	COMPUTER INVENTORIABLE EQUIPT.	154,144	93,971	165,645	230,089	136,118
226600	STATION FURNISHINGS	80,224	21,910	24,000	30,500	8,590
227100	COMM EQUIP SERVICE	25,788	26,005	32,050	57,050	31,045
227200	COMM EQUIP SUPPLY	480,406	487,593	368,750	659,050	171,457
227500	EQUIPMENT RENTAL	192,773	181,258	302,000	306,441	125,183
228100	SHOP EQUIP SERVICE	11,734	13,841	17,000	17,000	3,159
228200	SHOP EQUIP SUPPLY	24,990	20,996	20,450	20,450	(546)
229100	OTHER EQUIP SERV	21,909	25,251	46,050	46,365	21,114
229200	OTHER EQUIP SUPPLY	63,269	110,949	164,690	165,060	54,111
231300	CLOTHING REPAIRS	112,311	87,001	175,000	135,000	47,999
231400	SAFETY CLOTHING AND SUPPLIES	584,456	1,157,931	1,012,700	982,700	(175,231)
232100	CUSTODIAL SERVICE	71,144	90,426	107,405	107,405	16,979
232200	CUSTODIAL SUPPLY	98,913	111,963	115,000	115,000	3,037
233200	FOOD SUPPLY	41,704	51,378	76,904	76,904	25,526
234200	KITCHEN SUPPLY	3,441	3,892	4,000	4,000	108
235100	LAUNDRY SERVICE	28,582	11,826	15,000	15,000	3,174
244300	MEDICAL SERVICES	148,066	244,592	347,672	347,672	103,080
244400	MEDICAL SUPPLIES	1,479,940	1,245,282	1,487,750	1,487,750	242,468
250200	ACTUARIAL SERVICE	7,750	26,775	30,375	30,375	3,600
250500	FINANCIAL SERVICE	134,538	160,113	164,550	164,550	4,437
253100	LEGAL SERVICE	426,577	444,886	553,000	553,000	108,114
254100	PERSONNEL SERVICE	152,565	68,276	171,440	171,440	103,164
254200	TREASURER SERVICES	7,802	6,650	10,000	10,000	3,350
259100	OTHER SERVICE	6,585,779	8,561,182	9,098,424	9,130,084	568,902
281100	COMPUTER SERVICES	1,262,185	1,267,279	1,492,435	1,531,936	264,657
281200	COMPUTER SUPPLY	9,615	33,747	14,000	14,279	(19,468)
281300	SALES TAX ADJUSTMENT	-	-	-	-	-
281700	ELECTION SERVICE	11,322	-	140,500	140,500	140,500
285100	PHYSICAL FITNESS SERVICE	15,113	23,213	30,000	30,000	6,787
285200	PHYSICAL FITNESS SUPPLIES	91,770	68,650	105,000	105,000	36,350
288000	PRIOR YEAR SVC/SUP	-	-	-	-	-
289800	OTHER SUPPLIES	7,939	72,154	44,800	37,800	(34,354)
289900	OTHER SERVICES	792,119	904,794	1,003,626	1,018,626	113,832
292300	GS MESSENGER SERVICES	2,870	253	-	-	(253)
293100	DISPATCH SERVICE	4,124,849	4,837,887	4,839,600	4,839,600	1,713
293400	PUBLIC WORKS SVC	-	-	8,000	8,000	8,000
296200	GENERAL SERVICE PARKING CHARGE	5,493	5,640	9,743	9,743	4,103
298400	RADIO SYSTEMS	219,078	213,615	242,280	242,280	28,665
<b>Total Services and Supplies</b>		<b>28,281,716</b>	<b>32,971,040</b>	<b>36,848,739</b>	<b>37,409,449</b>	<b>4,438,409</b>
321000	INTEREST EXPENSE	205,943	191,204	82,318	82,318	(108,886)
322000	PRINCIPAL PAYMENTS	382,292	120,737	179,723	179,723	58,986
345000	ASSESSMENTS	3,859,628	3,737,078	4,100,145	4,100,145	363,067
370000	CONTRIBUTIONS TO OTHER AGENCY	166,575	373,882	217,000	227,000	(146,882)
<b>Total Tax, License, &amp; Assessments</b>		<b>4,614,438</b>	<b>4,422,901</b>	<b>4,579,186</b>	<b>4,589,186</b>	<b>166,285</b>

**Total General Operating Expenditures**      \$ 229,045,270      \$ 247,487,235      \$ 256,064,913      \$ 256,585,428      \$ 9,098,193

Account Description	ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22
Transfer Out to Fund D - Capital Facilities	\$ 6,611,468	\$ 4,996,137	\$ 4,987,680	\$ 4,987,680	\$ (8,457)
Transfer Out to Fund E-Pension Fund	-	-	-	-	-
Transfer Out to Fund G-Grants	54,075	357,699	3,425	8,837	(348,862)
Transfer Out to Fund L-Leases	-	-	-	-	-
Transfer Out to Fund M-IGT	-	-	-	-	-

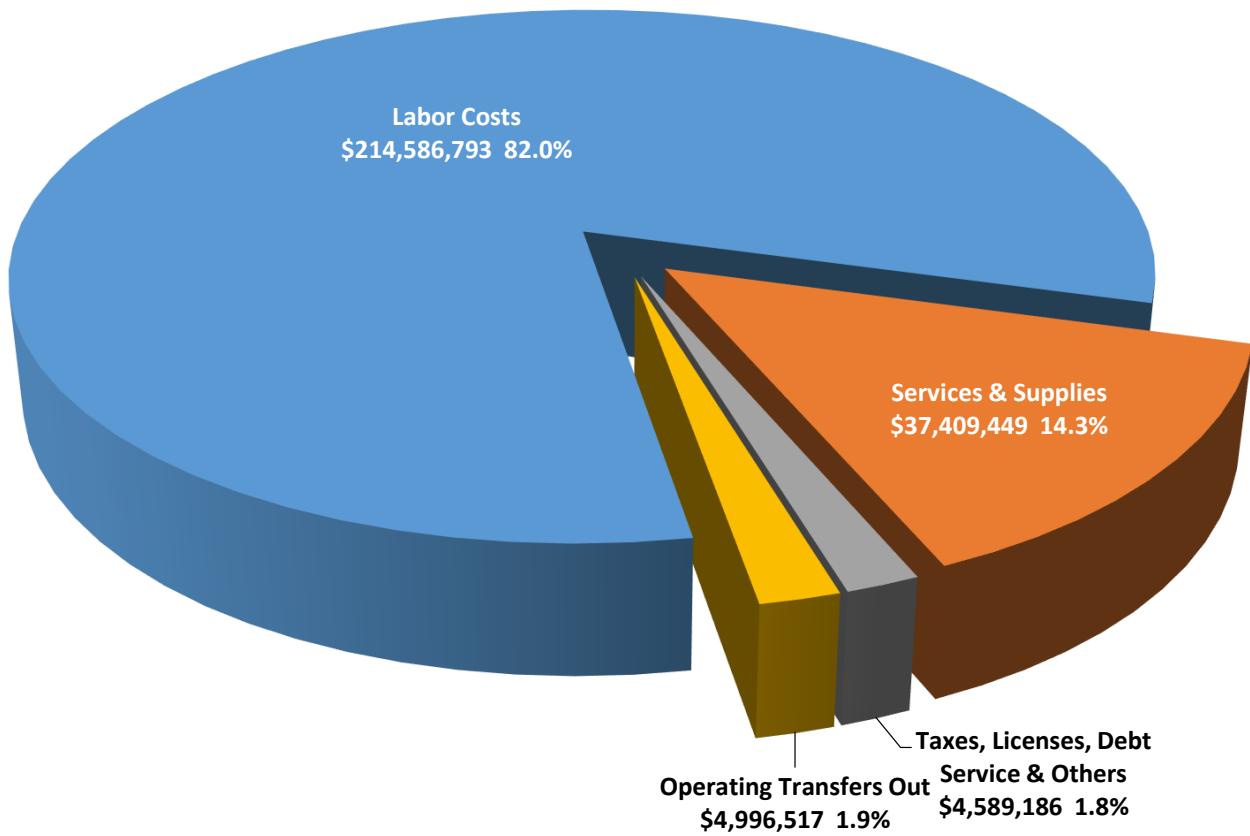
**Total Other Financing Uses**      \$ 6,665,543      \$ 5,353,836      \$ 4,991,105      \$ 4,996,517      \$ (357,319)

**Total Expenditures and Other Financing Uses**      \$ 235,710,813      \$ 252,841,071      \$ 261,056,018      \$ 261,581,945      \$ 8,740,874



## EXPENDITURES AND OTHER FINANCING USES - GENERAL FUND

Final Budget FY 2022-23





## Labor Costs - General Fund

### Final Budget FY 2022-23

		ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22 UNAUDITEDS
						\$ Change      % Change
<b>COMPENSATION</b>						
111000	Wages	\$ 63,709,627	\$ 66,408,227	\$ 72,559,498	\$ 72,546,390	\$ 6,138,163      9.2%
112100	Reserve F/F-Rio Linda	30,140	36,811	50,000	50,000	13,189      35.8%
112400	Directors	20,397	19,735	20,000	20,000	265      1.3%
113120	Overtime - Shift	1,795,043	1,629,821	2,589,784	2,589,784	959,963      58.9%
113210	FLSA	1,549,993	1,582,290	1,727,994	1,727,994	145,704      9.2%
113110	Constant Staffing-Callback	23,968,071	23,458,419	19,390,522	19,390,522	(4,067,897)      -17.3%
113220	Overtime - Day	276,096	629,962	467,552	467,552	(162,410)      -25.8%
114110	Out of Class	91,492	74,343	100,000	100,000	25,657      34.5%
114111	Fire Staff Premium	256,974	355,717	498,870	498,870	143,153      40.2%
114120	EMT	2,469,865	2,532,577	2,775,671	2,775,671	243,094      9.6%
114130	Paramedic	3,272,796	3,367,068	3,694,605	3,694,605	327,537      9.7%
114140	Education	3,756,662	4,050,812	4,452,525	4,452,525	401,713      9.9%
114160	Haz-Mat	393,701	436,552	442,738	442,738	6,186      1.4%
114170	Longevity Pay	1,541,869	1,624,020	1,723,000	1,723,000	98,980      6.1%
114200	Standby Pay	34,400	37,528	35,305	35,305	(2,223)      -5.9%
114310	Uniform Allowance	12,911	13,056	37,600	37,600	24,544      188.0%
114320	Tool Allowance	16,500	15,250	15,000	15,000	(250)      -1.6%
115110	Annual PTO/VL Buy Back	802,961	816,045	829,811	829,811	13,766      1.7%
115114	Holiday Pay Prem.	2,937,041	3,000,482	3,249,537	3,249,537	249,055      8.3%
115130	Sick Leave Buy Back/Annual	1,336,276	1,890,032	1,850,861	1,850,861	(39,171)      -2.1%
<b>TOTAL COMPENSATION</b>		<b>108,272,815</b>	<b>111,978,747</b>	<b>116,510,873</b>	<b>116,497,765</b>	<b>4,519,018      4.0%</b>
<b>BENEFITS</b>						
<b>Retirement</b>						
121011	CalPERS Safety	39,415,457	44,532,118	49,584,768	49,547,871	5,015,753      11.3%
121020	CalPERS Misc.	2,093,960	2,330,737	2,616,858	2,616,858	286,121      12.3%
121022	Pension Bonds Principal Payment	2,430,000	5,318,090	4,679,196	4,679,196	(638,894)      -12.0%
121040	SCERS Safety Retirement	4,735,416	4,407,807	2,808,994	2,808,994	(1,598,813)      -36.3%
121041	Pension Bonds Interest Payment	1,757,188	1,627,912	1,474,696	1,474,696	(153,216)      -9.4%
<b>Total Retirement</b>		<b>50,432,021</b>	<b>58,216,664</b>	<b>61,164,512</b>	<b>61,127,615</b>	<b>2,910,951      5.0%</b>
<b>Medical</b>						
123010	Employees	13,949,385	15,709,963	15,824,818	15,824,817	114,854      0.7%
123011	Retirees	11,206,475	11,260,499	11,604,797	11,604,797	344,298      3.1%
123013	Pay In-Lieu of Medical	-	-	-	-	-
123015	PERS OPEB	6,169,290	6,497,796	3,972,076	3,972,076	(2,525,720)      -38.9%
123020	Dental	1,035,687	1,043,872	984,912	984,912	(58,960)      -5.6%
123030	Vision	136,083	148,465	142,117	142,117	(6,348)      -4.3%
123040	Employee Assistance Program (EAP)	28,464	40,010	49,418	49,418	9,408      23.5%
123050	LT Disability	43,669	49,643	54,108	54,108	4,465      9.0%
123060	Life/AD&D	123,197	133,118	126,795	126,795	(6,323)      -4.7%
123080	Employee Retirement Consulting	23,874	24,014	25,560	25,560	1,546      6.4%
<b>Total Medical:</b>		<b>32,716,124</b>	<b>34,907,380</b>	<b>32,784,601</b>	<b>32,784,600</b>	<b>(2,122,780)      -6.1%</b>
122020	<b>OASDHI</b>	1,503,484	1,552,809	1,709,482	1,709,293	156,484      10.1%
122030	<b>PARS</b>	7,070	7,276	6,000	6,000	(1,276)      -17.5%
124000	<b>Workers Compensation Claims</b>	3,187,074	3,419,905	2,400,000	2,400,000	(1,019,905)      -29.8%
125000	<b>Unemployment</b>	30,528	10,513	61,520	61,520	51,007      485.2%
<b>TOTAL BENEFITS</b>		<b>87,876,301</b>	<b>98,114,547</b>	<b>98,126,115</b>	<b>98,089,028</b>	<b>(25,519)      0.0%</b>
<b>TOTAL LABOR COSTS</b>		<b>\$ 196,149,116</b>	<b>\$ 210,093,294</b>	<b>\$ 214,636,988</b>	<b>\$ 214,586,793</b>	<b>\$ 4,493,499      2.1%</b>



## Expenditures by Division - General Fund

Final Budget FY 2022-23

		ACTUALS FY 2020-21	UNAUDITED FY 2021-22	PRELIMINARY FY 2022-23	FINAL FY 2022-23	VARIANCE W/ FY 2021-22
<b>OFFICE OF THE FIRE CHIEF</b>						
FCH	FIRE CHIEF	2,991,890	2,914,675	2,977,540	2,977,540	2.2%
DEV	DEVELOPMENT TEAM	369,907	375,566	414,543	414,543	10.4%
BRD	BOARD OF DIRECTORS	243,947	297,536	405,231	405,231	36.2%
COR	COMMUNITY RELATIONS	339,564	255,526	164,575	164,575	-35.6%
<b>ADMINISTRATION</b>						
CRR	COMMUNITY RISK REDUCTION	3,463,849	3,573,606	4,025,362	4,039,562	13.0%
CSE	COMMUNITY SERVICES	1,812	12,946	43,330	43,330	234.7%
DCO	DEFERRED COMP	42,727	37,800	55,200	55,200	46.0%
FIN	FINANCE	5,382,452	5,323,313	5,883,746	5,898,746	10.8%
HRE	HUMAN RESOURCES	1,521,515	1,814,469	1,998,187	2,234,237	23.1%
NDI	NON-DIVISIONAL	30,986,050	36,764,498	69,562,513	69,553,513	89.2%
WCO	WORKERS COMP	4,048,304	4,383,303	3,399,158	3,424,380	-21.9%
<b>OPERATIONS</b>						
APE	APPARATUS & EQUIP	200,645	199,848	276,337	287,837	44.0%
ARS	ARSON/FIRE INVESTIGATIONS	525,821	584,544	790,017	791,967	35.5%
CER	COMM EMER RESPONSE TM	2,798	268	3,500	3,500	1206.0%
CIS	CRITICAL INCIDENT STR MNGT	16,636	25,572	49,350	49,350	93.0%
CPT	AIR OPS	1,515,743	1,311,146	1,233,973	1,233,973	-5.9%
DIS	DISPATCH	4,124,849	4,837,887	4,839,600	4,839,600	0.0%
DZR	DOZER PROGRAM	6,117	4,471	24,750	29,750	565.4%
EMS	EMER MEDICAL SERVICES	9,913,377	9,673,572	10,014,981	10,014,981	3.5%
EPS	EMER PLANNING SPEC	832	-	300	300	
HFI	HEALTH & FITNESS	309,410	297,051	492,629	492,629	65.8%
HZM	HAZMAT	16,170	17,110	34,725	37,765	120.7%
MIH	MOBILE INTEGRATED HEALTH	362	-	-	-	
OPE	OPERATIONS ADMIN	1,942,217	1,758,207	1,649,480	1,658,926	-5.6%
RCA	RECRUIT ACADEMY	99,378	2,946,065	1,683,632	1,683,632	-42.9%
RES	RESCUE	11,771	20,833	67,800	67,800	225.4%
RFP	RESERVE FF PROGRAM	32,483	38,838	62,750	62,750	61.6%
SAF	SAFETY	1,454,029	1,614,810	1,427,611	1,357,611	-15.9%
SRP	SINGLE ROLE PARA PRG	2,795,616	2,146,232	3,644,336	3,644,336	69.8%
SUP	SUPPRESSION	139,987,888	147,290,576	120,063,865	120,063,865	-18.5%
TEM	TACTICAL EMS	346	2,598	7,600	7,600	192.5%
TRA	TRAINING	1,727,938	1,947,534	2,403,119	2,137,389	9.7%
UAV	UNMANNED AERIAL VEHICLE	11,614	14,362	21,800	21,800	51.8%
USR	URBAN SEARCH & RESCUE	-	-	500	500	
UTL	FIRE STATIONS UTILITIES	770,979	752,077	836,244	836,244	11.2%
WIL	WILDLAND	38,943	43,866	74,590	74,590	70.0%
WTR	WATER RESCUE	15,040	2,061	34,900	31,900	1447.8%
<b>SUPPORT SERVICES</b>						
COM	COMMUNICATION	1,510,657	1,257,271	1,195,295	1,510,595	20.1%
FAC	FACILITIES	1,477,796	1,645,506	1,645,721	1,747,615	6.2%
FLE	FLEET	4,649,558	4,832,325	5,425,984	5,425,984	12.3%
LOG	LOGISTICS	2,514,906	4,457,169	4,644,393	4,659,973	4.6%
TEC	INFORMATION TECHNOLOGY	3,979,334	4,012,198	4,485,746	4,599,809	14.6%
<b>TOTALS:</b>		\$ 229,045,270	\$ 247,487,235	\$ 256,064,913	\$ 256,585,428	3.7%



# **REVENUE & EXPENDITURES**

## **OTHER FUNDS**



## BUDGET SUMMARY - CAPITAL FACILITES FUND

Final Budget FY 2022-23

	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	UNAUDITEDS
<b>REVENUE:</b>					
INVESTMENT & OTHER INCOME	\$ (4,859)	\$ 8,381	\$ -	\$ -	\$ (8,381)
MISCELLANEOUS	-	-	-	-	-
<i>Total Revenues</i>	<b>(4,859)</b>	<b>8,381</b>	<b>-</b>	<b>-</b>	<b>(8,381)</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	-	103,949	125,000	125,000	21,051
TAXES, LICENSES, DEBT SERVICE & OTHERS	6,102,910	4,427,635	4,987,680	4,987,680	560,045
CAPITAL OUTLAY	4,300,093	4,280,694	7,544,626	15,710,476	11,429,782
<i>Total Expenditures</i>	<b>10,403,003</b>	<b>8,812,278</b>	<b>12,657,306</b>	<b>20,823,156</b>	<b>12,010,878</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>(10,407,862)</b>	<b>(8,803,897)</b>	<b>(12,657,306)</b>	<b>(20,823,156)</b>	<b>(12,019,259)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
ISSUANCE OF BONDS	-	8,030,000	-	-	(8,030,000)
ISSUANCE OF CAPITAL LEASES	3,897,559	6,641,303	7,356,000	7,926,533	1,285,230
SALE OF ASSETS	100,590	288,173	630,000	630,000	341,827
TRANSFERS IN(OUT) Fund A-General	6,611,468	4,996,137	4,987,680	4,987,680	(8,457)
TRANSFERS IN(OUT) Fund A-General	-	(216,295)	-	-	216,295
TRANSFERS IN(OUT) Fund G-Grants	741,435	-	-	-	-
TRANSFERS IN(OUT) Fund E-Pension Bonds	192,382	-	-	-	-
TRANSFERS IN(OUT) Fund L-Lease Ppty	-	(205,184)	-	-	-
<i>Total Other Financing Sources (Uses)</i>	<b>11,543,434</b>	<b>19,534,134</b>	<b>12,973,680</b>	<b>13,544,213</b>	<b>(6,195,105)</b>
<b>SPECIAL ITEM</b>					
EARLY BOND RETIREMENT	-	(8,115,000)	-	-	8,115,000
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ 1,135,572</b>	<b>\$ 2,615,237</b>	<b>\$ 316,374</b>	<b>\$ (7,278,943)</b>	<b>\$ (10,099,364)</b>

SERVICES & SUPPLIES							
250500 FINANCIAL SERVICE	\$ -	\$ 103,949	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 21,051
281300 SALES TAX ADJUSTMENT -- BOE	-	-	-	-	-	-	-
TAXES, LICENSES, DEBT SERVICE & OTHERS							
321000 INTEREST	339,052	235,541	285,218	285,218	285,218	285,218	49,677
322000 PRINCIPAL	5,763,858	4,192,094	4,702,462	4,702,462	4,702,462	4,702,462	510,368
329000 EARLY BOND RETIREMENT	-	8,115,000	-	-	-	-	(8,115,000)
CAPITAL OUTLAY							
410100 LAND ACQUISITION	-	-	-	-	-	-	-
420100 STRUCTURES	-	38,449	18,000	18,000	18,000	18,000	(20,449)
420200 NON-STRUCTURE	158,125	70,060	-	-	-	-	(70,060)
430100 VEHICLES	3,835,815	3,959,796	6,606,000	14,660,249	14,660,249	14,660,249	10,700,453
430200 OPTHER EQUIPMENT	-	-	-	-	-	-	-
430300 EQUIPMENT	305,828	212,389	920,626	1,032,227	1,032,227	1,032,227	819,838
440300 SOFTWARE	325	-	-	-	-	-	-



## BUDGET SUMMARY - GRANTS FUND

Final Budget FY 2022-23

	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22 UNAUDITEDS
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	
<b>REVENUE:</b>					
INTERGOVERNMENTAL	\$ 256,984	\$ 21,345	\$ 4,514,100	\$ 4,514,100	\$ 4,492,755
INVESTMENT & OTHER INCOME	1,260	2,888	500	-	(2,888)
OTHER PRIVATE GRANTS	-	368,045	392,800	668,102	300,057
<b>Total Revenues</b>	<b>258,244</b>	<b>392,278</b>	<b>4,907,400</b>	<b>5,182,202</b>	<b>4,789,924</b>
<b>EXPENDITURES:</b>					
LABOR COSTS	6,752	1,289,451	4,424,027	4,541,307	3,251,856
SERVICES & SUPPLIES	127,397	979,200	366,382	529,317	(449,883)
TAXES, LICENSES, DEBT SERVICE & OTHERS	-	-	-	-	-
CAPITAL OUTLAY	41,017	3,251,268	232,592	232,592	(3,018,676)
<b>Total Expenditures</b>	<b>175,166</b>	<b>5,519,919</b>	<b>5,023,001</b>	<b>5,303,216</b>	<b>(216,703)</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>83,078</b>	<b>(5,127,641)</b>	<b>(115,601)</b>	<b>(121,014)</b>	<b>5,006,627</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
ISSUANCE OF CAPITAL LEASES	-	-	-	-	-
SALE OF ASSETS	-	-	-	-	-
TRANSFERS IN(OUT) FUND A-General	(21,495)	(80,135)	-	-	80,135
TRANSFERS IN(OUT) FUND A-General	54,075	357,699	3,425	8,837	(348,862)
TRANSFERS IN(OUT) FUND D-Cap Fac	(741,435)	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(708,855)</b>	<b>277,564</b>	<b>3,425</b>	<b>8,837</b>	<b>(268,727)</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ (625,777)</b>	<b>\$ (4,850,077)</b>	<b>\$ (112,176)</b>	<b>\$ (112,177)</b>	<b>\$ 4,737,900</b>

<b>LABOR COSTS</b>					
110000 WAGES	\$ 6,752	\$ 702,645	\$ 3,699,502	\$ 3,816,782	\$ 3,114,137
120000 BENEFITS	-	586,806	724,525	724,525	137,719
<b>SERVICES &amp; SUPPLIES</b>					
203500 EDUCATION/TRAINING SERVICES	-	-	2,500	-	-
203600 EDUCATION/TRAINING SUPPLIES	-	14,040	-	5,000	(9,040)
205100 INSURANCE LBLTY, PPTY, W/C, ETC.	-	18,882	500	2,618	(16,264)
208500 PRINTING/BINDING	-	-	-	-	-
219700 TELEPHONE SVC	-	349	-	583	234
211100 BUILDING SERVICE	-	40,915	106,666	112,367	71,452
220500 VEHICLE MAINT SVC	-	-	5,000	5,000	5,000
223200 FIRE EQUIP SUPPLY	-	-	-	-	-
223600 DIESEL	-	-	6,000	10,000	10,000
225100 MEDICAL EQUIP SVC	-	622,696	-	-	(622,696)
225200 MEDICAL EQUIP SUPPLIES	44,790	181	15,000	59,820	59,639
226500 COMPUTER INVENTORIABLE EQUIPT.	-	1,843	-	158	(1,685)
227200 COMM EQUIP SUPPLY	-	34,696	10,000	25,305	(9,391)
229200 OTHER EQUIP SUPPLY	-	-	14,873	14,873	14,873
231400 SAFETY CLOTHING & SUPPLIES	40,281	9,018	-	-	(9,018)
244300 MEDICAL SERVICES	-	-	-	-	-
244400 MEDICAL SUPPLIES	-	667	-	18,334	17,667
259100 OTHER SERVICE	42,326	233,139	147,911	107,111	(126,028)
281100 COMPUTER SERVICES	-	-	-	20,569	20,569
281300 SALES TAX ADJUSTMENT -- BOE	-	-	-	-	-
289800 OTHER SUPPLIES	-	2,774	11,932	65,869	63,095
289900 OTHER SERVICES	-	-	46,000	81,710	81,710
<b>TAXES, LICENSES, DEBT SERVICE &amp; OTHERS</b>					
342000 EQUIPMENT	-	-	-	-	-
<b>CAPITAL OUTLAY</b>					
420100 STRUCTURES	-	265,731	78,425	78,425	(187,306)
430100 VEHICLES	-	41,425	-	17,413	(24,012)
430300 EQUIPMENT	41,017	2,944,112	154,167	136,754	(2,807,358)



## BUDGET SUMMARY - DEVELOPMENT IMPACT FEES FUND

Final Budget FY 2022-23

	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	UNAUDITEDS
<b>REVENUE:</b>					
CHARGES FOR SERVICES	\$ 2,842,887	\$ 2,391,602	\$ 1,300,000	\$ 1,300,000	\$ (1,091,602)
INVESTMENT & OTHER INCOME	(2,455)	16,613	-	-	(16,613)
<i>Total Revenues</i>	<b>2,840,432</b>	<b>2,408,215</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>(1,108,215)</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	64,659	101,674	236,000	90,000	(11,674)
CAPITAL OUTLAY	3,256,507	4,856,381	590,000	1,190,000	(3,666,381)
<i>Total Expenditures</i>	<b>3,321,166</b>	<b>4,958,055</b>	<b>826,000</b>	<b>1,280,000</b>	<b>(3,678,055)</b>
REVENUE LESS EXPENDITURES	<b>(480,734)</b>	<b>(2,549,840)</b>	<b>474,000</b>	<b>20,000</b>	<b>2,569,840</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT)	-	-	-	-	-
<i>Total Other Financing Sources (Uses)</i>	-	-	-	-	-
REV LESS EXP PLUS TRANSFERS	<b>\$ (480,734)</b>	<b>\$ (2,549,840)</b>	<b>\$ 474,000</b>	<b>\$ 20,000</b>	<b>\$ 2,569,840</b>
<b>SERVICES &amp; SUPPLIES</b>					
226600 STATION FURNISHINGS	\$ -	\$ 33,915	\$ 166,000	\$ -	\$ (33,915)
259100 OTHER SERVICE	3,393	15,487	-	20,000	4,513
293400 PUBLIC WORKS SVC - LDSIR FEES	61,266	52,272	70,000	70,000	17,728
<b>CAPITAL OUTLAY</b>					
410100 LAND ACQUISITION	-	-	40,000	40,000	40,000
420100 STRUCTURES	3,256,507	4,831,841	550,000	1,150,000	(3,681,841)
430300 EQUIPMENT	-	24,540	-	-	(24,540)



## BUDGET SUMMARY - LEASED PROPERTIES FUND

Final Budget FY 2022-23

	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	UNAUDITEDS
<b>REVENUE:</b>					
RENTAL INCOME	\$ 1,142,149	\$ 1,137,916	\$ 1,101,817	\$ 1,101,817	\$ (36,099)
INVESTMENT & OTHER INCOME	3,860	4,069	-	-	(4,069)
<i>Total Revenues</i>	<b>1,146,009</b>	<b>1,141,985</b>	<b>1,101,817</b>	<b>1,101,817</b>	<b>(40,168)</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	311,268	329,261	368,100	880,379	551,118
TAXES, LICENSES, DEBT SERVICE & OTHERS	296,332	295,833	245,709	245,709	(50,124)
CAPITAL OUTLAY	-	-	-	-	-
<i>Total Expenditures</i>	<b>607,600</b>	<b>625,094</b>	<b>613,809</b>	<b>1,126,088</b>	<b>500,994</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>538,409</b>	<b>516,891</b>	<b>488,008</b>	<b>(24,271)</b>	<b>(541,162)</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT) FUND A-General	-	(1,200,000)	-	-	1,200,000
TRANSFERS IN(OUT) FUND D-Cap Fac	-	205,184	-	-	(205,184)
<i>Total Other Financing Sources (Uses)</i>	<b>-</b>	<b>(994,816)</b>	<b>-</b>	<b>-</b>	<b>994,816</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ 538,409</b>	<b>\$ (477,925)</b>	<b>\$ 488,008</b>	<b>\$ (24,271)</b>	<b>\$ 453,654</b>

<b>SERVICES &amp; SUPPLIES</b>						
210300 LANDSCAPE SCV/PEST CONTROL	\$ 17,557	\$ 23,369	\$ 16,176	\$ 16,176	\$ (7,193)	
211100 BUILDING SERVICE	30,690	23,756	52,886	52,754	28,998	
211200 BUILDING SUPPLY	5,419	8,555	15,000	15,000	6,445	
213100 ELECTRICAL SERVICE	2,589	775	5,630	5,630	4,855	
215100 MECH SYSTEMS SERVICE	34,231	42,226	33,223	545,413	503,187	
216700 PLUMBING SERVICES	2,294	3,207	3,368	3,589	382	
219100 ELECTRICITY	92,397	89,394	92,694	92,694	3,300	
219200 NATURAL GAS	18,593	20,383	22,076	22,076	1,693	
219300 REFUSE SERVICE	2,399	3,414	4,603	4,603	1,189	
219500 SEWER SERVICE	7,315	10,211	9,569	9,569	(642)	
219800 WATER SERVICE	15,605	18,605	17,362	17,362	(1,243)	
232100 CUSTODIAL SERVICE	78,363	81,356	91,170	91,170	9,814	
281300 SALES TAX ADJUSTMENTS	-	-	-	-	-	
296200 PARKING CHARGES	3,816	4,010	4,343	4,343	333	
<b>TAXES, LICENSES, DEBT SERVICE &amp; OTHERS</b>						
321000 INTEREST	186,426	181,298	75,235	75,235	(106,063)	
322000 PRINCIPAL	109,906	114,535	170,474	170,474	55,939	
<b>CAPITAL OUTLAY</b>						
410100 LAND ACQUISITION	-	-	-	-	-	
420100 STRUCTURES/IMPROVEMENTS	-	-	-	-	-	



## BUDGET SUMMARY - IGT FUND

Final Budget FY 2022-23

	ACTUALS	UNAUDITED	PRELIMINARY	FINAL	VARIANCE W/ FY 2021-22
	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	UNAUDITEDS
<b>REVENUE:</b>					
CHARGES FOR SERVICES	\$ 15,398,213	\$ 7,933,662	\$ 14,500,000	\$ 14,500,000	\$ 6,566,338
INVESTMENT & OTHER INCOME	(54,283)	33,915	-	-	(33,915)
<i>Total Revenues</i>	<b>15,343,930</b>	<b>7,967,577</b>	<b>14,500,000</b>	<b>14,500,000</b>	<b>6,532,423</b>
<b>EXPENDITURES:</b>					
SERVICES & SUPPLIES	6,151,628	3,173,172	5,800,000	5,800,000	2,626,828
<i>Total Expenditures</i>	<b>6,151,628</b>	<b>3,173,172</b>	<b>5,800,000</b>	<b>5,800,000</b>	<b>2,626,828</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>9,192,302</b>	<b>4,794,405</b>	<b>8,700,000</b>	<b>8,700,000</b>	<b>3,905,595</b>
<b>OTHER FINANCING SOURCES(USES)</b>					
TRANSFERS IN(OUT) FUND A-General	(9,400,000)	(14,126,000)	(8,700,000)	(8,700,000)	5,426,000
<i>Total Other Financing Sources (Uses)</i>	<b>(9,400,000)</b>	<b>(14,126,000)</b>	<b>(8,700,000)</b>	<b>(8,700,000)</b>	<b>5,426,000</b>
<b>REV LESS EXP PLUS TRANSFERS</b>	<b>\$ (207,698)</b>	<b>\$ (9,331,595)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,331,595</b>

### SERVICES & SUPPLIES

289900 OTHER SERVICE	\$ 6,151,628	\$ 3,173,172	\$ 5,800,000	\$ 5,800,000	\$ 2,626,828
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# BUDGETARY AND FINANCIAL FRAMEWORK





## BUDGETARY AND FINANCIAL FRAMEWORK

### BUDGETARY FUND STRUCTURE

The FY 2022/23 Final 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 48



## 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 Final 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

The District uses cost accounting for budgeting, preparing a budget based on estimated costs provided by division personnel and reviewed by District management. Budget reports include revenue and expense projections for the budget year and estimates for at least four subsequent years. Additionally, related budget information is provided such as personnel assignments and division goals.

### 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.

#### Capital Improvement Program Policy

The District's Capital Improvement Program Policy organizes, facilitates, and memorializes capital needs and goals in order to efficiently and transparently develop and support the physical infrastructure of the District. Rigorous and methodical evaluation of facility, apparatus, and equipment needs and financing options ensures that existing and future capital needs are met, in compliance with the District's strategic plan and financial resources. The development of the CIP is a coordinated effort across the District, with the capital project planning process overseen by the Planning and Development Division and the finance and budget process elements overseen by the Finance Division.

#### 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
<b>UNASSIGNED FUND BALANCE</b>		
1) Operating Reserves <sup>1</sup>	1.8 months (15%)	6 months (50%)



## BUDGETARY AND FINANCIAL FRAMEWORK

COMMITTED FUND BALANCE		
2) Self-Insurance Reserves <sup>1</sup>	Short-term liability	Total liability
3) Compensated Absence Reserves <sup>1</sup>	Amount expected to be paid in next 12 months	Total obligation owed to all employees
4) Capital Replacement Reserves <sup>2</sup>	Annual depreciation	Accumulated depreciation
5) Early Debt Extinguishment Reserves <sup>1</sup>	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 <sup>3</sup>	10% of current year planned CIP expenditures	Amount needed to fully fund the CIP
7) Debt Service Reserves <sup>1 2 4</sup>	Amount required by bond documents	None
9) Post-Retirement Medical Reserves (CERBT) <sup>5</sup>	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 30<sup>th</sup>: Adoption of the Final Budget for the following fiscal year
- On or before October 1<sup>st</sup>: Adoption of the Final Budget for the current fiscal year
- After December 31<sup>st</sup>: 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.



## BUDGETARY AND FINANCIAL FRAMEWORK

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

### **Final Budget**

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

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

### **Mid-Year Budget Reviews**

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

The 2<sup>nd</sup> Quarter review serves as the basis for the District's Mid-Year Budget changes, which are based on actual results through December 31<sup>st</sup> 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 are analyzed 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



## BUDGETARY AND FINANCIAL FRAMEWORK

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.

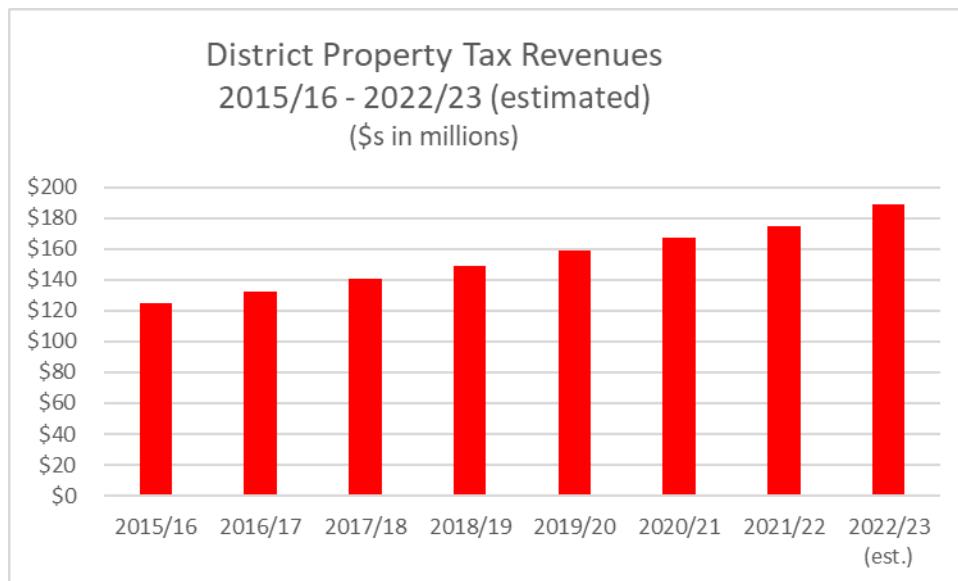
### ECONOMIC OUTLOOK

The District's economic outlook is heavily dependent on property taxes. Comprising nearly 74% of total revenues, real estate market trends have a direct impact on the District operations. The District has enjoyed ten straight years of property tax growth since the Great Recession and, while continued growth is expected, the size of that growth is anticipated to shrink substantially.

The single biggest factor affecting property tax revenue are home sales. Portions of the District have seen rapid growth in new homes, while demand for homes (resale and new) has stayed strong throughout the pandemic. While Proposition 13 limits growth in assessed value to 2.00% per year unless the property is reassessed, the most recent Sacramento County Assessor's report (July 2022) documented a surge in assessed values that will lead to 8.0% growth in property taxes across the County. The District contracts with HdL Coren and Cone for property tax analysis and projections, who calculated 7.5% growth in property tax revenues for the District in 2022-23.

According to the California Association of Realtors, the median home price in Sacramento County is now \$550,000—among the highest prices in the country. Housing affordability has declined to where now less than 40% of households could afford the median price home. While the Federal Reserve's recent interest rate hikes show signs of softening the home buying market, home prices are not expected to fall significantly in the District area in FY 2022/23.

The following table documents property tax growth in since FY 2015/16.



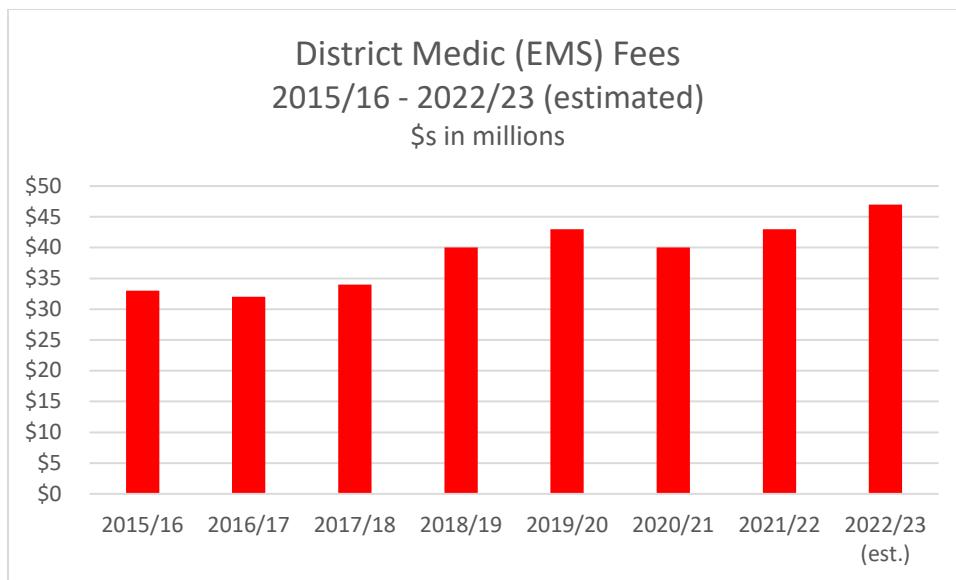
The second-most consequential economic driver for the District is Emergency Medical Services revenue. During late FY 2019/20 and the first half of FY 2020/21, the District experienced a sizeable reduction in Emergency



## BUDGETARY AND FINANCIAL FRAMEWORK

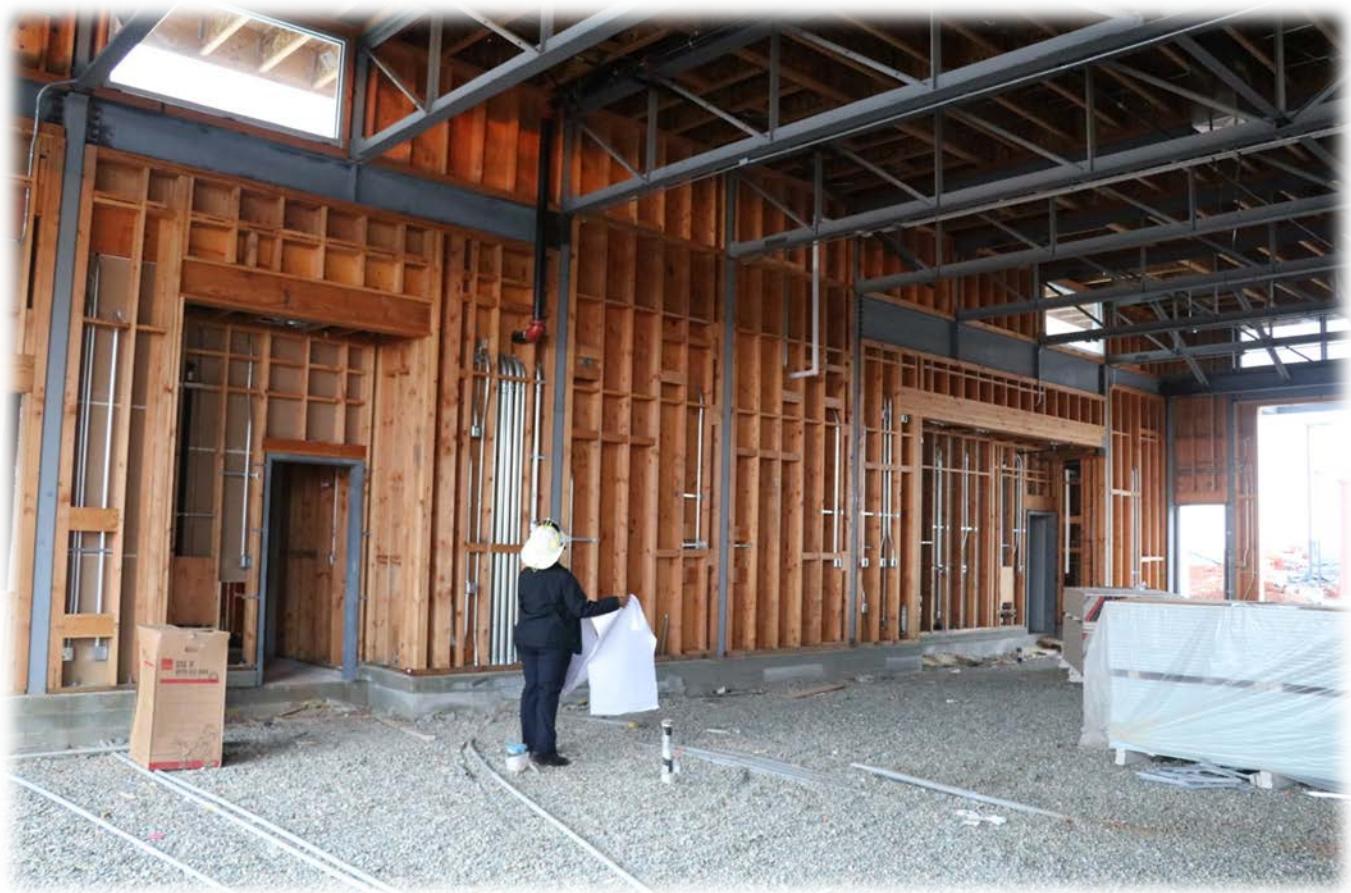
Medical Services (EMS) revenues. Those impacts diminished during the second half of FY 2021/22 and EMS revenues are expected to return to modest annual growth during 2022-23, with \$47.0 million in revenues anticipated.

The following table documents medic fee (EMS) revenues since FY 2015/16.



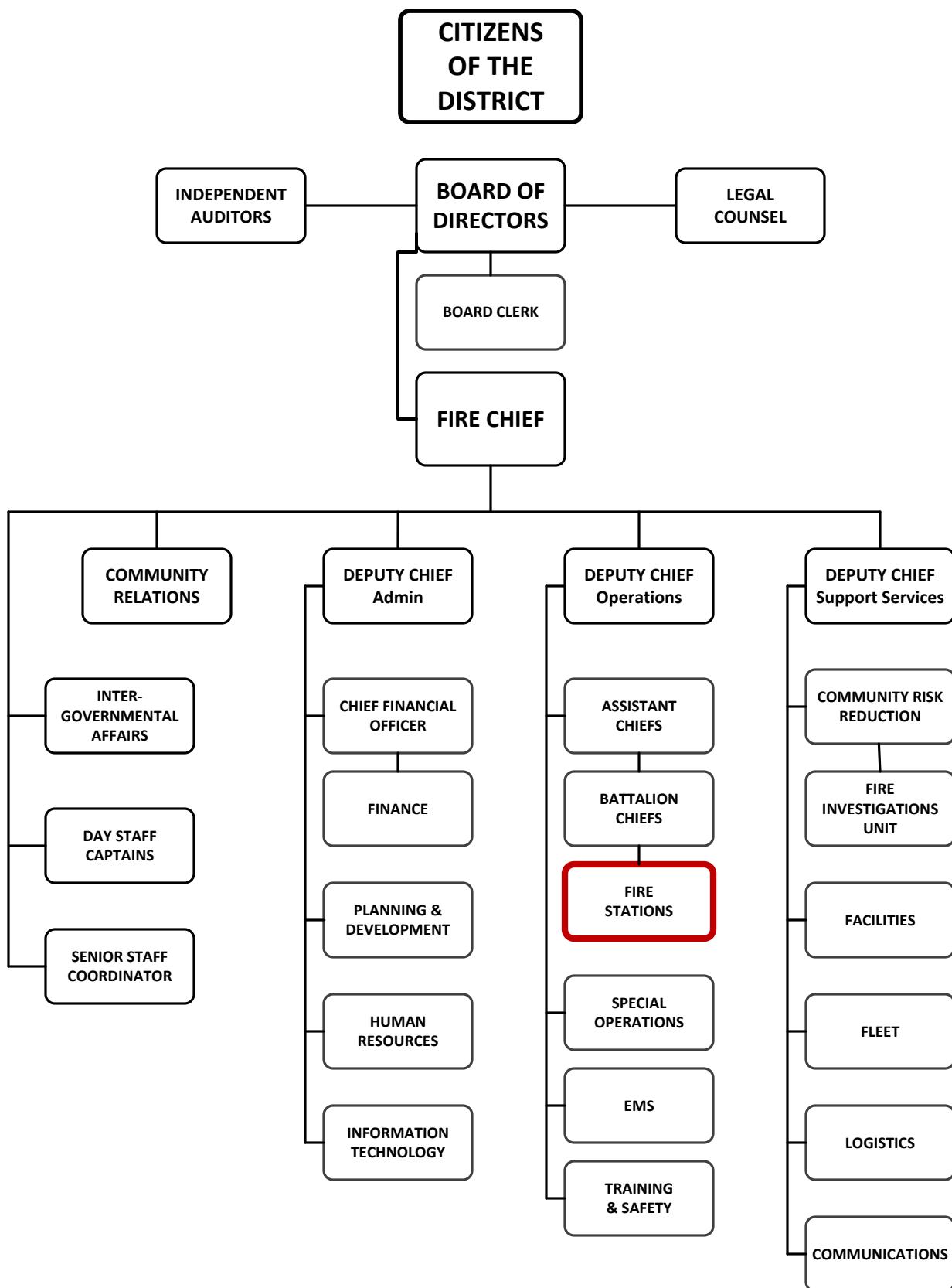
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# DIVISIONS



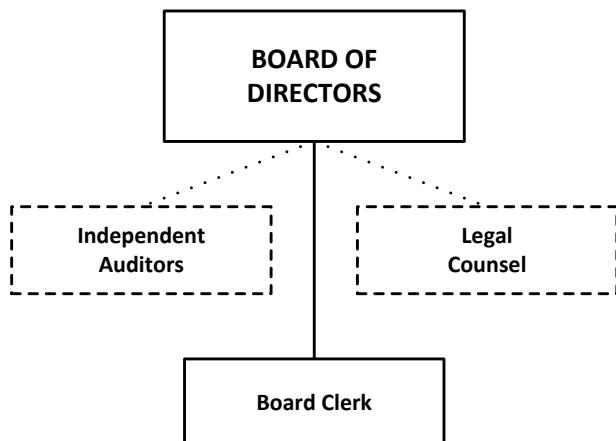


## ORGANIZATIONAL CHART





## 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.



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# **Office of the Fire Chief**

**Todd Harms  
Fire Chief**



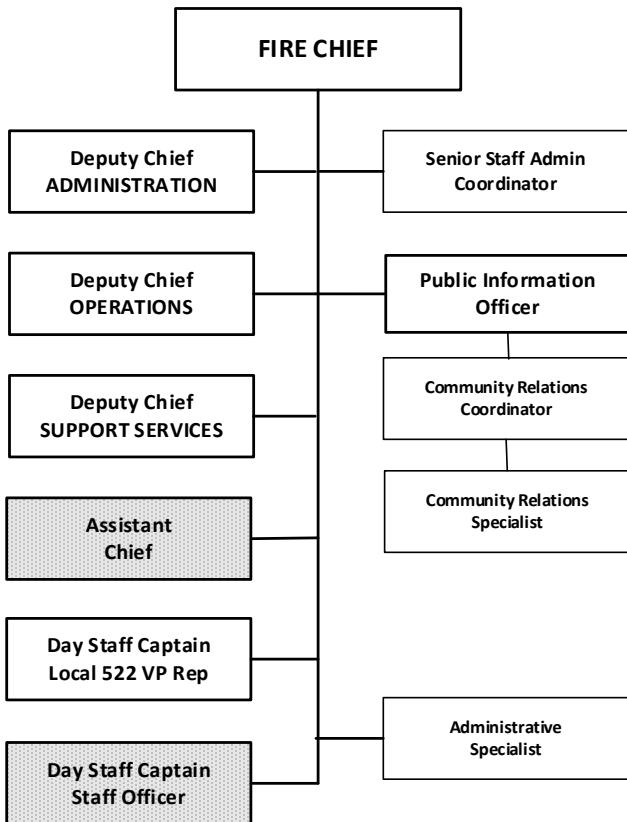
**Planning & Development**

**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

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	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 2,499,498	\$ 478,041	\$ -	\$ -	\$ 2,977,539	1.0%

\*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.



### 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

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### **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.

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# **Administration Branch**

**Ty Bailey  
Deputy Chief**



**Finance**

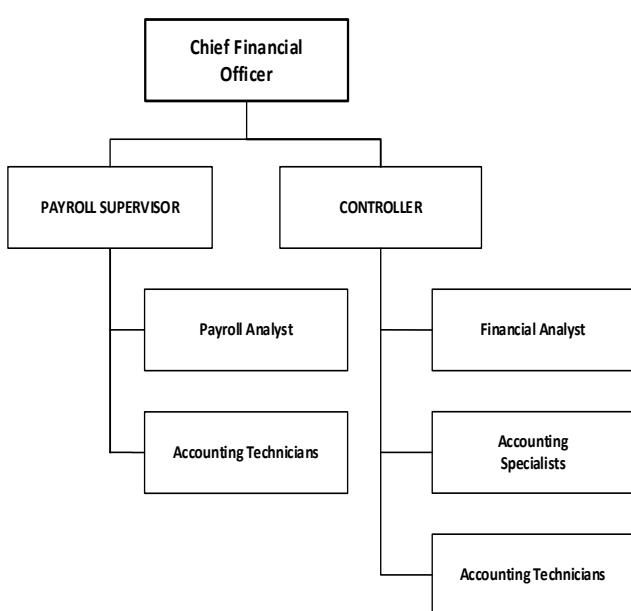
**Human Resources**

**Information Technology**

**Non-Divisional**



## FINANCE



### STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,818,341	\$ 240,881	\$ 3,859,525	\$ -	\$ 5,918,747	2.0%



### 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.

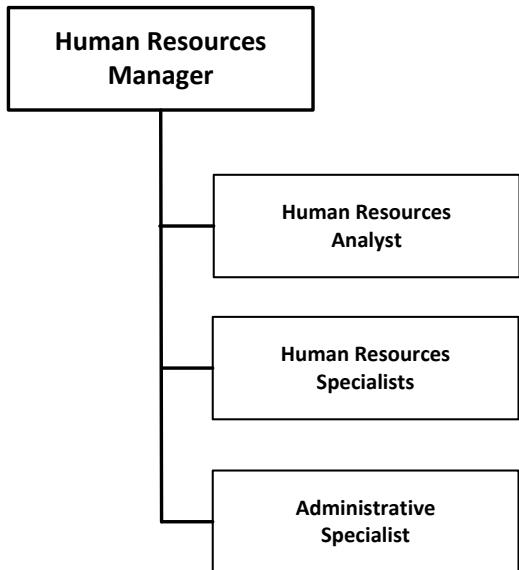


### **PERFORMANCE MEASURES:**

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	\$ 1,172,333	\$ 1,061,904	\$ -	\$ -	\$ 2,234,237	0.8%

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



### 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)

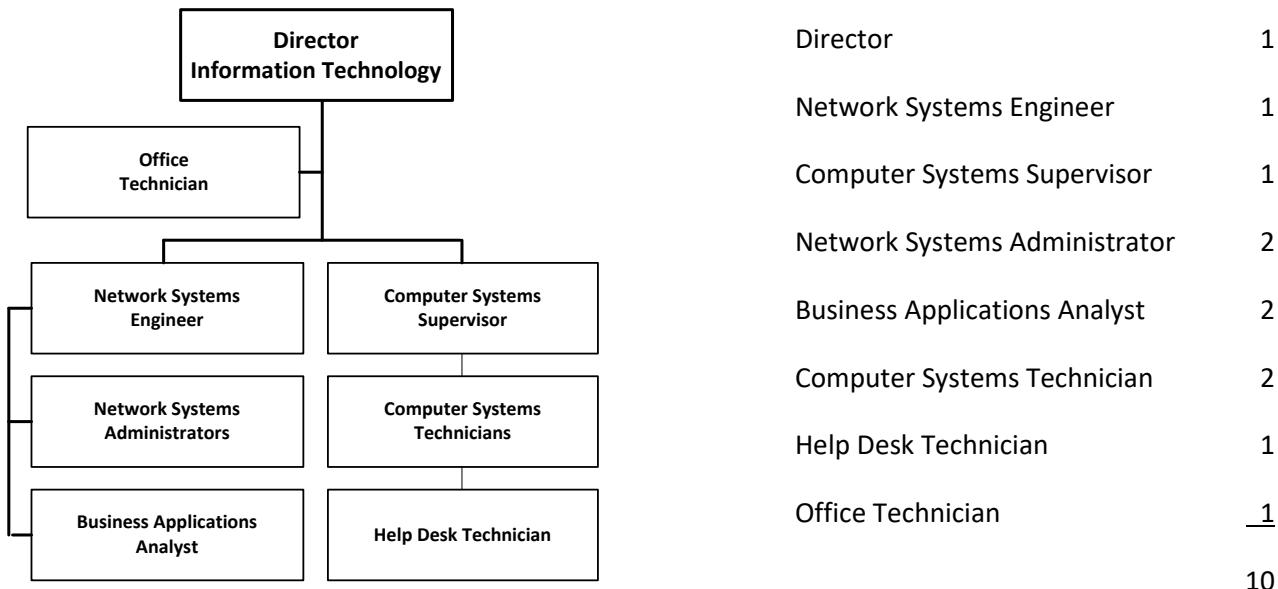
### PERFORMANCE MEASURES

- 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	\$ 2,969,802	\$ -	\$ 38,231	\$ 4,750,119	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	\$ 11,228,822	\$ 5,519,430	\$ -	\$ 80,781,902	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

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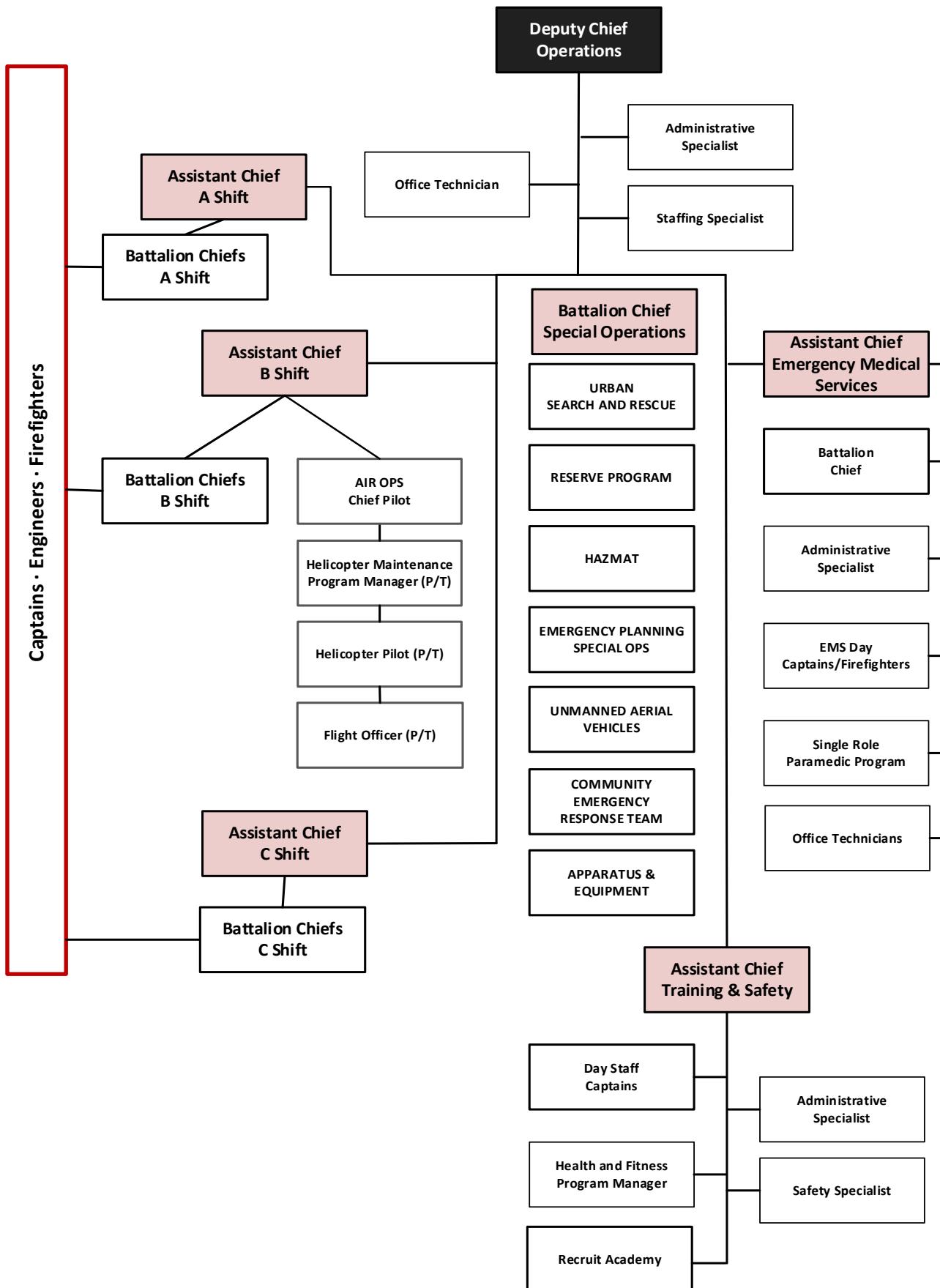
# **Operations Branch**

## **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>

<b>Administrative</b>	<b>Labor Costs</b>	<b>Services &amp; Supplies</b>	<b>Taxes, Licenses, etc.</b>	<b>Capital Outlay</b>	<b>Division Total</b>	<b>% of Total Budget</b>
FY2022/23	\$ 1,640,728	\$ 30,129	\$ -	\$ 17,413	\$ 1,688,270	0.6%

<b>Suppression</b>	<b>Labor Costs</b>	<b>Services &amp; Supplies</b>	<b>Taxes, Licenses, etc.</b>	<b>Capital Outlay</b>	<b>Division Total</b>	<b>% of Total Budget</b>
FY2022/23	\$ 120,448,149	\$ -	\$ -	\$ -	\$ 120,448,149	41.4%

\*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:

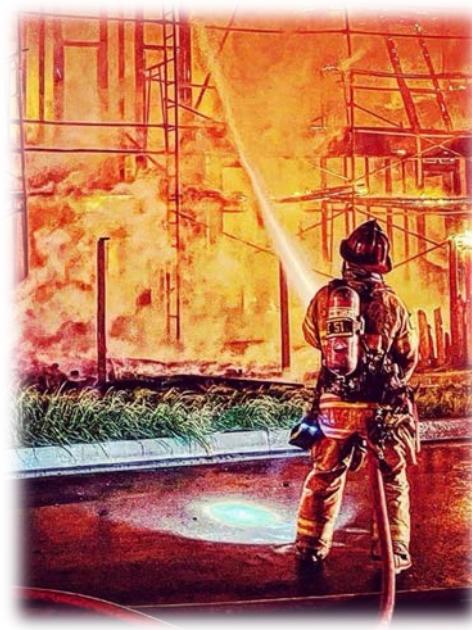
The FY 2022/23 Operations budget includes funding to provide essential services to the communities we serve and maintain the required training to meet qualification standards within each program.

### 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).

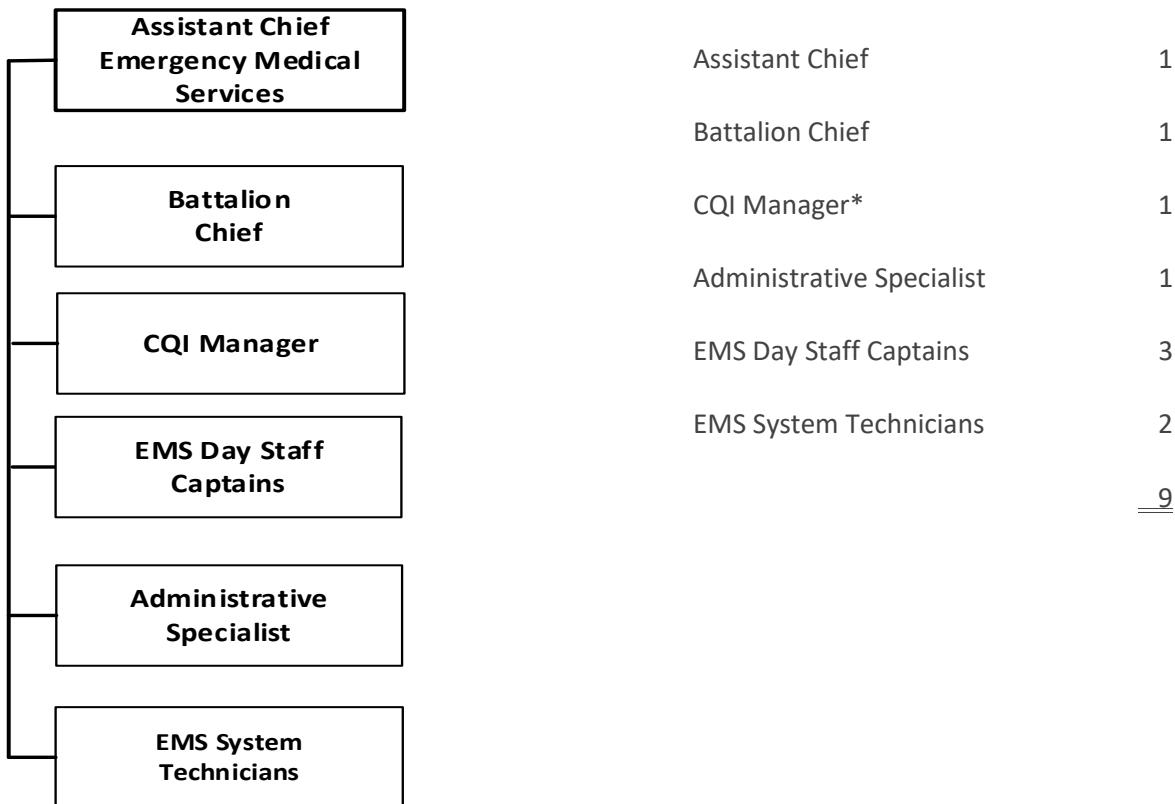
### PERFORMANCE MEASURES:

- 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	3.4%

\*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 CO<sub>2</sub> 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:**

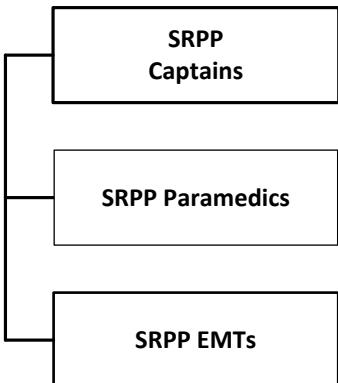
- Hire a permanent, qualified CQI Manager/Educator to revamp the Continuous Quality Improvement Program (Strategic Plan: Service Delivery 1a, 1b; Member 4a)
- Employ a qualified Medical Director for the District to begin in the next fiscal year (Strategic Plan: Service Delivery 1a, 1b)
- Work with Local 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



### STAFFING:

SRPP Captains	3
SRPP Paramedics	16
SRPP EMTs	<u>18</u>
	<u>37</u>

	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:

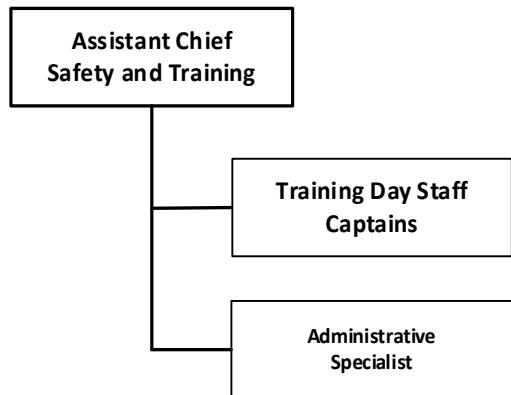
- Graduate three SRP Academies in FY 22/23. (Strategic Plan : Recruitment and Retention 4a)
- Bolster the number of paramedic preceptors/Field Training Officers (FTOs) in the SRPP ranks in FY 22/23. (Strategic Plan : Best Practices 1a)
- Work with Local 522 to revamp the program for long term sustainability. (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	\$ 1,525,130	\$ 462,260	\$ 150,000	\$ -	\$ 2,137,390	0.7%

\*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:

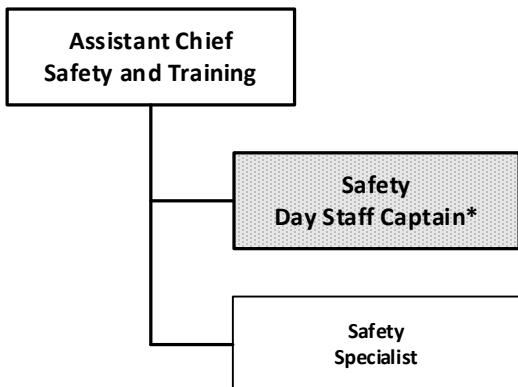
- Establish rank specific training for Engineer and Captain.
- Reinstitute leadership training (L-280,L-380,L-381), which were suspended due to high COVID case rates.
- Build a Training website and migrate videos to one location for easy use by employees.
- Expand the District pool of State certified 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	\$ 1,128,250	\$ -	\$ 80,000	\$ 1,437,611	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.



### 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:

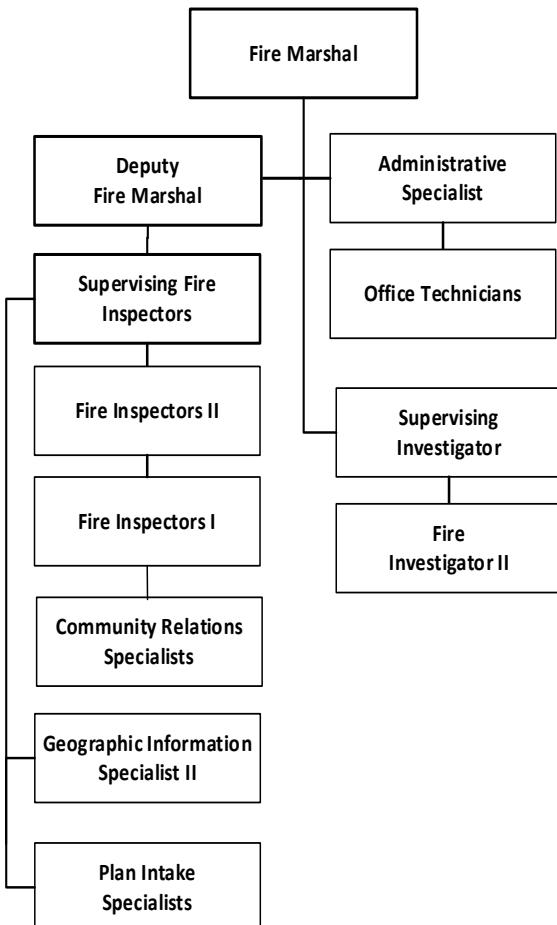
- Continue medical wellness exam for NIOSH SCBA compliance and preventive medical screening.
- Increase the fitness equipment preventative maintenance visits to quarterly for higher volume stations.
- Assist HR with their return to work model by streamlining transition from injury to back to work.
- 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.



## 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	\$ 401,203	\$ -	\$ -	\$ 4,086,672	1.4%

Fire Investigations	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 762,234	\$ 29,735	\$ -	\$ -	\$ 791,969	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 4<sup>th</sup> – 12<sup>th</sup> 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 4<sup>th</sup> 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

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- 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.

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# **Support Services Branch**

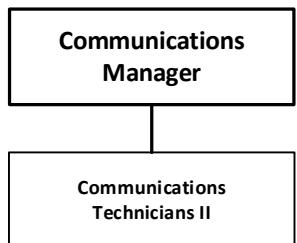
**Tyler Wagaman  
Deputy Chief**

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





## COMMUNICATIONS



### STAFFING:

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

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 520,750	\$ 989,846	\$ -	\$ 14,000	\$ 1,524,596	0.5%



## 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	\$ 1,248,340	\$ -	\$ 689,120	\$ 2,663,784	0.9%



## 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:

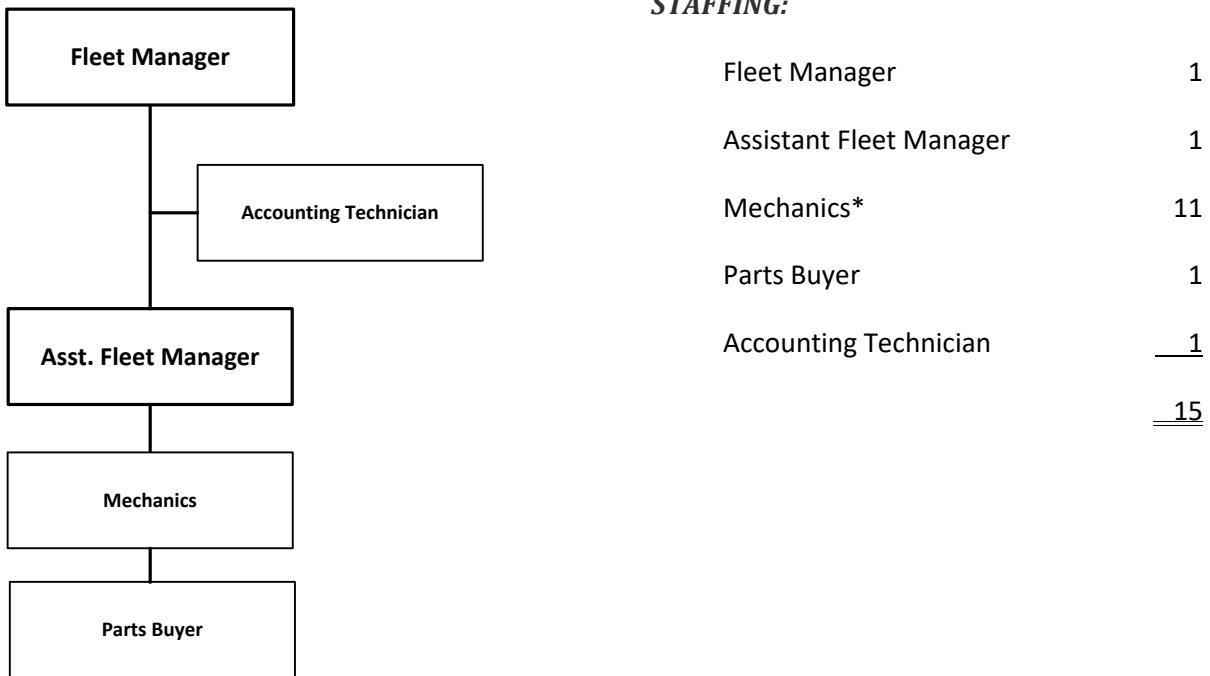
The Preliminary Budget reflects the funding necessary to ensure all routine maintenance, repairs and replacements are kept up to support our building's infrastructure, i.e., the plumbing, electrical, mechanical, and structural systems for all District properties. The Facilities Division has included 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:**

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 2,479,175	\$ 2,946,810	\$ -	\$ 14,698,577	\$ 20,124,562	6.9%

\*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:

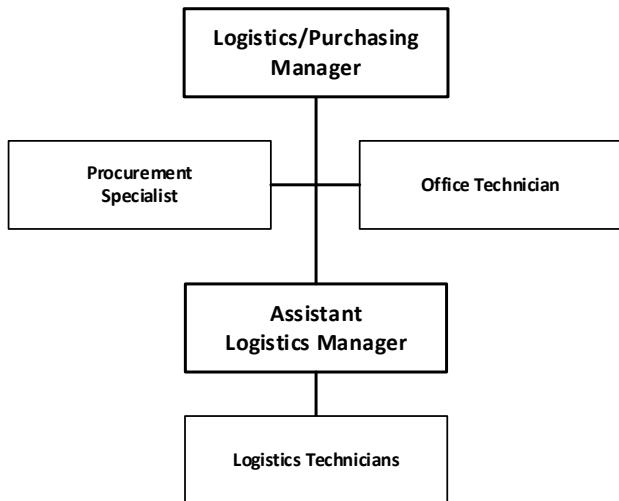
- Provide training and tools for the Fleet Maintenance Division Staff (Strategic Plan: Members 1a and 2).
- Continue to keep the District's current fleet functioning to support operational needs (Strategic Plan: Capital Assets 2a and 2b).
- Secure funding for new vehicles needed in the Capital Improvement 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	1
	<u>11</u>

	Labor Costs	Services & Supplies	Taxes, Licenses, etc.	Capital Outlay	Division Total	% of Total Budget
FY2022/23	\$ 1,283,049	\$ 3,311,924	\$ 65,000	\$ -	\$ 4,659,973	1.6%



## 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.

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# PERSONNEL





## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final Budget 2022-23

SUMMARY				
Full-time Positions				
	Authorized Positions	Actual Filled Positions	Funded Positions	Proposed Changes
<b>Office of the Fire Chief</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>1</b>
<b>Operations</b>	<b>627</b>	<b>585</b>	<b>602</b>	<b>0</b>
<b>Support Services</b>	<b>66</b>	<b>60</b>	<b>65</b>	<b>0</b>
<b>Administration</b>	<b>32</b>	<b>31</b>	<b>32</b>	<b>0</b>
<b>Total</b>	<b>736</b>	<b>684</b>	<b>708</b>	<b>1</b>



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	1	New position requested, fund until 1/1/23
Day Staff Captain, Staff Officer	1	0	0		<i>Vacant - not funded</i>
Day Staff Captain, PIO	1	1	1		Parker Wilbourn
Community Relations Coordinator	1	1	1		Chris Dargan
Community Relations Specialist	2	1	2		Brenda Briggs, <i>Vacant</i>
Day Staff Local 522 VP-Representative	1	1	1		BC Matt Cole
Sr Staff Administrative Coordinator	1	1	1		Jill Guzman
Administrative Analyst	1	1	1		Erin Castleberry
Board Clerk	1	1	1		Melissa Penilla
	11	8	9	1	



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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		J. Fiorica	C. Simmons	C. Jenkins
Day Battalion Chief, Special Operations	1	1	1		Grant Russell		
Staffing Specialist	1	1	1		Lara Kelley		
Office Technician, Operations Branch	1	1	1		Joanna Navarro		
<b>FIRE SUPPRESSION</b>					<b>A</b>	<b>B</b>	<b>C</b>
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 - B9 - C. Vestal B14 - A. House	B5 - A. Peck B13 - M. Johnson B7 - K. Keeley B9 - B14 - J. Graf
Fire Captains	132	128	132		Numbers do not include 7 Day Staff & 3 SRP Captains.		
Fire Engineers	132	122	132				
Firefighters	258	264	258		 *Actual filled includes 2 Day Staff (Blaschke, White) *Authorized & Funded increased by 21 due to Grant *6 FF's added to funded positions to match the Auth'd - due to adding Medic 51		
<b>SINGLE ROLE PARAMEDIC PROGRAM (SRPP)</b>							
Captains	3	3	3		Shawn Burke, Matthew Smotherman, Shannon Chamberlin		
Paramedics (FT)	40	22	16				
Emergency Medical Technicians (EMT)	18	7	18				
<b>EMERGENCY PREPAREDNESS - SPECIAL OPERATIONS</b>							
Chief Pilot	1	1	1		Montie Vanlandingham		
Day Staff Captain, Air Ops	1	0	1		Authorized & funded effective 1/1/23		
<b>EMERGENCY MEDICAL SERVICES (EMS)</b>							
Assistant Chief, EMS	1	1	1		Jon Rudnicki		
Day Staff Battalion Chief, EMS	1	1	1		Brian Gonsalves		
CQI Manager	1	0	1		Authorized & funded effective 1/1/23		
Day Staff Captain, EMS	3	3	3		Joe Schmitt, Ryan McMahon, Brendan Hogan		
Administrative Specialist, EMS	1	1	1		Yuri Torres		
EMS System Technician	2	2	2		Marcy Mateo, Cynthia Hamilton		
<b>TRAINING/SAFETY</b>							
Assistant Chief, Training	1	1	1		Michael Lazano		
Day Staff Captain, Training	4	3	4		Daniel Hoy, Russell Gardner, Tim Beard Authorized & funded 1 additional - effective 1/1/23		
Health & Fitness Program Manager	1	1	1		Patrick Gallagher		
Administrative Specialist, Training	1	1	1		Dana Lipps		
<b>SAFETY</b>							
Day Staff Captain, Safety	1	0	0		Vacant - not funded		
Safety Specialist	2	2	2		Robert Sestito, Brian Spence		
	627	585	602	0			



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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 SRFECC
LOGISTICS					
Logistics/Purchasing Manager	1	1	1		Mark Jones
Assistant Logistics Manager	1	1	1		Mark Siebert
Logistics Technician	7	7	7		Berkey, Crusto, Knapp, Lamons, Putman, Thomas, Graham
Procurement Specialist	1	1	1		Courtney Moore
Office Technician	1	1	1		Amanda Berkey
FACILITIES					
Facilities Manager	1	1	1		John Raeside
Facilities Technician	4	4	4		Joe Eachus, Aldrey Almeria, Dave Koopmeiners, Tim Miller
FLEET MAINTENANCE					
Fleet Manager	1	1	1		Shea Pursell
Assistant Fleet Manager	1	1	1		Tim Swank
Master Fire Mechanic	2	2	2		Joshua Snuffer, Robert Petrucci
Fire Mechanic	9	9	9		Christian, Courtney, Davison, Geaney, Mansel, Moose, Mull, Rhodes, Stites
Parts Buyer	1	1	1		Matthew Freeman
Accounting Technician	1	1	1		Amy Peterson
COMMUNITY RISK REDUCTION					
Fire Marshal	1	1	1		Barbara Law
Deputy Fire Marshal	1	0	1		Vacant
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 Data Analyst	1	0	1		Vacant
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
	66	60	65	0	



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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
<b>HUMAN RESOURCES</b>					
Human Resources Manager	1	1	1		Melisa Maddux
Administrative Specialist	1	1	1		Alla Zabolotskiy
Human Resources Analyst	2	2	2		Olesya Melnichuk, Leslie Miller
Workers Compensation Coordinator	1	1	1		Candace Sarlis
Human Resources Specialist	1	1	1		Michelle Dehoney
<b>FINANCE</b>					
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, <i>Vacant</i>
<b>DEVELOPMENT</b>					
Chief Development Officer	1	1	1		Jeff Frye
<b>INFORMATION TECHNOLOGY (IT)</b>					
Director, Information Technology	1	1	1		Mat Roseberry
Office Technician	1	1	1		<i>Vacant</i>
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
	<b>32</b>	<b>31</b>	<b>32</b>		



## POSITIONS AND AUTHORIZATION DOCUMENT (PAD)

Final 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	7	14		Barnes, Berry, Burwell, Golosinskiy, Manley, Prince, Siebert
Medical Director	0	0	0	1	Alex Schmalz (Previously Vendor Contract)
Physician Assistant (PA) - MIH Program	6	4	6		Mathis, Ortiz, Schoendienst, Sloan
Helicopter Pilot (part-time)	4	4	4		Bicknell, 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	32	35	1	

\*Shown in two locations on the PAD

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

Pay Schedule for Fiscal Year 2022-23

Effective as of 07/01/2022

<b>Monthly Base Pay</b>				
Step 1	Step 2	Step 3	Step 4	Step 5

<b>Fire Chief</b>	\$ 23,539.92
<b>Senior Management Staff - Unrepresented Confidential</b>	
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

<b>Management Staff - Unrepresented Confidential</b>	
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

<b>Unrepresented Confidential - Exempt</b>	
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

<b>Unrepresented Confidential - Non-Exempt</b>	
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

<b>Administrative Support Personnel</b>	
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

<b>Hourly Rate</b>		
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
<b>Local 522</b>							
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		

<b>Hourly Positions</b>	
	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

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



## ACRONYMS

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



## GLOSSARY OF BUDGET TERMS

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

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

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

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

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

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

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

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

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

**Division** – Organizational unit responsible for a specific function.

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

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

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

**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

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

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

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

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

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

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

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

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

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

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

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

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



# Sacramento Metropolitan Fire District

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

TODD HARMS  
Fire Chief

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE GENERAL OPERATING FUND 212A FOR  
FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the General Operating Fund 212A for Fiscal Year 2022/2023 were made, and

**THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final Budget for General Operating Fund 212A for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
10	212A	2129212	2129212000	SALARIES & EMPLOYEE BENEFITS	\$214,586,793
20	212A	2129212	2129212000	SERVICES & SUPPLIES	37,409,449
30	212A	2129212	2129212000	OTHER CHARGES	4,589,186
50	212A	2129212	2129212000	OPERATING TRANSFER OUT (To 212D)	4,987,680
50	212A	2129212	2129212000	OPERATING TRANSFER OUT (To 212G)	8,837
59	212A	2129212	2129212000	OPERATING TRANSFER IN (From 212M)	-8,700,000
					<b><u>\$252,881,945</u></b>

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

**RESOLUTION NO. \_\_\_\_\_**

**Page 2**

**BE IT FURTHER RESOLVED** that the Final Budget for Fund 212A for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

Clerk of the Board

**ATTACHMENTS:**

- 212A Final Budget Summary for FY2022/23 Schedule
- 212A Revenue Detail Schedule
- 212A Expenditure Detail Schedule



# Sacramento Metropolitan Fire District

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

TODD HARMS  
Fire Chief

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE CAPITAL FACILITIES FUND 212D FOR  
FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the Capital Facilities Fund 212D for Fiscal Year 2022/2023 were made, and

**THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final Budget for the Capital Facilities Fund 212D for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
10	212D	2123000	2123000000	SALARIES & EMPLOYEE BENEFITS	\$ -
20	212D	2123000	2123000000	SERVICES & SUPPLIES	125,000
30	212D	2123000	2123000000	OTHER CHARGES	4,987,680
41	212D	2123000	2123000000	CAPITAL ASSETS-LAND	-
42	212D	2123000	2123000000	CAPITAL ASSETS-STRUCTURES	18,000
43	212D	2123000	2123000000	CAPITAL ASSETS-EQUIPMENT	15,692,476
44	212D	2123000	2123000000	CAPITAL ASSETS-SOFTWARE	-
59	212D	2123000	2123000000	OPERATING TRANSFER IN (From 212A)	-4,987,680
					<b><u>\$15,835,476</u></b>

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

**RESOLUTION NO. \_\_\_\_\_**

**Page 2**

**BE IT FURTHER RESOLVED** that the Final Budget for Fund 212D for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

Clerk of the Board

**ATTACHMENTS:**

212D Final Budget Summary for FY2022/2023 Schedule



TODD HARMS  
Fire Chief

# Sacramento Metropolitan Fire District

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

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE GRANTS FUND 212G FOR  
FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the Grants Fund 212G for Fiscal Year 2022/2023 were made, and

**THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final in the Grants Fund 212G for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
10	212G	2126000	2126000000	SALARIES & EMPLOYEE BENEFITS	\$ 4,541,307
20	212G	2126000	2126000000	SERVICES & SUPPLIES	529,317
30	212G	2126000	2126000000	TAXES, LICENSES, DEBT SRVC & OTHERS	-
42	212G	2126000	2126000000	CAPITAL ASSETS-STRUCTURES	78,425
43	212G	2126000	2126000000	CAPITAL ASSETS-EQUIPMENT	154,167
59	212G	2126000	2126000000	OPERATING TRANSFER IN (From 212A)	-8,837
					<b>\$ 5,294,379</b>

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

**RESOLUTION NO.** \_\_\_\_\_

Page 2

**BE IT FURTHER RESOLVED** that the Final Budget for Fund 212G for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

\_\_\_\_\_  
Clerk of the Board

**ATTACHMENTS:**

212G Final Budget Summary for FY 2022/23 Schedule



# Sacramento Metropolitan Fire District

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

TODD HARMS  
Fire Chief

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE DEVELOPMENT IMPACT FEES FUND 212I FOR  
FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the Development Impact Fees Fund 212I for Fiscal Year 2022/2023 were made, and

**THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final Budget for the Development Impact Fees Fund 212I for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
20	212I	2129000	2129000000	SERVICES & SUPPLIES	\$ 90,000
41	212I	2129000	2129000000	CAPITAL ASSETS-LAND ACQUISITION	40,000
42	212I	2129000	2129000000	CAPITAL ASSETS-STRUCTURES	1,150,000
					<b><u>\$ 1,280,000</u></b>

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

**BE IT FURTHER RESOLVED** that the Final Budget for Fund 212I for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

**RESOLUTION NO. \_\_\_\_\_**

**Page 2**

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

\_\_\_\_\_  
Clerk of the Board

**ATTACHMENTS:**  
212I Final Budget Summary for FY 2022/23 Schedule



# Sacramento Metropolitan Fire District

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

TODD HARMS  
Fire Chief

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE LEASED PROPERTIES FUND 212L FOR  
FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the Leased Properties Fund 212L for Fiscal Year 2022/2023 were made, and

**THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final Budget in the Leased Properties Fund 212L for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
10	212L	2127000	2127000000	SALARIES & EMPLOYEE BENEFITS	\$ -
20	212L	2127000	2127000000	SERVICES & SUPPLIES	880,379
30	212L	2127000	2127000000	OTHER CHARGES	245,709
41	212L	2127000	2127000000	CAPITAL ASSETS-LAND	-
42	212L	2127000	2127000000	CAPITAL ASSETS-STRUCTURES	-
59	212L	2127000	2127000000	OPERATING TRANSFER IN (From 212A)	-
					<u>\$ 1,126,088</u>

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

**RESOLUTION NO. \_\_\_\_\_**

**Page 2**

**BE IT FURTHER RESOLVED** that the Final Budget for Fund 212L for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing attached hereto and by reference made a part hereof.

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

\_\_\_\_\_  
Clerk of the Board

**ATTACHMENTS:**

212L Final Budget Summary for FY2022/23 Schedule



# Sacramento Metropolitan Fire District

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

TODD HARMS  
Fire Chief

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

**RESOLUTION ADOPTING THE FINAL BUDGET  
FOR THE IGT FUND 212M  
FOR FISCAL YEAR 2022/2023**

**WHEREAS**, hearings have been terminated during which time all additions and deletions to the Final Budget for the IGT Fund 212M for Fiscal Year 2022/2023 were made;

**NOW, THEREFORE, IT IS HEREBY RESOLVED** in accordance with Section 13890 of the Health and Safety Code, the Final Budget in the IGT Fund 212M for the Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the following:

OBJECT	FUND	FUND CENTER	COST CENTER	ACCOUNT CATEGORY	BUDGET FY2022/23
20	212M	2121100	2121100000	SERVICES & SUPPLIES	\$ 5,800,000
50	212M	2121100	2121100000	OPERTING TRANSFER OUT (To 212A)	8,700,000
					\$ 14,500,000

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

**BE IT FURTHER RESOLVED** that the Final for Fund 212M for Fiscal Year 2022/2023 will be and is hereby adopted in accordance with the listed attachments which show in detail the approved appropriations, revenues and methods of financing.

**RESOLUTION NO. \_\_\_\_\_**

**Page 2**

**ON A MOTION** by Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, the foregoing resolution was passed and adopted this 8<sup>th</sup> day of September, 2022, by the following vote to wit:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**SACRAMENTO METROPOLITAN FIRE DISTRICT**

By: \_\_\_\_\_  
President, Board of Directors

Attested By:

\_\_\_\_\_  
Clerk of the Board

**ATTACHMENTS:**

212M Final Budget Summary for FY 2022/23 Schedule