

SHORELINE FIRE DEPARTMENT



2010 BUDGET

INTRODUCTION

The Shoreline Fire Department serves a population of 55,000 citizens within the City of Shoreline in an area of approximately 14 square miles. In addition, the ALS program serves the cities of Bothell, Kenmore and Lake Forest Park with an additional population of 75,000 citizens in an area of approximately 22 square miles.

The **mission of the Shoreline Fire Department** is to make our community safer by protecting lives and property and caring for the needs of the people we serve. We work to the best of our ability to efficiently and effectively mitigate fire and life safety crisis and assist in other situations to meet our customers' urgent needs. We provide education, training, and assistance to our customers to make the Shoreline community a safe place to be. We aspire to provide a prompt, professional and positive experience to all we serve. We accomplish our mission by providing:

- Fire suppression services
- Emergency medical services
- Fire prevention services
- Special operations services
- Disaster preparedness and response
- Community education and outreach
- Programs to ensure our personnel are safe and prepared to respond

The Shoreline Fire Department is committed to providing high quality services to the community at an acceptable level of taxation. The Department has developed and maintains a six-year financial forecast that estimates resource and expenditure behavior for five years beyond the current budget period. This forecast provides the Department's decision makers with an indication of the long-term fiscal impact of current policy and budget decisions.

The following **general budget philosophy and policies** are the basis on which staff develop budget recommendations, and establishes funding priorities within the identified revenues the Department has available to provide the services and programs identified above.

- The Department will maintain high service levels in emergency service operations, which include responses to fire and medical emergencies. These services receive the highest priority for funding. When increased service demands are experienced over a sustained period of time, resources should be provided to prevent service level degradation.
- The Department will avoid adopting budgetary procedures that result in balancing current operational costs at the expense of future years' operations. Funding for new programs and services in operating funds should be limited to the extent that they can be reasonably funded, over the near-to-long-term, given the current revenue stream.
- The Department will maintain a budgetary control system to ensure compliance with the adopted budget, especially with regard to State of Washington Budget Law, and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The Board of Commissioners receives monthly "budget to actual" financial statements on the funds and programs.
- Performance measurement and productivity indicators shall be integrated into the budget as outlined in stated goals and objectives. The divisions then must report regularly to the Fire Chief on the status of these goals. The budget highlights key performance objectives and performance

against our prior goals. The budget is designed to educate our community about our objectives, our priorities, and the goals we set for the organization. It is also designed to serve the needs of our employees by providing budgetary accounts and descriptions of funded programs.

- The Department's balanced budget philosophy is that a budget is considered balanced when the funds' total resources of beginning fund balance, revenues, and other financing sources are equal to or greater than the total of expenditures, other financing uses, and ending fund balance. Current revenues (including fund balance less operating reserves) will be sufficient to support current expenditures. Revenue estimates will be realistic and debt financing will not be used for current operating expenses.
- Budget adoption by the Board of Commissioners shall be at the fund level. Any changes in appropriations at the fund level require Board approval.
- All interest earned within a fund is retained by that fund.
- It is the policy of the Board of Commissioners to maintain various expense and reserve funds and operating contingencies as follows:

General Expense Fund

This fund is used for the day-to-day operations of the Department (excluding ALS) and is segmented into cost centers based on the following divisions:

- Legislative (Board of Commissioners)
- Administrative
- Fire/BLS Operations
- Fire Prevention
- Training
- Support Services
- Other
- BLS (non-operations)
- Interfund Transfers

This account is funded primarily from property taxes (86%) and from additional sources such as the BLS contract, ALS overhead charges, service contracts and miscellaneous other sources.

ALS Expense Fund

This fund is used for the day-to-day operations of the ALS Division. This account is funded through a contract with King County EMS. King County EMS receives its funding from a county-wide EMS property tax levy. The current levy was approved in 2007 for six years (2008-2013) at a rate of \$.30 per \$1,000 assessed value. This levy passed with an 82% approval rating indicating the high value that the community places in EMS services.

General Reserve Fund

This fund is available for unforeseen urgent or emergency needs and is intended to provide for unanticipated expenditures or revenue shortfalls of a non-recurring nature. The minimum targeted balance for this fund is 10% of the annual general expense budget with a maximum of \$0.375 per \$1,000 assessed value. This account is funded by inter-fund transfers from the general expense fund and/or from ending fund balance.

ALS Reserve Fund

This fund is available for unforeseen urgent or emergency needs and is intended to provide for unanticipated expenditures or revenue shortfalls of a non-recurring nature. The minimum targeted balance for this fund is 10% of the annual ALS expense budget with a maximum of \$0.375 per \$1,000 assessed value. This account is funded by inter-fund transfers from the ALS expense fund, from ending fund balance and/or the Snohomish County contract with the City of Bothell.

General Capital Fund

This fund is available for the acquisition and purchase of apparatus, equipment, land, and facilities. It is also available for funding large maintenance projects. The allocation of funds from this account is through the budget approval process and is based on an approved replacement/repair schedule. This account is funded by inter-fund transfers from the general expense fund, EMS donations fund, and the proceeds from surplus apparatus and equipment.

ALS Capital Fund

This fund is available for the acquisition and purchase of apparatus, equipment, land, and facilities related to the ALS program. It is also available for funding large maintenance projects. The allocation of funds from this account is through the budget approval process and is based on an approved replacement/repair schedule. This account is funded by inter-fund transfers from the ALS expense fund, EMS donations fund, and the proceeds from surplus apparatus and equipment.

Post Employment Benefits Fund

This fund is used for the payment of all medical/dental costs related to retired LEOFF 1 employees per applicable State law. In addition, it is used to “cash out” vacation and sick leave obligations for current employees separating from service. This account is funded by inter-fund transfers from the general expense fund and the ALS expense fund. Retirement eligibility for current employees is calculated on either the minimum retirement age (53 for LEOFF2; 65 for PERS) or 30 years of service, whichever occurs first.

GO Bond Fund

This fund is used for the repayment of the 1997 GO Bond (re-financed in 2005). This account is funded by property tax.

EMS Donations Fund

This fund is available for apparatus, equipment and training related to emergency medical services. This account is funded by donations from the community.

Operating Reserves

It is the Department’s policy to maintain an operating reserve balance in the expense fund at a level sufficient to provide for cash flow needs, a reasonable amount for emergent or unforeseen needs and an orderly adjustment to adverse changes in revenues. The current policy is to maintain two (2) months of fund balance in reserve in the expense fund. The Fire Chief, in conjunction with the Director of Administrative Services and the Board of Commissioners, will analyze fund balance requirements from time to time and recommend changes as needed.

Strategic Initiatives Contingency

In order to provide for unplanned expenditures or new opportunities throughout the year, the general expense fund budget will have an operating contingency of \$50,000 that will be used only with the Board of Commissioners approval. Savings within division budgets throughout the year will be the first source for funding unplanned expenditures or providing for new opportunities before the Strategic Initiatives Contingency is accessed.

2010 BUDGET OVERVIEW

Unlike the past several years, this budget focuses on how best to manage a budget deficit. This document represents countless hours of staff time and energy to achieve the goal of long-term financial stability. The budget, as adopted by the Board of Fire Commissioners, authorizes the Fire Chief to carry out the operational objectives needed to achieve the mission of the Shoreline Fire Department. While very challenging, due to a significant decline in revenue, the 2010 budget maintains a very high level of emergency services for the greater Shoreline community.

This budget addresses a 15% decline in property tax revenues while maintaining, as noted above, current emergency service levels while at the same time continuing with the financial policies of the Department. The 2010 General Expense budget has decreased by \$1,287,168 or 9.62% from the 2009 budget. There have been significant cuts in non-emergency service levels most notably in Administration, Training, and Fire Prevention. Overall, the Department is in sound financial condition with the passage of a six-year levy in August 2008. However, with the 2008-2009 recession and the continued uncertainty of future economic conditions, this budget has been structured in such a manner that the Department will be in a position to mitigate potential impacts without an adverse effect on services.

The expense funds are balanced and match a very conservative estimate of revenue, including the utilization of cash balance, to anticipated expenditures. Growth assumptions for operations and services are based on realistic assumptions with regards to inflation and other market driven factors. The current economic conditions have been factored into revenue projections for 2010 and 2011.

The reserve funds are funded according to financial policy or in relation to predictable and/or anticipated future costs. All of the reserve funds will be adequately funded for 2010, barring any reasonably unforeseen circumstances.

This budget reflects a property tax rate of \$1.50 per \$1,000 of assessed valuation. The six-year strategic budget forecasts maintain the property tax rate at \$1.50 per \$1,000 of assessed valuation. The six year levy lid lift, approved by the voters in August 2008, allows the Department to mitigate the effects of the 1% limitation that has been imposed since Initiative 747 became the law in 2001. We are humbled by the fact that our citizens have shown their overwhelming support for the services provided by our fire department by passing the levy lid lift with a 69% approval rate. However, the decrease in assessed values of approximately 15% coupled with being at the maximum allowable levy rate (\$1.50 per \$1,000 of assessed valuation), the Department will see a commensurate decline in property tax revenue of 15%. We will continue to work diligently to meet our citizen's needs and desires by providing them with the highest level of services possible while maintaining efficiencies and cost effectiveness in all areas.

The property tax rate for the 1997 GO Bond (re-financed in 2005) is \$0.1765 per \$1,000 of assessed valuation. This compares to the 2008 rate of \$0.15 per \$1,000 of assessed valuation. The increase is due to the decline in assessed value.

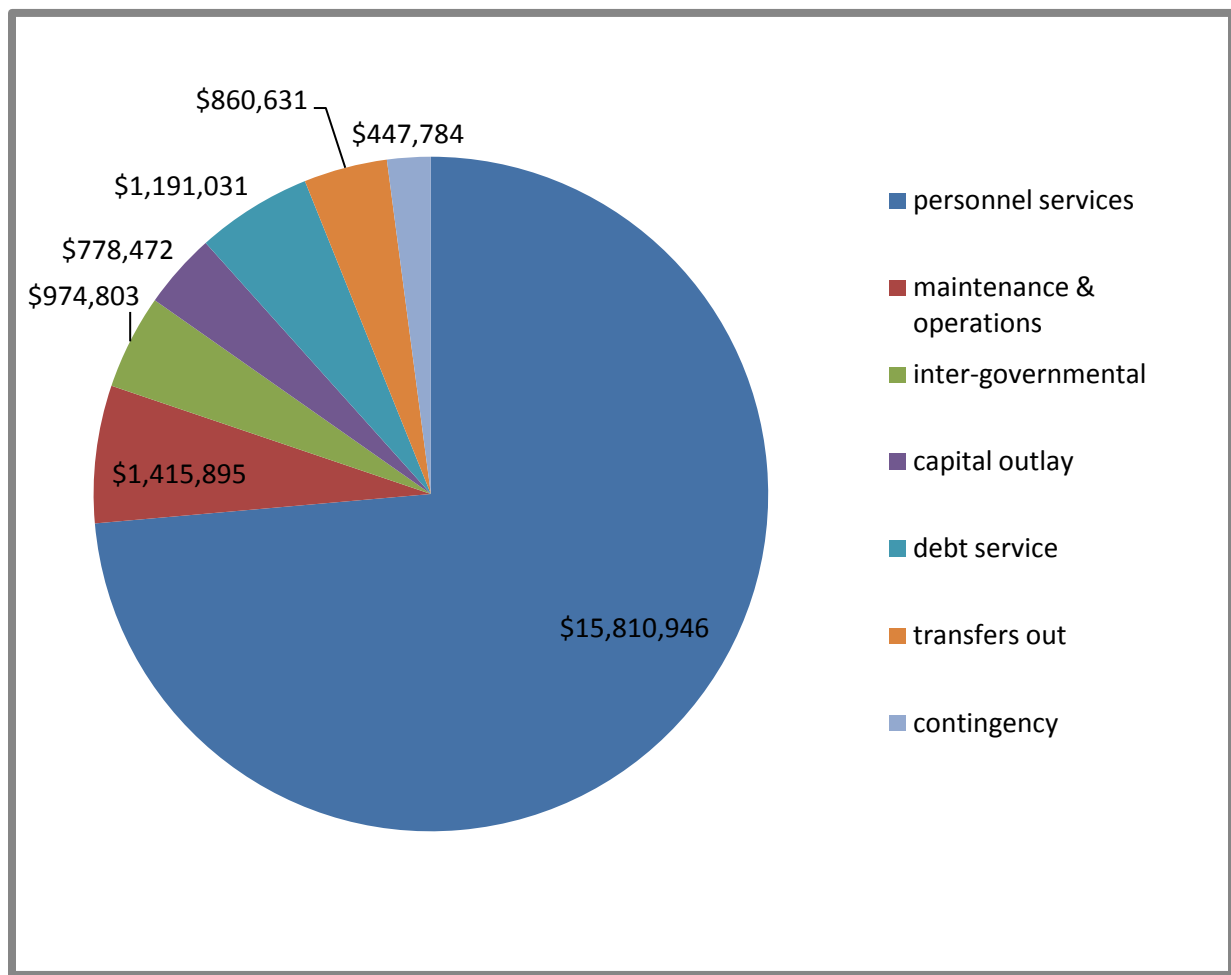
The budget process for 2010 has been driven in large part by our Strategic Plan and the **core organizational strategies** identified therein:

1. Identify services and service levels and improve service where needed.
2. Develop a stable and sustainable financial plan.
3. Ensure that essential resource needs are adequately met.
4. Improve organizational communication both internally and externally.
5. Implement ongoing strategic planning.

The budget for the Shoreline Fire Department is presented in this document by organizational totals first, followed by individual funds and, as appropriate within funds, by individual divisions. Within each of the units, the following categories have been presented where appropriate: **Personnel Services, Maintenance and Operations, Capital Outlay, Debt Service, Contingency, Transfers, and Fund Balance.**

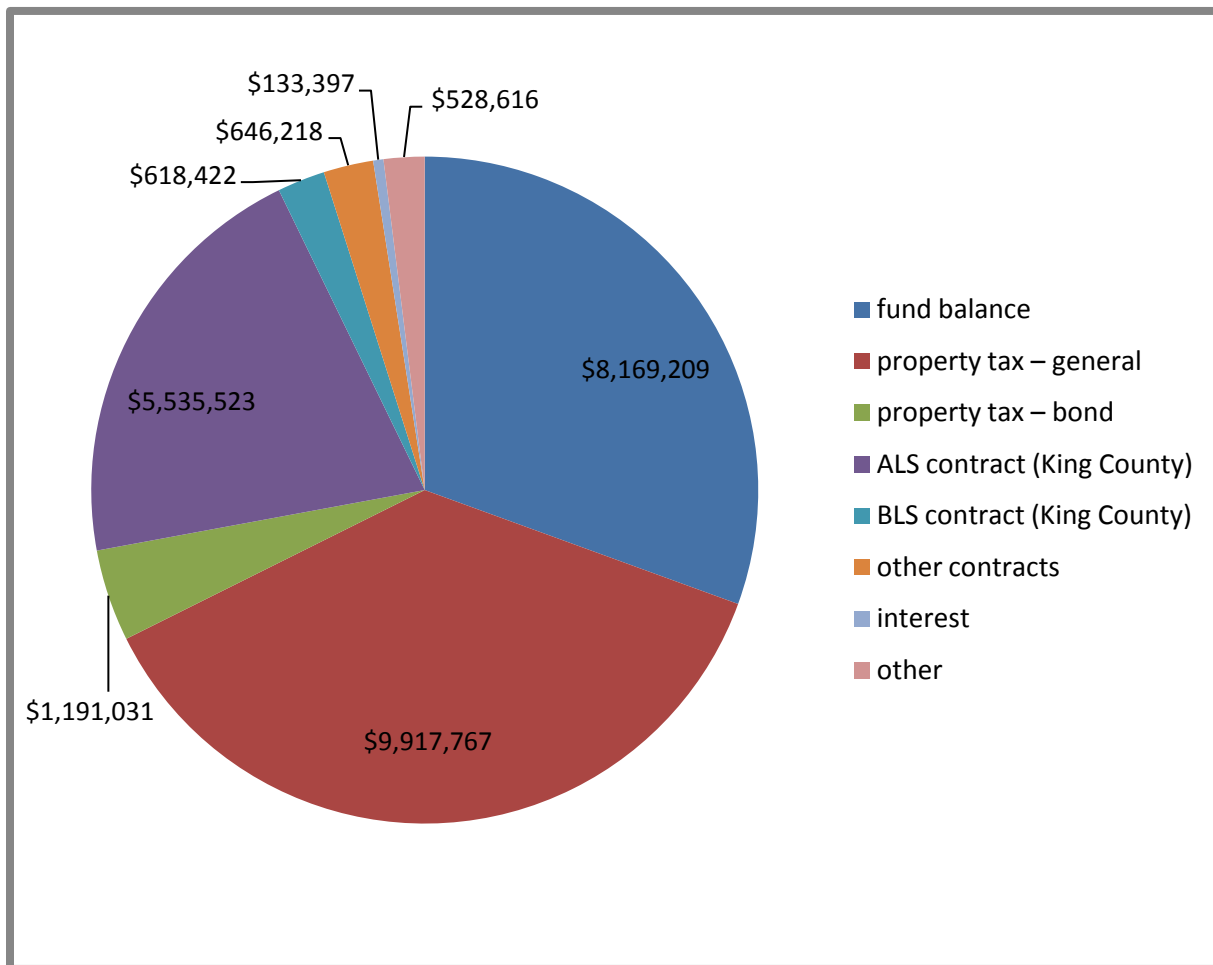
2010 Budget Expenditure Summary (all Funds)

Expenditures	2010 budget	2009 projected	2008 actual
personnel services	\$ 15,810,946	\$ 14,693,308	\$ 13,643,651
maintenance & operations	\$ 1,415,895	\$ 1,057,256	\$ 1,267,016
inter-governmental	\$ 974,803	\$ 1,025,126	\$ 806,587
capital outlay	\$ 778,472	\$ 1,147,699	\$ 1,437,162
debt service	\$ 1,191,031	\$ 1,160,761	\$ 1,144,832
transfers out	\$ 860,631	\$ 1,147,938	\$ 3,029,999
contingency	\$ 447,784	\$ 0	\$ 0
TOTAL	\$ 21,479,562	\$ 20,542,088	\$ 21,329,248



2010 Budget Revenue Summary (all Funds)

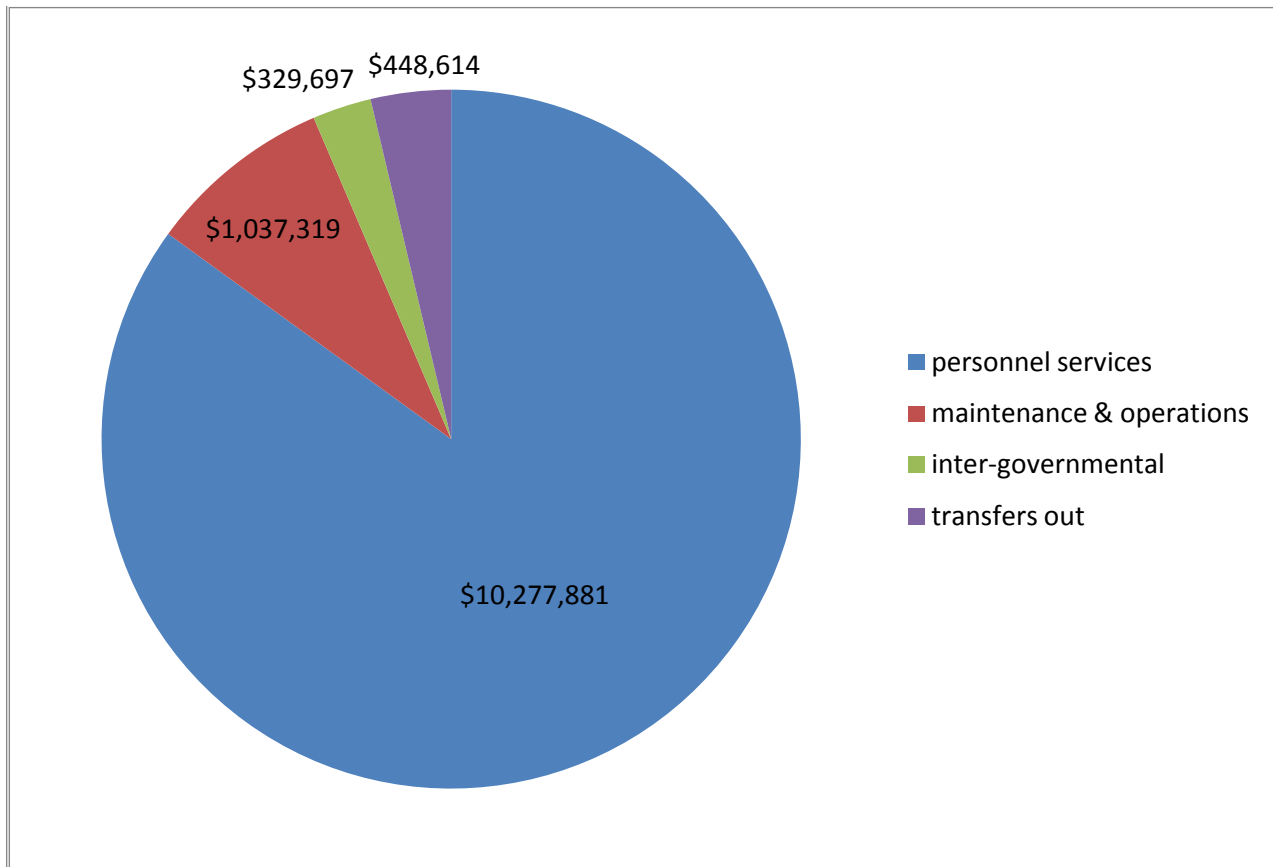
Revenues	2010 budget	2009 projected	2008 actual
fund balance	\$ 8,169,209	\$ 6,580,724	\$ 7,472,500
property tax – general	\$ 9,917,767	\$ 11,684,027	\$ 9,309,910
property tax – bond	\$ 1,191,031	\$ 1,160,761	\$ 1,000,347
ALS contract (King County)	\$ 5,535,523	\$ 5,709,690	\$ 5,067,913
BLS contract (King County)	\$ 618,422	\$ 716,025	\$ 488,020
other contracts	\$ 646,218	\$ 687,420	\$ 590,369
interest	\$ 133,397	\$ 146,060	\$ 92,771
other	\$ 528,616	\$ 698,650	\$ 256,507
TOTAL	\$ 26,740,183	\$ 27,383,357	\$ 24,906,718



2010 BUDGET GENERAL EXPENSE FUND

General Expense Fund - Expenditures

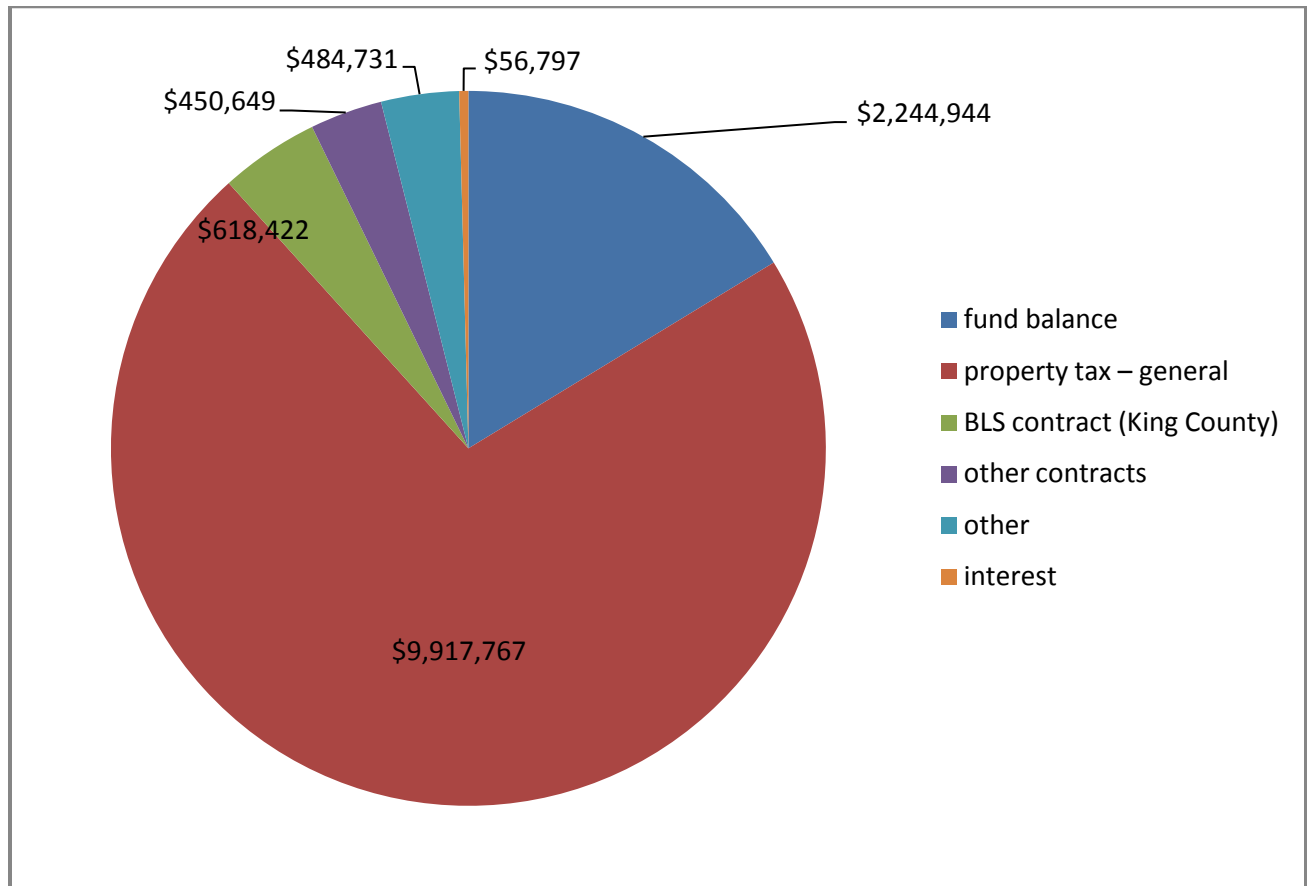
Expenditures	2010 budget	2009 projected	2008 actual
personnel services	\$ 10,277,881	\$ 9,828,774	\$ 9,270,615
maintenance & operations	\$ 1,037,319	\$ 831,424	\$ 993,553
inter-governmental	\$ 329,697	\$ 395,149	\$ 257,347
transfers out	\$ 448,614	\$ 696,900	\$ 1,315,800
TOTAL	\$ 12,093,511	\$ 11,752,227	\$ 11,837,315



General Expense Fund - Revenues

Revenues	2010 budget	2009 projected	2008 actual
fund balance*	\$ 2,244,944	\$ 522,083	\$ 1,334,285
property tax	\$ 9,917,767	\$ 11,684,027	\$ 9,309,910
BLS contract (King County)	\$ 618,422	\$ 716,025	\$ 488,020
other contracts	\$ 450,649	\$ 492,620	\$ 412,111
interest	\$ 56,797	\$ 58,040	\$ 43,349
other	\$ 484,731	\$ 488,921	\$ 445,545
TOTAL	\$ 13,773,309	\$ 13,961,716	\$ 12,033,220

*less 2 months operating reserve



General Expense Fund – Budget Summary Detail

	2010 proposed	% change	2009 projected	2008 actual
Salaries	\$ 7,576,596	1.21%	\$ 7,486,278	\$ 6,658,697
Overtime	\$ 816,174	-12.35%	\$ 931,859	\$ 903,916
Salary/Benefit Reserve	\$ 14,000	-57.58%	\$ 33,000	\$ 2,477
Retirement	\$ 445,020	5.53%	\$ 421,689	\$ 414,029
Medical	\$ 1,240,613	-3.73%	\$ 1,288,635	\$ 1,058,520
Disability	\$ 3,150	-85.11%	\$ 21,150	\$ 20,326
Payroll Mandates	\$ 127,728	12.83%	\$ 113,205	\$ 117,455
Deferred Comp	\$ 0	-100.00%	\$ 27,827	\$ 37,626
EAP	\$ 2,050	0.00%	\$ 2,050	\$ 1,916
Clothing Allowance	\$ 41,950	-1.18%	\$ 42,450	\$ 41,277
Tuition Reimbursement	\$ 5,000	-54.55%	\$ 11,000	\$ 9,025
Miscellaneous	\$ 5,000	-28.26%	\$ 6,970	\$ 5,351
Supplies	\$ 180,353	-17.86%	\$ 219,577	\$ 202,768
Fuel	\$ 57,762	-38.74%	\$ 94,291	\$ 72,485
Small Tools\Equipment	\$ 27,470	-40.39%	\$ 46,086	\$ 25,082
Professional Services	\$ 236,318	-27.83%	\$ 327,441	\$ 209,799
Postage	\$ 101,759	-3.77%	\$ 105,749	\$ 96,271
Travel	\$ 23,627	-44.01%	\$ 42,195	\$ 28,856
Advertising	\$ 5,500	-9.84%	\$ 6,100	\$ 4,667
Equipment Rental	\$ 13,465	22.41%	\$ 11,000	\$ 7,439
Insurance	\$ 57,500	-28.13%	\$ 80,000	\$ 68,568
Telecommunications\Utilities	\$ 144,310	6.73%	\$ 135,205	\$ 117,698
Repairs\Maintenance	\$ 105,222	-8.62%	\$ 115,150	\$ 76,439
Miscellaneous	\$ 84,033	-52.64%	\$ 177,438	\$ 81,313
Gov. Services	\$ 329,697	-4.91%	\$ 346,736	\$ 257,347
Interfund Transfers	\$ 448,614	- 64.91%	\$ 1,287,598	\$ 1,315,800
TOTAL	\$ 12,093,511	-9.60%	\$ 13,380,679	\$ 11,835,147

General Expense Fund - Personnel Summary

Position	2010	2009	2008
Fire Commissioners	3	3	3
Fire Chief	1	1	1
Deputy Fire Chief	1.5	1.5	1.5
Administrative Services Director	1	1	1
Deputy Administrative Services Director	1	1	1
IT Manager	1	1	1
Executive Assistant	.9	1	1
Administrative Assistant	3.4	4	4
Maintenance Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Worker	1	1	1
Community Educator/Information	1	1	1
Fire Marshal	1	1	1
Deputy Fire Marshal	1	1	1
Inspector	2	2	2
Battalion Chief	5	5	5
Captain	5	5	5
Lieutenant	8	8	8
Medical Services Officer	1	1	1
Driver Engineer	12	12	12
Firefighter/EMT	32	32	32
TOTAL	83.8	84.5	84.5

General Expense Fund – Legislative Division

Program Description

The Board of Fire Commissioners (Board) is comprised of three elected members who are responsible for the overall budgetary and policy direction of the Fire Department. The Board approves the scope and direction of the services to be provided, through policy and budget adoption, and ensures that the needs of the community are met, in so far as possible, with available resources. In addition to setting policy the Board is responsible for hiring the Fire Chief.

Budget Summary

Expenditures	2010 proposed	2009 projected	2008 actual
personnel services	\$ 32,402	\$ 32,256	\$ 19,763
maintenance & operations	\$ 60,054	\$ 80,340	\$ 15,026
inter-governmental	\$ 25,000	\$ 50,000	\$ 24,662
TOTAL EXPENDITURES	\$ 117,456	\$ 162,596	\$ 59,451

Personnel Summary

Position	2010	2009	2008
Fire Commissioner	3	3	3
TOTAL FTE	3	3	3

2010 Significant Changes/Issues/Discussion

- Line item for Commissioner clothing allowance has been added (previously allocated out of Administration).
- Strategic initiatives line item has been reduced from \$75,000 to \$50,000. Board may want to consider eliminating this line item from the General Expense Budget and rely instead on General Reserve Fund for any unanticipated and/or unplanned opportunities.
- Board should consider travel/training costs. All other divisions with Department have been cut more than 50% in this area over the last two budgets.
- Board should consider benefit of membership in Washington State Fire Commissioners Association versus annual cost of \$4000.

Strategic Plan Goals and Objectives

2010 Performance Objectives

- Review benefit service charge
- Consider 5-member Board

LEGISLATIVE SERVICES BUDGET DETAIL

511.60 LEGISLATIVE SERVICES		2010 Proposed	2009 Budget
10 Salary & Wages			
511 60 11	salaries	\$ 31,352	\$ 32,256
10 Salary & Wages		\$ 31,352	\$ 32,256
20 Personnel Benefits			
511 60 27	clothing allowance	\$ 1,050	\$ 0
20 Personnel Benefits		\$ 1,050	\$ 0
40 Services & Charges			
511 60 43	travel	\$ 2,340	\$ 2,250
511 60 49	misc., strategic initiatives	\$ 57,714	\$ 78,090
40 Services & Charges		\$ 60,054	\$ 80,340
TOTAL 511.60 LEGISLATIVE SERVICES		\$ 92,456	\$ 112,596
511.70 ELECTION COSTS			
40 Services & Charges			
511 70 41	professional services	\$ -	\$ 0
40 Services & Charges		\$ -	\$ 0
50 Intergovernmental Services			
511 70 51	elections - County fee	\$ 25,000	\$ 50,000
50 Intergovernmental Services		\$ 25,000	\$ 50,000
TOTAL 511.70 ELECTION COSTS		\$ 25,000	\$ 50,000
TOTAL 511 LEGISLATIVE COSTS		\$ 117,456	\$ 162,596

General Expense Fund – Administrative Division

Program Description

This budget category includes the operations of the Fire Chief's office, Finance, and Human Resources. The office of the Fire Chief provides planning, direction, coordination, and general support to all of the Shoreline Fire Department's operations.

The Human Resources function encompasses several programs and services designed to support the Department and its employees in the achievement of its mission and objectives. They oversee all areas pertaining to the people, personnel practices, and leadership aspects of the Department. Included in these are staffing, performance management, salary administration, health and wellness, workers compensation, light duty, employee relations (including labor relations), hiring/promotions, personnel policy maintenance, and other areas essential to the management of the Department's Human Resources.

The Finance function provides financial accounting, budgeting, and reporting services; treasury and investment management, risk management, and strategic forecasting services; manage debt issuance and legal services; Deferred Compensation Plans [457 and 401(a)]; post employment health plans

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 728,949	\$ 802,100	\$ 740,720
maintenance & operations	\$ 254,015	\$ 377,314	\$ 243,814
inter-governmental	\$ 10,000	\$ 12,500	\$ 7,153
TOTAL EXPENDITURES	\$ 992,964	\$ 1,191,914	\$ 991,687

Personnel Summary

Position	2010	2009	2008
Fire Chief	1	1	1
Administrative Services Director	1	1	1
Deputy Administrative Services Director	1	1	1
Executive Assistant	.9	1	1
Admin. Assistant - Personnel/Payroll	.8	1	1
Admin. Assistant - Reception/Accounting	1	1	1
TOTAL FTE	5.7	6	6

2010 Significant Changes/Issues/Discussion

- Salary decrease (4.76%) due to 30% cumulative reduction in work hours for Executive and Administrative Assistant.
- Salary reserve and temporary employment line items reduced.
- Board discussion/decision – authority of Fire Chief to hire contract employee without pre-notification to the Board.
- Strategic initiatives line item reduced from \$50,000 to \$35,000.
- Travel and registrations were cut an additional 63%.
- Insurance costs reduced by 28% due to change in carrier in 2009.
- Newsletter reduced from semi-annual to annual.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1L Implement quality improvement program through the use of direct customer feedback instruments

Goal 2 – Develop a Stable and Sustainable Financial Plan

- 2A Identify alternative and additional revenue sources to diversify and fully fund services.
- 2B Improve the budget development, tracking and expenditure process.
- 2C Identify and implement specific cost saving strategies whenever possible.
- 2D Continue to explore strategic partnerships whenever and wherever possible.

Goal 3 – Ensure that Essential Resources Are Adequately Met

- 3A Identify and project impact of personnel attrition on operations and establish succession plan for key individuals.
- 3I Identify organizational roles of personnel at different levels in the organization and incorporate into organizational structure.
- 3J Institute personnel individual performance evaluations throughout the organization.
- 3K Establish written procedures to clarify hiring process for positions and promotions within the organization.
- 3L Institutionalize the organizational culture and celebrate the positive aspects of the Shoreline Fire Department.
- 3M Improve the celebration of organizational success and better recognize and reward individual achievement.
- 3N Reinforce the organizational mission and values.
- 3O Monitor employee satisfaction and implement strategies and programs to address concerns or deficiencies.
- 3P Implement joint labor-management problem solving solutions into the administrative decision making process.
- 3V Improve information access and organizational communications tools.
- 3X Provide tools for better citizen electronic access to fire department services.

Goal 4 – Improve Organizational Communication

- 4A Improve meeting efficiency and communications about decisions and decision making and to reduce unnecessary and redundant meetings.
- 4B Create method(s) of transmitting and maintaining access to key information to personnel in a consistent, efficient, and user- friendly manner.
- 4C Improve individual communications styles and techniques and improve team and organizational communications.
- 4D Develop effective method(s) to collect and utilize ideas, information, and input from all personnel.
- 4E Create a mechanism to formally hear and answer questions regarding significant organizational issues to increase awareness and reduce rumors.
- 4F Increase interaction between administration and line personnel.
- 4G Improve external communications to our public.

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.
- 5B Establish a regular update/action system for strategic objectives.
- 5C Maintain coordination of efforts of different strategic teams and individuals.

- 5D Link the budget process to the Strategic Plan.
- 5E Continue to perform long-range planning and build the next six-year plan.

2010 Performance Objectives

ADMINISTRATION BUDGET DETAIL

522.10 ADMINISTRATION BUDGET			2010 Proposed	2009 Budget	
10 Salary & Wages					
522	10	11	salaries	\$ 524,022	\$ 550,199
522	10	12	overtime	\$ 59,949	\$ 83,340
522	10	13	salaries-other	\$ 14,000	\$ 33,000
10 Salary & Wages			\$ 597,971	\$ 666,539	
20 Personnel Benefits					
522	10	21	State retirement	\$ 35,481	\$ 34,802
522	10	22	medical/dental	\$ 78,843	\$ 76,921
522	10	24	L&I - unemployment	\$ 5,282	\$ 4,388
522	10	25	deferred compensation	\$ 0	\$ 0
522	10	26	employee assistance program	\$ 2,050	\$ 2,050
522	10	27	clothing allowance	\$ 650	\$ 2,200
522	10	28	tuition reimbursement	\$ 5,000	\$ 11,000
522	10	29	employee recognition program	\$ 3,000	\$ 4,200
20 Benefits			\$ 130,305	\$ 135,561	
30 Supplies					
522	10	31	supplies	\$ 14,584	\$ 18,873
522	10	32	fuel	\$ 0	\$ 675
522	10	32	small tools/equipment	\$ 0	\$ 1,000
30 Supplies			\$ 14,584	\$ 20,548	
40 Services & Charges					
522	10	41	professional services	\$ 142,312	\$ 200,216
522	10	42	postage	\$ 5,609	\$ 5,909
522	10	43	travel	\$ 6,463	\$ 9,925
522	10	44	advertising	\$ 4,500	\$ 4,500
522	10	45	rentals	\$ 1,000	\$ 2,000
522	10	46	insurance	\$ 57,500	\$ 80,000
522	10	48	repairs & maintenance	\$ 412	\$ 550
522	10	49	memberships, registrations, subscriptions	\$ 21,635	\$ 53,666
40 Services & Charges			\$ 239,431	\$ 356,766	
50 Intergovernmental Services					
522	10	51	Government Services	\$ 10,000	\$ 12,500
50 Intergovernmental Services			\$ 10,000	\$ 12,500	
TOTAL 522.10 ADMINISTRATION			\$ 992,291	\$ 1,191,914	

General Expense Fund – Fire/BLS Operations Division

Program Description

This budget category is established to account for the operations of the Fire/BLS division. Included are services for fire suppression, BLS emergency medical care and transport, rescue services and other emergency related activities.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 7,600,698	\$ 7,516,255	\$ 6,841,676
maintenance & operations	\$ 121,481	\$ 169,878	\$ 121,586
inter-governmental	\$ 294,697	\$ 283,836	\$ 225,428
TOTAL EXPENDITURES	\$ 8,016,876	\$ 7,969,969	\$ 7,188,690

Personnel Summary

Position	2010	2009	2008
Deputy Fire Chief	.5	.5	.5
Battalion Chief	4	4	4
Captain	4	4	4
Lieutenant	8	8	8
Driver Engineer	12	12	12
Firefighter/EMT	32	32	32
TOTAL FTE	60.5	60.5	60.5

2010 Significant Changes/Issues/Discussion

- Fuel costs were decreased to reflect market conditions and future projections.
- This budget does not include any additional staffing. Eight (8) members in this division are currently eligible to retire based on age and/or years of service. Any attrition will be covered through the use of overtime (salary savings) until such time as the budget challenge has stabilized.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1A Establish emergency services performance objectives and monitor results.
- 1C Develop strategic staffing plan consistent with level of service policies and documents.
- 1D Assess historical incident modeling, perform incident hazard / risk analysis and develop standard of cover document to update and compliment performance objectives.
- 1F Improve preparedness and readiness to respond to major and / or catastrophic events.
- 1G Improve pre - incident planning and mapping - especially to target hazards.

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

2010 Performance Objectives

- Fire suppression:
 - turn-out time of 1 minute 30 seconds---90% of the time.
 - travel time for the first arriving suppression capable company of 5 minutes---90% of the time.
 - travel time for first full-alarm assignment of 12 minutes---90% of the time.
- EMS/BLS:
 - turn-out time of 1 minute---90% of the time.
 - travel time for the first arriving BLS company of 5 minutes---90% of the time.
- Hazardous Materials:
 - travel time for the first arriving company of 5 minutes---90% of the time.
- Technical Rescue Team (TRT):
 - travel time for the first arriving company of 5 minutes---90% of the time.

FIRE/BLS BUDGET DETAIL

522.20 FIRE/BLS OPERATIONS BUDGET			2010 Proposed	2009 Budget	
10 Salary & Wages					
522	20	11	salaries	\$ 5,682,745	\$ 5,576,264
522	20	12	overtime	\$ 559,700	\$ 555,073
10 Salary & Wages			\$ 6,242,445	\$ 6,131,337	
20 Personnel Benefits					
522	20	21	State retirement	\$ 318,502	\$ 301,734
522	20	22	medical/dental	\$ 896,986	\$ 930,436
522	20	23	disability	\$ 150	\$ 18,150
522	20	24	L & I	\$ 107,915	\$ 95,898
522	20	25	deferred compensation	\$ 0	\$ 4,000
522	20	27	clothing allowance	\$ 34,700	\$ 34,700
522	20	29	pooled benefits - new FF's	\$ 0	\$ 0
20 Personnel Benefits			\$ 1,358,253	\$ 1,384,918	
30 Supplies					
522	20	31	supplies	\$ 47,500	\$ 58,549
522	20	32	fuel	\$ 38,108	\$ 56,886
522	20	35	small tools & equipment	\$ 16,495	\$ 24,336
30 Supplies			\$ 102,103	\$ 139,771	
40 Services & Charges					
522	20	41	professional services	\$ 2,300	\$ 7,750
522	20	48	repairs and maintenance	\$ 17,078	\$ 22,357
40 Services & Charges			\$ 19,378	\$ 30,107	
50 Intergovernmental Services					
522	20	51	intergovernmental services	\$ 294,697	\$ 283,836
50 Intergovernmental Services			\$ 294,697	\$ 283,836	
TOTAL 522.20 FIRE/BLS OPERATIONS			\$ 8,016,876	\$ 7,969,969	

General Expense Fund – Fire Prevention Division

Program Description

This budget category includes all operations and programs overseen by the Fire Marshal. The office of the Fire Marshal provides:

- Service to the City of Shoreline through an interlocal agreement covering:
 - Delegation of authority to the Fire Code Official as referenced in the International Fire Code
 - Fire plan reviews and inspections of building, land use, and fire systems
 - Issuance of annual operational permits
 - Annual fire safety inspections
 - Fire and life safety plan review
 - Fire investigations in accordance with the City’s contract with the King County Sheriffs Office
- Public education to citizens, schools, and the business communities
- Human service coordination
- Fire Department public relations/marketing
- CPR training to the public, business, and schools
- Coordination and collection of new building GIS data
- Oversight of public chaplain service

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 761,880	\$ 769,061	\$ 667,993
maintenance & operations	\$ 28,814	\$ 50,264	\$ 33,898
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 790,694	\$ 819,325	\$ 701,891

Personnel Summary

Position	2010	2009	2008
Fire Marshal	1	1	1
Deputy Fire Marshal	1	1	1
Firefighter/Inspector	2	2	2
Community Educator/Information	1	1	1
Administrative Assistant	.8	1	1
TOTAL FTE	5.8	6	6

2010 Significant Changes

- Administrative Assistant hours decreased by 20%.
- This budget does not include any additional staffing. Three (3) members in this division are currently eligible to retire based on age and/or years of service. Any attrition will result in decreased efficiency and effectiveness until such time as said position(s) could be replaced. Presumably replacements would come from the Operations Division and therefore create a shortage of staffing there as well.
- Overtime increase due to accounting change for on-call fire investigation staffing. Previously this amount was carried in the salaries line item. Salaries line item reduction reflects this change.
- CPR program expenses off-set by revenue.
- Fuel costs were decreased to reflect market conditions and future projections.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1H Reduce demand on system from unnecessary and inappropriate responses
- 1G Develop Strategic Plan for Fire Prevention and Public Education outreach services

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

2010 Performance Objectives

PREVENTION/EDUCATION BUDGET DETAIL

522.30 PREVENTION/EDUCATION BUDGET			2010 Proposed	2009 Budget
10 Salary & Wages				
522	30	11 salaries	\$ 566,244	\$ 581,462
522	30	12 overtime	\$ 64,480	\$ 50,900
10 Salary & Wages			\$ 630,724	\$ 632,36
20 Personnel Benefits				
522	30	21 State retirement	\$ 35,934	\$ 35,047
522	30	22 medical/dental	\$ 81,639	\$ 85,737
522	30	23 disability	\$ 1,200	\$ 1,200
522	30	24 L & I	\$ 7,683	\$ 6,840
522	30	25 deferred compensation	\$ 0	\$ 2,405
522	30	27 clothing allowance	\$ 2,700	\$ 2,700
522	30	29 Chaplain program	\$ 2,000	\$ 2,770
20 Personnel Benefits			\$ 131,156	\$ 136,699
30 Supplies				
522	30	31 supplies	\$ 9,850	\$ 11,400
522	30	32 fuel	\$ 4,500	\$ 11,525
522	30	35 small tools & equipment	\$ 1,000	\$ 2,050
30 Supplies			\$ 15,350	\$ 24,975
40 Services & Charges				
522	30	41 professional services	\$ 0	\$ 8,000
522	30	42 communications	\$ 1,800	\$ 2,400
522	30	43 travel	\$ 5,675	\$ 5,925
522	30	44 advertising	\$ 0	\$ 600
522	30	45 rentals	\$ 0	\$ 500
522	30	48 repairs and maintenance	\$ 750	\$ 1,200
522	30	49 memberships, registrations, subscriptions	\$ 5,239	\$ 6,664
40 Services & Charges			\$ 13,464	\$ 25,289
TOTAL 522.30 PREVENTION/EDUCATION			\$ 790,694	\$ 819,325

General Expense Fund – Training Division

Program Description

The Training Division manages continuing education for all suppression and medical personnel. It delivers fire suppression, rescue and emergency medical training. The Training Division provides classes for emergency personnel required by local, state, and federal regulations. It also reviews, develops, and coordinates instruction on organizational procedures.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 451,632	\$ 566,127	\$ 391,187
maintenance & operations	\$ 56,145	\$ 76,505	\$ 75,105
inter-governmental	\$ 0	\$ 400	\$ 104
TOTAL EXPENDITURES	\$ 507,748	\$ 643,032	\$ 466,396

Personnel Summary

Position	2010	2009	2008
Battalion Chief	1	1	1
Captain	1	1	1
Medical Services Officer*	1	1	1
Administrative Assistant**	.8	1	1
TOTAL FTE	3.8	4	4

*funded from ALS expense fund

**1/2 funded from ALS expense fund

2010 Significant Changes

- Administrative Assistant hours decreased by 20%.
- Overtime decreased by 53%.
- Travel and registrations were cut an additional 44%.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1K Increase joint training with non-consortium partners

Goal 3 – Ensure that Essential Resources Are Adequately Met

- 3B Identify training needs for all personnel.
 3C Establish specifications and performance objectives for Training Consortium.
 3D Evaluate recommendations of Training User Group (dated 11/2/06).
 3E Establish formal personnel career paths.
 3F Implement adopted apprenticeship program.
 3G Establish formal Officer Development Program.
 3H Develop and implement company evaluation and training needs analysis system.

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

2010 Performance Objectives

TRAINING BUDGET DETAIL

522.40 TRAINING BUDGET			2010 Proposed	2009 Budget	
10 Salary & Wages					
522	40	11	salaries	\$ 284,194	\$ 276,422
522	40	12	overtime	\$ 101,260	\$ 216,910
10 Salary & Wages			\$ 385,454	\$ 493,332	
20 Personnel Benefits					
522	40	21	retirement	\$ 20,215	\$ 15,422
522	40	22	medical/dental	\$ 40,450	\$ 51,413
522	40	23	disability	\$ 600	\$ 600
522	40	24	L & I	\$ 3,813	\$ 3,420
522	40	25	deferred compensation	\$ 0	\$ 840
522	40	27	clothing allowance	\$ 1,100	\$ 1,100
20 Personnel Benefits			\$ 66,178	\$ 72,795	
30 Supplies					
522	40	31	supplies	\$ 7,350	\$ 9,800
522	40	31	small tools & equipment	\$ 0	\$ 5,500
30 Supplies			\$ 7,350	\$ 15,300	
40 Services & Charges					
522	40	41	professional services	\$ 18,920	\$ 12,000
522	40	43	travel	\$ 4,925	\$ 15,950
522	40	45	rentals	\$ 1,750	\$ 1,500
522	40	48	repairs & maintenance	\$ 1,125	\$ 1,500
522	40	49	memberships, registrations, subscriptions	\$ 22,045	\$ 30,255
40 Services & Charges			\$ 48,765	\$ 61,205	
50 Intergovernmental Services					
522	40	51	intergovernmental services	\$ 0	\$ 400
50 Intergovernmental Services			\$ 0	\$ 400	
TOTAL 522.40 TRAINING			\$ 507,748	\$ 643,032	

General Expense Fund – Support Services Division

Program Description

This budget category includes the operations of facility, fleet and equipment maintenance, technology services, and purchasing.

The Facilities Maintenance section protects the public's investment in emergency services and ensures effective and uninterrupted emergency response by maintaining the Department's facilities and equipment through inspection and preventive maintenance. It also manages environmental compliance efforts including improving overall energy efficiency within our facilities and equipment.

The Fleet Maintenance section of the division provides a full range of services on emergency apparatus, light trucks, automobiles and related equipment. This division is responsible for delivering preventive and corrective maintenance services, mobile field repair, apparatus specifications, standardized vehicle setup, and computerized maintenance management on the all vehicles within the Department. The maintenance procedures provided are specifically designed in keeping with fire industry standards to preserve the investment in the apparatus and equipment and to ensure the operational capability to respond to emergencies. The Fleet Maintenance section is responsible for the annual testing and certification procedures conducted on fire pumps, aerial devices, and vehicle emissions.

The Information Technology (IT) section is responsible for supporting the Department's computing infrastructure, including the wide area data network, wireless local area network (to support Operations), the portal, internet access, e-mail resources, all employees' desktop and/or laptop PCs and related equipment, and Department-owned software. This section provides support for all Department applications and databases. It also ensures Department-wide integration and coordination of all communication and technology applications. The section is responsible for support of the multitude of Department-wide communication systems. This includes site specific landline phone systems, all emergency response portable and mobile radios, cell phones and PDAs, and pagers.

The division also provides oversight for major purchases, including negotiating pricing, provides for central inventory and fire equipment management, and management of surplus property. It oversees the capital replacement program of the Department.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 616,352	\$ 616,389	\$ 577,530
maintenance & operations	\$ 475,981	\$ 530,535	\$ 457,231
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 1,092,333	\$ 1,146,924	\$ 1,034,761

Personnel Summary

Position	2010	2009	2008
Deputy Chief	1	1	1
IT Manager	1	1	1
Maintenance Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Worker	1	1	1
TOTAL FTE	5	5	5

2010 Significant Changes/Issues/Discussion

- Deputy Chief salary increase reflects accounting change from deferred comp line item to salary line item. Net effect is zero.
- Travel and registrations were cut an additional 76%.
- Maintains cut from mid-2009 of janitorial service at Station 61.
- Eliminates landscaping contract and transfers some of that work to the maintenance division.
- Fuel costs were decreased to reflect market conditions and future projections.
- Utility costs increased overall by 7%.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1B Improve methods and tools for data acquisition and improve expertise in analysis
- 1J Establish performance specifications for dispatch center and radio communications

Goal 3 – Ensure that Essential Resources Are Adequately Met

- 3Q Establish apparatus replacement policy with associated financial plan.
- 3R Establish facility major maintenance schedule with associated financial plan.
- 3S Establish long-range facility upgrade/replacement schedule.
- 3T Create a strategic IT plan by identifying IT services provide, service levels and performance objectives for those services; create three year goals and objective, and financial plan.
- 3U Support collection of incident data, and identification of data to assist in strategic resource acquisition and deployment.
- 3V Improve information access and organizational communication tools.
- 3W Support migration to electronic incident information; place electronic access to data in all emergency apparatus

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

2010 Performance Objectives

- Integrate facility and landscape maintenance into Facilities and Grounds Worker job duties.
- Purchase capital items per budget.
- Execute repair and maintenance contracts per schedule.

SUPPORT SERVICES BUDGET DETAIL

522.50 SUPPORT SERVICES BUDGET DETAIL				2010 Proposed	2009 Budget
10 Salary & Wages					
522	50	11	salaries	\$ 488,039	\$ 467,175
522	50	12	overtime	\$ 9,745	\$ 9,636
10 Salary & Wages				\$ 497,784	\$ 476,811
20 Personnel Benefits					
522	50	21	State retirement	\$ 34,888	\$ 34,259
522	50	22	medical/dental	\$ 77,695	\$ 79,128
522	50	23	disability	\$ 1,200	\$ 1,200
522	50	24	L & I	\$ 3,035	\$ 2,659
522	50	25	deferred compensation	\$ 0	\$ 20,582
522	50	27	clothing allowance	\$ 1,750	\$ 1,750
20 Personnel Benefits				\$ 118,568	\$ 139,578
30 Supplies					
522	50	31	supplies	\$ 62,038	\$ 76,064
522	50	32	fuel	\$ 4,250	\$ 8,500
522	50	35	small tools & equipment	\$ 8,475	\$ 11,200
30 Supplies				\$ 74,763	\$ 95,764
40 Services & Charges					
522	50	41	professional services	\$ 65,786	\$ 95,475
522	50	42	communications	\$ 94,350	\$ 77,440
522	50	43	travel	\$ 2,500	\$ 6,495
522	50	44	advertising	\$ 1,000	\$ 1,000
522	50	45	rentals	\$ 10,715	\$ 7,000
522	50	47	utilities	\$ 144,310	\$ 135,205
522	50	48	repair & maintenance	\$ 81,357	\$ 84,443
522	50	49	memberships, registrations, subscriptions	\$ 1,200	\$ 7,713
40 Services & Charges				\$ 401,218	\$ 434,771
TOTAL 522.50 SUPPORT SERVICES				\$ 1,092,333	\$ 1,146,924

General Expense Fund – Other

Program Description

This budget category provides a “catch-all” for programs not otherwise categorized. Included is the Reserve Program, Health/Wellness program, and Safety Officer.

The Health/Wellness program was established to provide vaccination and testing services, and provide for annual health/wellness physicals for employees. Also included in this program is mandatory physical fitness training.

The Safety Officer is an assigned position with responsibility to assure compliance with applicable safety rules, regulations and standards.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 86,640	\$ 83,925	\$ 31,746
maintenance & operations	\$ 11,924	\$ 19,216	\$ 9,527
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 98,564	\$ 103,141	\$ 41,273

Personnel Summary – n/a

2010 Significant Changes/Issues/Discussion

- Elimination of the Reserve Program.
- Implements annual medical/physicals evaluations for all personnel.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1E Revitalize reserve personnel program and create volunteer programs to support the fire Department's mission.

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

16 Life Safety Initiatives (bolded items are 2010 priority)

1. **Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.**
2. **Enhance the personal and organizational accountability for health and safety throughout the fire service.**
3. Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.
4. **All Firefighters must be empowered to stop unsafe practices.**
5. Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.

6. **Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.**
7. Create a national research agenda and data collection system that relates to the initiatives.
8. **Utilize available technology wherever it can produce higher levels of health and safety.**
9. **Thoroughly investigate all firefighter fatalities, injuries, and near misses.**
10. Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.
11. National standards for emergency response policies and procedures should be developed and championed.
12. National protocols for response to violent incidents should be developed and championed.
13. Firefighters and their families must have access to counseling and psychological support.
14. Public education must receive more resources and be championed as a critical fire and life safety program.
15. Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.
16. **Safety must be a primary consideration in the design of apparatus and equipment.**

2010 Performance Objectives

SERVICES BUDGET DETAIL

522.60 OTHER SERVICES			2010 Proposed	2009 Budget	
10 Salary & Wages					
522	60	11	salaries	\$ 0	\$ 2,500
522	60	12	overtime	\$ 21,640	\$ 16,000
10 Salary & Wages			\$ 21,640	\$ 18,500	
20 Personnel Benefits					
522	60	21	benefits	\$ 0	\$ 425
522	60	22	wellness program	\$ 65,000	\$ 65,000
20 Personnel Benefits			\$ 65,000	\$ 65,425	
30 Supplies					
522	60	31	supplies	\$ 2,000	\$ 8,016
522	60	35	small tools & equipment	\$ 1,500	\$ 2,000
30 Supplies			\$ 3,500	\$ 10,016	
40 Services & Charges					
522	60	41	professional services	\$ 4,000	\$ 4,000
522	60	43	travel	\$ 1,724	\$ 1,650
522	60	48	repairs	\$ 1,500	\$ 2,500
522	60	49	memberships, registrations, subscriptions	\$ 1,200	\$ 1,050
40 Services & Charges			\$ 8,424	\$ 9,200	
TOTAL 522.60 OTHER SERVICES			\$ 98,564	\$ 103,141	

General Expense Fund – EMS/BLS (non-personnel)

Program Description

This budget category is established to account for all non-personnel BLS activities. Included are BLS supplies and fuel for BLS aid cars.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 0	\$ 0	\$ 0
maintenance & operations	\$ 53,935	\$ 56,180	\$ 35,198
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 53,935	\$ 56,180	\$ 35,198

Personnel Summary – n/a

2010 Significant Changes

Strategic Plan Goals and Objectives

2010 Performance Objectives

EMS/BLS BUDGET DETAIL

526.80 EMS (BLS)	2010 Proposed	2009 Budget
10 Salary & Wages		
526 80 12 overtime	\$ 0	\$ 0
10 Salary & Wages	\$ 0	\$ 0
30 Supplies		
526 80 31 supplies	\$ 37,031	\$ 36,875
526 80 32 fuel	\$ 10,904	\$ 16,705
30 Supplies	\$ 47,935	\$ 53,580
40 Services & Charges		
526 80 41 professional services	\$ 3,000	
526 80 48 repairs	\$ 3,000	\$ 2,600
40 Services & Charges	\$ 6,000	\$ 2,600
TOTAL 526.80 EMS (BLS)	\$ 53,935	\$ 56,180

General Expense Fund – Interfund Transfers - OUT

Program Description

This budget category accounts for transfers from the General Expense Fund to other Department funds.

Budget Summary

Expenditures	2010 proposed	2009 budget	2008 actual
personnel services	\$ 0	\$ 0	\$ 0
maintenance & operations	\$ 0	\$ 0	\$ 0
inter-governmental	\$ 0	\$ 0	\$ 0
transfers out	\$ 448,614	\$ 1,287,598	\$ 1,315,800
TOTAL EXPENDITURES	\$ 448,614	\$ 1,287,598	\$ 1,315,800

Personnel Summary – n/a

2010 Significant Changes/Issues/Discussion

- Ladder truck is due to be replaced in 2012. This budget changes the replacement costs from a new unit (approximate cost = \$1,400,000) to a re-furbished unit (approximate cost = \$700,000). This change dramatically affects the amount of money to be set aside in the capital fund for the next two years.
- The net effect of reducing the allocation to the capital fund for vehicle replacement must be addressed in the next few years. Absent a sufficient set aside, the apparatus replacement policy will run out of money in 2016.
- Benefits Fund anticipates up to 17 retirements based on minimum retirement age or 30 years of service.

Strategic Plan Goals and Objectives

2010 Performance Objectives

- see budget detail

INTERFUND TRANSFERS-OUT BUDGET DETAIL

597.00 INTERFUND TRANSFERS-OUT	2010 Proposed	2009 Budget
00 Transfers-out		
597 0 99 general expense reserve fund	\$ 0	\$ 100,000
598 0 99 facilities/equipment replacement fund	\$ 59,640	\$ 787,598
597 0 99 post employment benefits fund	\$ 392,120	\$ 400,000
00 Transfers-out	\$ 451,760	\$ 1,287,598
TOTAL 597.00 TRANSFERS-OUT	\$ 451,760	\$ 1,287,598

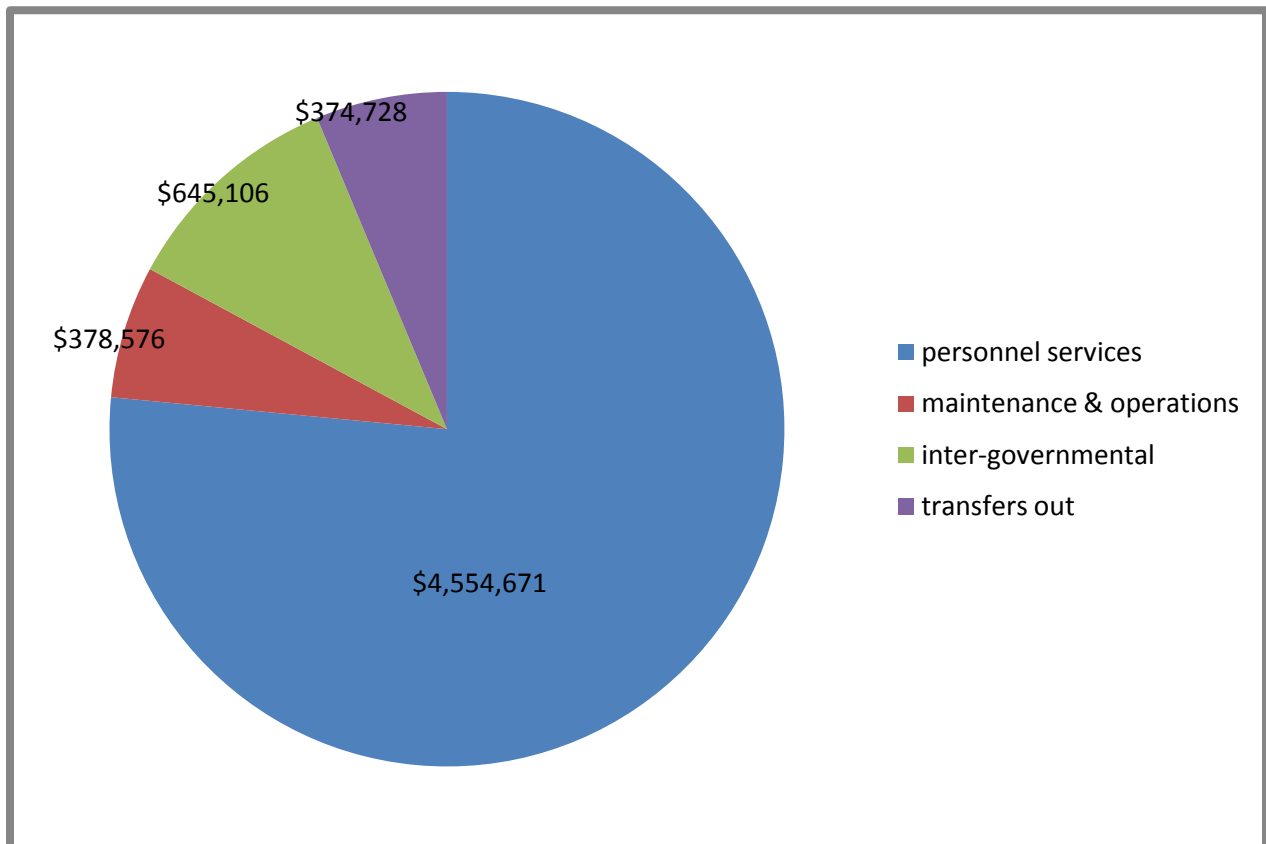
2010 BUDGET ALS EXPENSE FUND

Program Description

This budget category is established to account for the operations of ALS emergency medical services through contract with King County EMS.

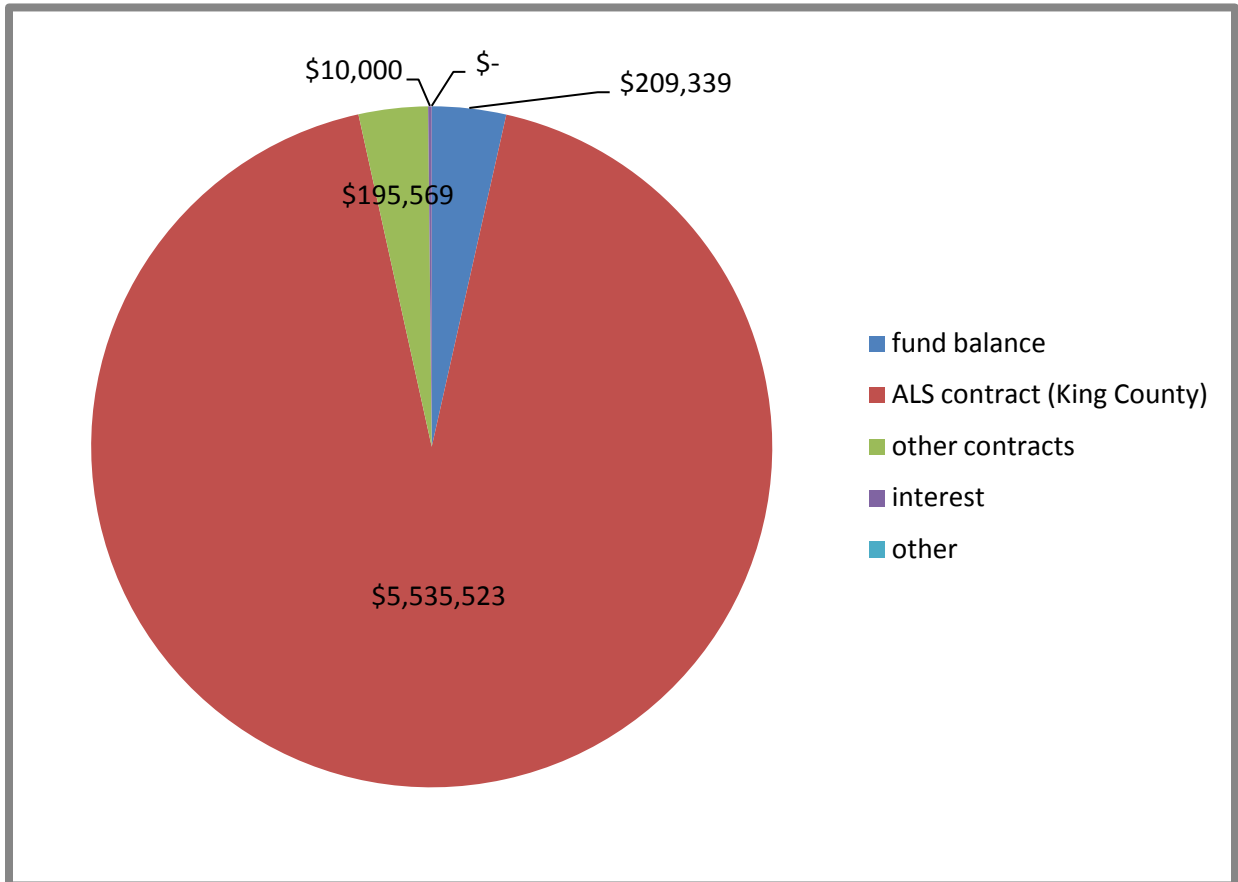
ALS Expense Fund - Expenditures

Expenditures	2010 budget	2009 projected	2008 actual
personnel services	\$ 4,554,671	\$ 4,547,036	\$ 4,185,547
maintenance & operations	\$ 378,576	\$ 225,832	\$ 278,691
inter-governmental	\$ 645,106	\$ 629,977	\$ 549,405
transfers out	\$ 374,728	\$ 606,793	\$ 760,516
TOTAL	\$ 5,953,082	\$ 6,009,638	\$ 5,774,159



ALS Expense Fund - Revenues

Revenues	2010 budget	2009 projected	2008 actual
fund balance	\$ 209,339	\$ 213,812	\$ 568,141
ALS contract (King County)	\$ 5,535,523	\$ 5,709,690	\$ 5,067,913
other contracts	\$ 195,569	\$ 194,800	\$ 88,691
interest	\$ 10,000	\$ 11,650	\$ 7,450
other	\$ 0	\$ 89,025	\$ 249,751
TOTAL	\$ 5,950,431	\$ 6,218,977	\$ 5,981,946



ALS Expense Fund - Personnel Summary

Position	2010	2009	2008
Deputy Fire Chief	.5	.5	.5
Medical Services Officer	4	4	4
Firefighter/Paramedic – special projects	1	1	1
Firefighter/Paramedic	26	24	24
TOTAL	31.5	29.5	29.5

2010 Significant Changes/Issues/Discussion

- Adds two (2) Firefighter/Paramedic positions to address retirements in the next few years. Four (4) Firefighter/Paramedics are currently eligible to retire based on age and/or years of service.
- Travel and registrations were cut by 50%.

Strategic Plan Goals and Objectives

Goal 1 – Identify services and service levels and improve services where needed.

- 1A Establish emergency services performance objectives and monitor results.
- 1D Assess historical incident modeling, perform incident hazard / risk analysis and develop standard of cover document to update and compliment performance objectives

Goal 5 – Implement Ongoing Strategic Planning

- 5A Create a one-year operational plan (based on the Strategic Plan) on an annual basis.

2010 Performance Objectives

- EMS/BLS:
 - turn-out time of 1 minute---90% of the time.
 - travel time for the first arriving ALS company of 10 minutes---90% of the time.

ALS OPERATIONS BUDGET DETAIL

526.80 ALS OPERATIONS BUDGET			2010 Proposed	2009 Budget	
10 Salary & Wages					
526	80	11	salaries	\$ 3,286,235	\$ 3,155,452
526	80	12	overtime	\$ 540,000	\$ 632,257
526	80	13	salaries-other	\$ 0	\$ 0
			10 Salary & Wages	\$ 3,826,235	\$ 3,787,709
20 Personnel Benefits					
526	80	21	State retirement	\$ 192,225	\$ 161,365
526	80	22	medical/dental	\$ 451,186	\$ 468,396
526	80	23	disability	\$ 300	\$ 9,150
526	80	24	L&I - unemployment	\$ 54,324	\$ 48,296
526	80	25	deferred compensation	\$ 0	\$ 4,840
526	80	27	clothing allowance	\$ 16,825	\$ 20,190
526	80	28	tuition reimbursement	\$ 1,000	\$ 1,000
526	80	29	benefits (new FF/PM - 3 months)	\$ 12,576	\$ 23,064
			20 Benefits	\$ 728,436	\$ 736,301
30 Supplies					
526	80	31	supplies	\$ 149,074	\$ 149,074
526	80	32	fuel	\$ 34,200	\$ 45,600
526	80	32	small tools/equipment	\$ 40,000	\$ 40,000
			30 Supplies	\$ 223,274	\$ 234,674
40 Services & Charges					
526	80	41	professional services	\$ 85,302	\$ 83,400
526	80	43	travel	\$ 7,500	\$ 14,500
526	80	45	rentals	\$ 8,000	\$ 8,000
526	80	47	utilities	\$ 7,500	\$ 7,500
526	80	48	repairs & maintenance	\$ 41,000	\$ 36,700
526	80	49	memberships, registrations, subscriptions	\$ 6,000	\$ 7,500
			40 Services & Charges	\$ 155,302	\$ 157,600
50 Intergovernmental Services					
526	80	51	Government Services	\$ 645,106	\$ 642,099
			50 Intergovernmental Services	\$ 645,106	\$ 642,099
00 Transfers-out					
597	0	99	post-employment benefit reserve	\$ 108,026	\$ 85,786
597	0	99	vehicle/equipment replacement fund	\$ 71,134	\$ 326,207
597	0	99	ALS expense reserve fund	\$ 195,569	\$ 194,800
			00 Transfers-out	\$ 374,728	\$ 606,793
			TOTAL 526.80 ALS OPERATIONS	\$ 5,953,082	\$ 6,165,176

2010 BUDGET GENERAL CAPITAL FUND

General Capital Fund

Program Description

This budget is established for the purchase of capital items. Generally capital items are defined as durable goods (greater than a 1 year life) and/or exceed \$1,000 value. Also included is the cost of major improvements to facilities.

General Capital Fund - Expenditures

Expenditures	2010 proposed	2009 projected	2008 actual
small tools & equipment	\$ 158,840	\$ 62,712	\$ 344,742
maintenance & operations	\$ 120,838	\$ 162,372	\$ 282
capital purchases	\$ 593,678	\$ 345,313	\$ 1,020,339
Total Expenditures	\$ 873,356	\$ 570,397	\$ 1,365,363

General Capital Fund - Revenues

Revenues	2010 budget	2009 projected	2008 actual
fund balance	\$ 705,725	\$ 958,015	\$ 1,354,584
transfers in (general expense fund)	\$ 59,640	\$ 196,900	\$ 765,800
transfers in (EMS donations fund)	\$ 40,288	\$ 45,000	\$ 15,000
interest	\$ 15,115	\$ 19,434	\$ 7,522
other	\$ 10,000	\$ 56,773	\$ 180,472
TOTAL	\$ 830,768	\$ 1,276,122	\$ 2,323,378

Personnel Summary – n/a

2010 Significant Changes/Issues/Discussion

- See budget detail

Strategic Plan Goals and Objectives

Goal 3 – Ensure that Essential Resources Are Adequately Met

- 3Q Establish apparatus replacement policy with associated financial plan.
- 3R Establish facility major maintenance schedule with associated financial plan.
- 3S Establish long-range facility upgrade/replacement schedule.

2010 Performance Objectives

- See budget detail

GENERAL CAPITAL FUND BUDGET DETAIL

522.20 FIRE/BLS OPERATIONS				
30 Supplies				
522	20	35	001	PPE (bunker gear) \$ 36,266
522	20	35	002	PPE (bunker gear) - new, replacement hires \$ 10,816
522	20	35	003	fire hose \$ 40,000
522	20	35	004	other equipment (D/C Jones)* \$ 10,000
				30 Supplies \$ 97,082
60 Capital Purchases				
522	20	64	001	thermal imaging camera \$ 12,000
522	20	64	002	B61 vehicle \$ 70,237
522	20	64	003	MDT/AVL (4)* \$ 60,000
522	20	64	004	paging/alerting system \$ 120,000
				60 Capital Purchases \$ 262,237
				TOTAL 522.20 FIRE/BLS OPERATIONS \$ 359,319
522.40 TRAINING				
60 Capital Purchases				
522	40	64	001	training tower/site enhancements* \$ 15,000
				60 Capital Purchases \$ 15,000
				TOTAL 522.40 TRAINING \$ 15,000
522.50 SUPPORT SERVICES				
30 Supplies				
522	50	35	001	computer replacement program \$ 24,974
522	50	35	002	computer servers \$ 7,000
522	50	35	003	water heater – Station 64 \$ 6,000
522	50	35	004	office equipment* \$ 10,264
522	50	35	005	office furnishings* \$ 3,120
522	50	35	006	appliances* \$ 10,400
				30 Supplies \$ 61,758
40 Services & Charges				
522	50	41	001	professional services – portal enhancements \$ 8,000
522	50	48	001	facility repair & maintenance \$ 112,838
				40 Services & Charges \$ 120,838
60 Capital Purchases				
522	50	64	001	fiber optic \$ 25,000
522	50	64	002	phone system \$ 50,000
				60 Capital Purchases \$ 75,000
				TOTAL 522.50 SUPPORT SERVICES \$ 257,596

522.60 OTHER					
60 Capital Purchases					
522	60	64	001	fitness equipment*	\$ 10,000
				60 Capital Purchases	\$ 10,000
				TOTAL 522.60 OTHER	\$ 10,000
TOTAL 526.80 EMS (BLS)					
60 Capital Purchases					
522	20	64	001	MDT/AVL (2)*	\$ 30,000
522	20	64	002	aid car – F-series 4X4	\$ 201,441
				60 Capital Purchases	\$ 231,441
				TOTAL 526.80 EMS (BLS)	\$ 231,441
				GENERAL CAPITAL BUDGET TOTAL	\$ 873,356
				*contingent items	\$ 223,784
				GENERAL CAPITAL BUDGET TOTAL	\$ 649,572
				(w/o contingent items)	

2010 BUDGET ALS CAPITAL FUND

ALS Capital Fund

Program Description

This budget is established for the purchase of capital items. Generally capital items are defined as durable goods (greater than a 1 year life) and/or exceed \$1000 value. Also included is the cost of major improvements to facilities.

ALS Capital Fund - Expenditures

Expenditures	2010 proposed	2009 projected	2008 actual
small tools & equipment	\$ 6,400	\$ 0	\$ 0
maintenance & operations	\$ 0	\$ 0	\$ 0
capital purchases	\$ 122,500	\$ 571,972	\$ 174,190
Total Expenditures	\$ 128,900	\$ 571,972	\$ 174,190

ALS Capital Fund - Revenues

Revenues	2010 budget	2009 projected	2008 actual
fund balance	\$ 327,496	\$ 527,138	\$ 0
transfers in (ALS expense fund)	\$ 213,402	\$ 326,207	\$ 691,813
transfers in (EMS donations fund)	\$ 0	\$ 0	\$ 0
interest	\$ 5,000	\$ 9,123	\$ 9,515
other	\$ 0	\$ 37,000	\$ 0
TOTAL	\$ 545,898	\$ 899,468	\$ 701,328

Personnel Summary – n/a

2010 Significant Changes

- See budget detail

Strategic Plan Goals and Objectives

Goal 3 – Ensure that Essential Resources are Adequately Met

- 3Q Establish apparatus replacement policy with associated financial plan.

2010 Performance Objectives

ALS CAPITAL FUND BUDGET DETAIL

526.80 ALS OPERATIONS					
30 Supplies					
526	80	35	001	PPE (bunker gear)	\$ 6,400
				30 Supplies	\$ 6,400
60 Capital Purchases					
526	80	64	001	mobile radios (7)	\$ 17,500
526	80	64	002	MDT/AVL (7)	\$ 105,000
				60 Capital Purchases	\$ 122,500
				TOTAL 526.80 ALS OPERATIONS	\$ 128,900
				ALS CAPITAL BUDGET TOTAL	\$ 128,900

2010 BUDGET POST EMPLOYMENT BENEFITS FUND

Post Employment Benefits Fund

Program Description

This budget funds the obligations for all medical and dental expenses for retired LEOFF 1 employees. In addition, it funds the vacation and sick leave cash-outs for current employees upon retirement from service. There are currently 14 LEOFF 1 retired employees and 111 active employees. The cash-out prediction for active employees is based on 30 years of service or minimum retirement age, whichever occurs first. For this budget period there are 17 employees who meet these criteria. This fund has been in place now for 5 years and therefore the projected expenditures (with the exception of retirements) are more closely matched to historical trends.

Post Employment Benefits Fund - Expenditures

Expenditures	2010 proposed	2009 projected	2008 actual
personnel services	\$ 978,394	\$ 317,498	\$ 160,097
contingency	\$ 224,000	\$ 0	\$ 28,024
Total Expenditures	\$ 1,202,394	\$ 317,498	\$ 188,121

Post Employment Benefits Fund - Revenues

Revenues	2010 budget	2009 projected	2008 actual
fund balance	\$ 852,075	\$ 670,188	\$ 479,091
transfers in (General expense fund)	\$ 391,974	\$ 400,000	\$ 300,000
transfers in (ALS expense fund)	\$ 108,026	\$ 85,786	\$ 68,703
interest	\$ 15,845	\$ 13,023	\$ 9,760
other	\$ 0	\$ 576	\$ 755
TOTAL	\$ 1,367,920	\$ 1,169,573	\$ 858,309

Personnel Summary – n/a

2010 Significant Changes/Issues/Discussion

- This budget fully funds all anticipated and obligated expenses for 2010. It also allows for a comfortable margin of unplanned (contingency) expenses. Should the budget situation deteriorate further, the Board and/or Fire Chief should evaluate the actual expenses mid-year and determine whether or not the second half transfers-in can be deferred into 2011. Caution should be exercised in any deferral to this account as the obligations are mandated either by State law or contractually.

Strategic Plan Goals and Objectives

2010 Performance Objectives

- See budget detail

POST EMPLOYMENT BENEFITS BUDGET DETAIL

20 Personnel Benefits						
522	10	22	001	L1 medical premiums	\$	56,042
522	10	22	002	L1 dental benefits	\$	21,000
522	10	22	003	L1 Medicare premiums	\$	11,979
522	10	22	004	L1 long-term care premiums	\$	24,747
522	10	22	005	L1 long-term care expenses	\$	210,000
522	10	22	006	L1 medical re-imburement	\$	14,000
522	10	22	007	L1 prescription co-pays	\$	14,000
522	10	22	008	vacation cash-out	\$	334,650
522	10	22	009	sick leave cash-out	\$	501,976
522	10	22	010	other	\$	14,000
				20 Personnel Benefits	\$	1,202,394
				POST EMPLOYMENT BENEFITS BUDGET TOTAL	\$	1,202,394