

SHORELINE FIRE DEPARTMENT



2009 BUDGET

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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 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 will provide 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 services 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)
- Inter- fund Transfers

This account is funded primarily from property taxes (86%) and from additional sources such as BLS contract, ALS overhead charges, services 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 on 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, typically 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, typically from ending fund balance and 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.

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 \$75,000 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.

2009 BUDGET OVERVIEW

This budget addresses the growth related needs of the community and the Department while continuing with the financial policies of the Department. Overall the Department is in sound financial condition with the passage of a six-year levy in August 2008. However, with the uncertainty of the economic conditions and a likely recession in 2009, this budget has been structured in such a manner that the Department will be in a position to mitigate these 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 2009 and 2010.

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 in 2009, 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, will allow 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. We will continue to work diligently to meet our citizens' 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 \$0.15 per \$1,000 of assessed valuation. This compares to the 2008 rate of \$0.158 per \$1,000 of assessed valuation.

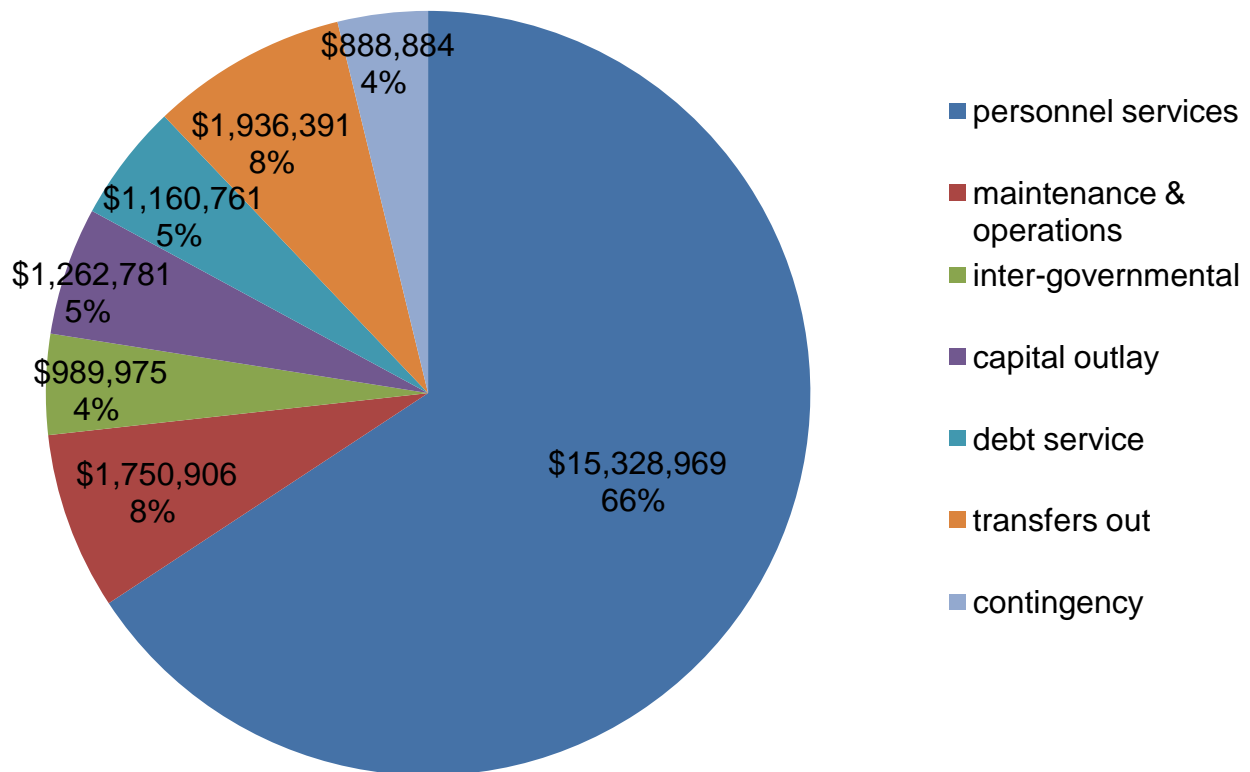
The budget process for 2009 has been driven in large part by our strategic plan and the **core organizational strategies** identified therein:

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.**

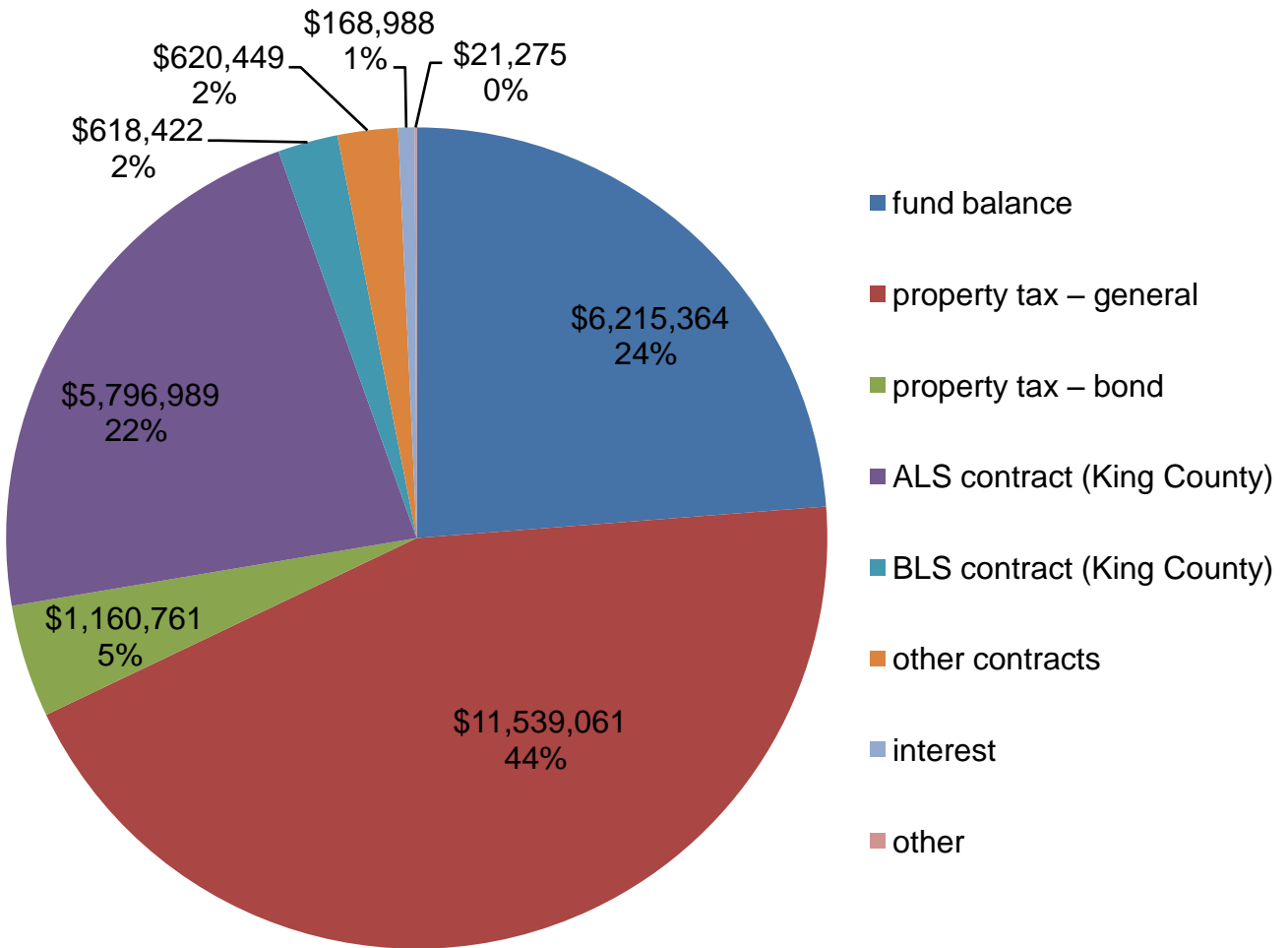
2009 Budget Expenditure Summary (all Funds)

Expenditures	2009 budget	2008 projected	2007 actual
personnel services	\$ 15,328,969	\$ 13,980,356	\$ 11,780,395
maintenance & operations	\$ 1,750,906	\$ 1,254,728	\$ 1,123,273
inter-governmental	\$ 989,975	\$ 867,368	\$ 549,414
capital outlay	\$ 1,262,781	\$ 1,629,896	\$ 1,050,141
debt service	\$ 1,160,761	\$ 1,144,832	\$ 1,113,823
transfers out	\$ 1,936,391	\$ 2,091,316	\$ 1,100,000
contingency	\$888,884	\$ 0	\$ 12,564
TOTAL	\$ 23,318,667	\$ 20,968,496	\$ 16,729,610



2009 Budget Revenue Summary (all Funds)

Revenues	2009 budget	2008 projected	2007 actual
fund balance	\$ 6,215,364	\$ 7,497,428	\$ 7,699,644
property tax – general	\$ 11,539,061	\$ 9,392,187	\$ 9,164,370
property tax – bond	\$ 1,160,761	\$ 1,144,832	\$ 970,812
ALS contract (King County)	\$ 5,796,989	\$ 5,748,328	\$ 3,578,154
BLS contract (King County)	\$ 618,422	\$ 585,623	\$ 381,824
other contracts	\$ 620,449	\$ 585,180	\$ 538,132
interest	\$ 168,988	\$ 204,776	\$ 393,418
other	\$ 21,275	\$ 78,367	\$ 256,507
TOTAL	\$ 26,141,309	\$ 25,236,721	\$ 22,982,861



2009 Personnel Summary (all Funds)

Position	2009	2008	2007
Fire Commissioners	3	3	3
Fire Chief	1	1	1
Deputy Fire Chief	2	2	2
Administrative Services Director	1	1	1
Deputy Administrative Services Director	1	1	1
IT Manager	1	1	1
Executive Assistant	1	1	1
Administrative Assistant	4	4	3
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	4
Lieutenant	8	8	8
Medical Services Officer	5	5	4
Firefighter/Paramedic	29	25	25
Driver Engineer	12	12	12
Firefighter/EMT	32	32	28
TOTAL	118	114	107

2009 Budget Overview

The proposed 2009 budget reflects an ongoing balance of providing the highest level of service to the citizens we protect, while at the same time keeping the budget within the statutory limits established for fire protection districts.

Noteworthy items within the 2009 budget include:

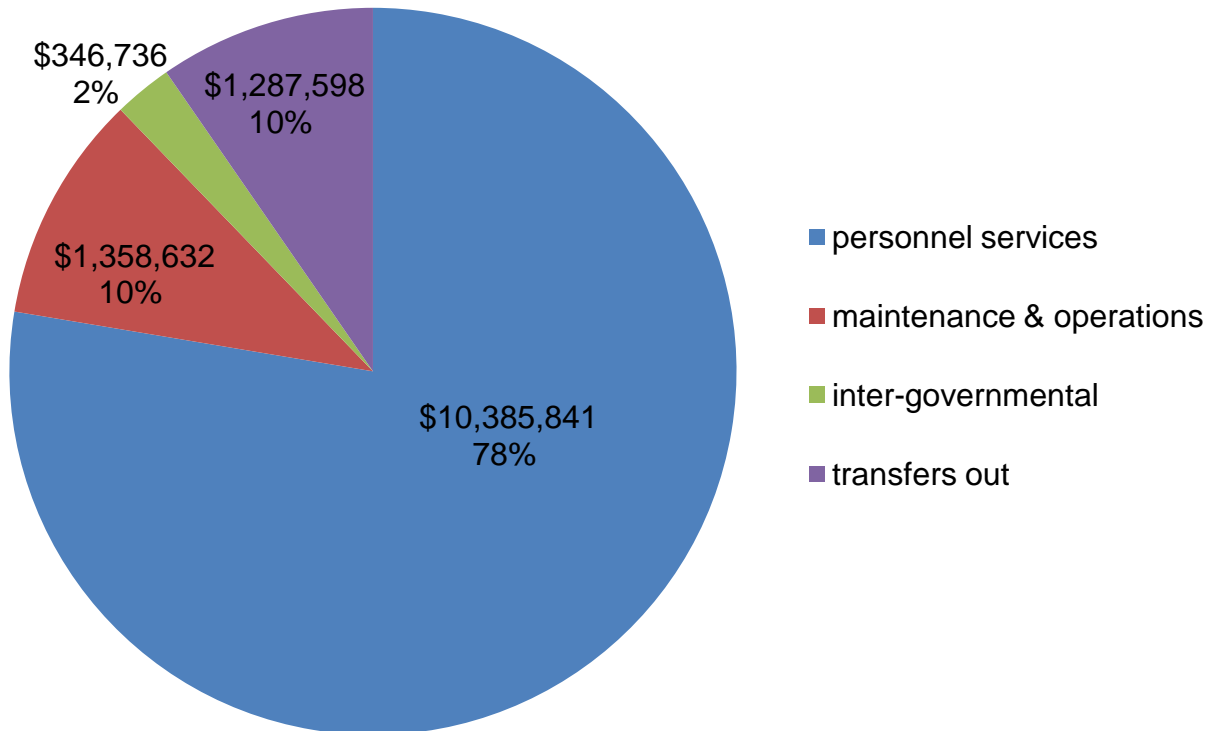
- Staff two (2) engine companies and one (1) engine/ladder company with three (3) firefighters, and staff two (2) BLS aid cars with two (2) firefighters.
- Staff three (3) medic units with two (2) firefighter/paramedics, through contract with King County EMS, 24 hours per day.
- Meet the increases in wages and benefits in the 2008-2010 contract for the firefighters and officers represented by IAFF Local #1760, as well as for all exempt and non-contract departmental employees.

- The ALS budget proposes adding four (4) firefighter/paramedic trainees in October 2009. Upon completing training in August 2010, these personnel would be utilized to fill firefighter/paramedic routine vacancies and/or provide supplemental staffing for fire/BLS operations.
- Our commitment to the safety and training of our firefighters is highly valued in this organization. This budget includes support for all areas of training and in particular emphasizes technical rescue, officer development and driver training. With the uncertainty of the economy in 2009, all travel related training budgets were cut by 50%
- Maintain full medical and dental coverage for all LEOFF 1 personnel and provide for post retirement benefit obligations to employees. In addition, it is the policy for this fund to maintain sufficient reserves to cover catastrophic costs for LEOFF 1 personnel, some of which are currently being mitigated with long term health care coverage.
- Continue to fully fund the General Capital Fund for apparatus, equipment and facilities needs, as well as set aside money for future obligations according to the replacement/repair schedule. Major purchases for 2009 include one (1) new BLS aid car, security enhancements at Stations 64 and 65, major facility maintenance projects, completion of the transition to a new regional dispatch center (see below) and other planned ongoing replacement and/or upgrade needs.
- Continue to fully fund the ALS Fund for apparatus, equipment and facilities needs, as well as set aside money for future obligations according to the replacement/repair schedule. Major purchases for 2009 include delivery of three (3) new ALS medic units, completion of the transition to a new regional dispatch center (see below) and other planned ongoing replacement and/or upgrade needs.
- Funding has been allocated to complete the transition to a regional dispatch center (NORCOM). The increased costs associated with the move are due to the change from a contractual arrangement to that of an owner/partner. This involves not only the costs for day-to-day operations but also for capital investment and replacement.
- This budget continues the non-specified term employee (firefighter/paramedic) assigned to the ALS Division, under the supervision of the Deputy Chief of Operations/EMS, to address special projects and education.
- A concern that remains unfunded is with regards to the Administrative workload. Specifically these concerns center on added attention to the Strategic Plan, assistance with the Deputy Chief of Emergency Services' workload, preparation for possible accreditation in the future and other planning-related issues relating to response standards. With State-mandated performance audits on the horizon, it is imperative that the department is functioning according to our stated goals and objectives contained in our Strategic Plan, as well as meeting our legal obligations and performing up to the requirements of minimum industry accepted standards and best practices.
- Reserve funds receive additional money due to uncertainty of economy.

2009 BUDGET GENERAL EXPENSE FUND

General Expense Fund – Expenditures

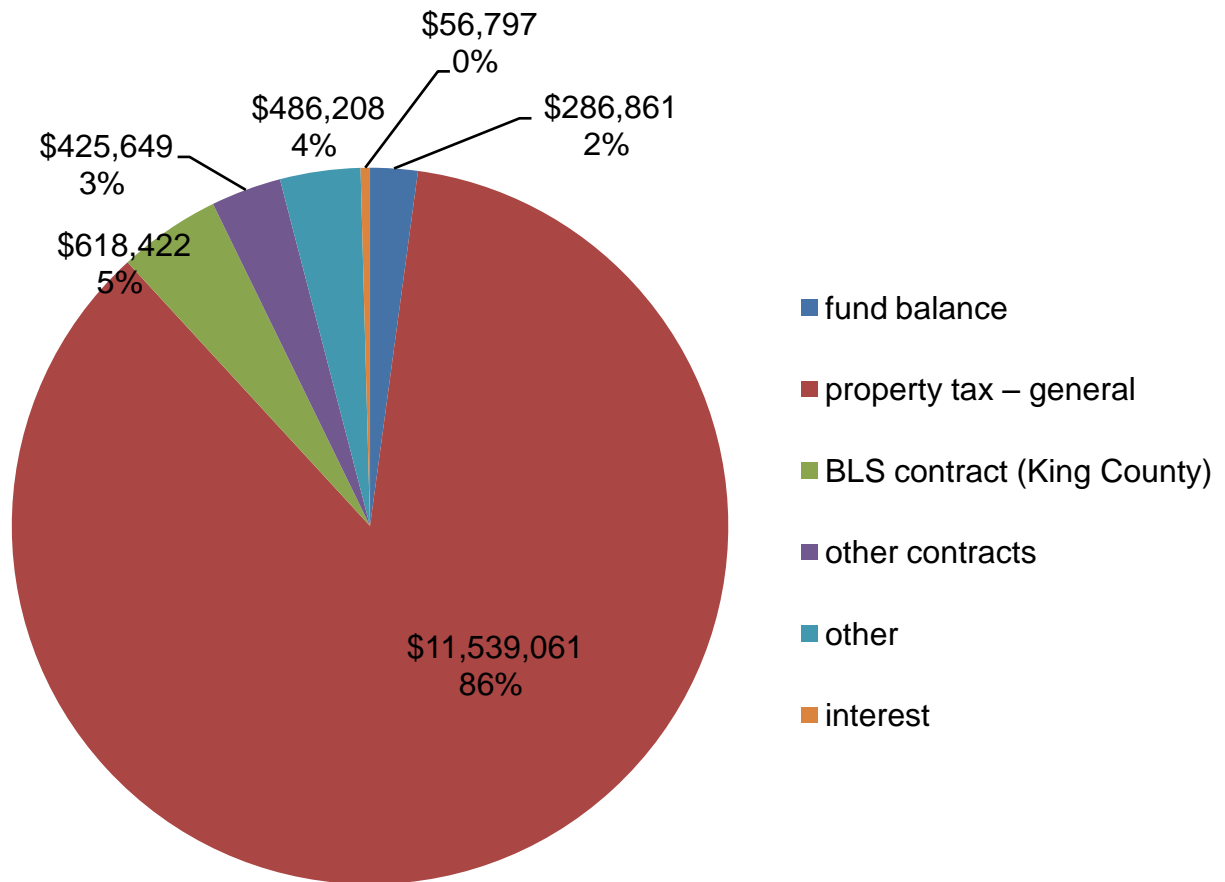
Expenditures	2009 budget	2008 projected	2007 actual
personnel services	\$ 10,385,841	\$ 9,413,372	\$ 8,052,378
maintenance & operations	\$ 1,358,632	\$ 951,093	\$ 932,120
inter-governmental	\$ 346,736	\$ 315,240	\$ 323,566
transfers out	\$ 1,287,598	\$ 1,315,800	\$ 1,100,000
TOTAL	\$ 13,378,807	\$ 11,995,505	\$ 10,408,064



General Expense Fund – Revenues

Revenues	2009 budget	2008 projected	2007 actual
fund balance*	\$ 286,861	\$ 1,334,285	\$ 1,338,001
property tax	\$ 11,539,061	\$ 9,393,187	\$ 9,164,370
BLS contract (King County)	\$ 618,422	\$ 585,623	\$ 381,824
other contracts	\$ 425,649	\$ 407,798	\$ 384,515
interest	\$ 56,797	\$ 92,585	\$ 166,863
other	\$ 486,208	\$ 469,888	\$ 306,776
TOTAL	\$ 13,412,998	\$ 12,282,366	\$ 11,742,349

*less two (2) months operating reserve



General Expense Fund – Budget Summary Detail

	2009 proposed	% change	2008 budget	2007 actual
Salaries	\$ 7,486,277	16.51%	\$ 6,425,549	\$ 5,683,662
Overtime	\$ 921,859	17.32%	\$ 785,766	\$ 721,442
Salary/Benefit Reserve	\$ 33,000	-34.00%	\$ 50,000	\$ 0
Retirement	\$ 421,690	16.80%	\$ 361,051	\$ 320,395
Medical	\$ 1,298,363	7.98%	\$ 1,202,360	\$ 1,014,522
Disability	\$ 21,150	23.68%	\$ 17,100	\$ 16,613
Payroll Mandates	\$ 113,205	2.73%	\$ 110,196	\$ 90,491
Deferred Comp	\$ 27,827	-86.97%	\$ 213,620	\$ 171,128
EAP	\$ 2,050	-97.53%	\$ 83,133	\$ 1,437
Clothing Allowance	\$ 42,450	-22.62%	\$ 54,856	\$ 27,206
Tuition Reimbursement	\$ 11,000	6.80%	\$ 10,300	\$ 5,242
Miscellaneous	\$ 6,970	-30.84%	\$ 10,078	\$ 5,829
Supplies	\$ 226,077	3.26%	\$ 218,935	\$ 196,515
Fuel	\$ 96,031	36.68%	\$ 70,259	\$ 62,101
Small Tools/Equipment	\$ 41,846	42.80%	\$ 29,303	\$ 24,501
Professional Services	\$ 347,251	-0.02%	\$ 347,326	\$ 195,261
Postage	\$ 105,749	11.65%	\$ 94,711	\$ 83,434
Travel	\$ 42,195	-42.38%	\$ 73,229	\$ 31,589
Advertising	\$ 6,100	48.06%	\$ 4,120	\$ 1,044
Equipment Rental	\$ 10,000	36.61%	\$ 7,320	\$ 7,583
Insurance	\$ 80,000	0.54%	\$ 79,568	\$ 76,905
Telecommunications/Utilities	\$ 135,205	-5.13%	\$ 142,516	\$ 102,925
Repairs/Maintenance	\$ 90,340	12.16%	\$ 80,548	\$ 57,657
Miscellaneous	\$ 177,838	-14.13%	\$ 207,090	\$ 83,408
Gov. Services	\$ 346,736	9.99%	\$ 315,240	\$ 323,570
Inter-fund Transfers	\$ 1,287,598	-15.05%	\$ 1,515,800	\$ 1,100,000
TOTAL	\$ 13,378,807	6.95%	\$ 12,509,975	\$ 10,404,460

General Expense Fund – Personnel Summary

Position	2009	2008	2007
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	1	1	1
Administrative Assistant	4	4	3
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	4
Lieutenant	8	8	8
Medical Services Officer	1	1	0
Driver Engineer	12	12	12
Firefighter/EMT	32	32	28
TOTAL	84.5	84.5	77.5

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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 32,250	\$ 25,920	\$ 14,580
maintenance & operations	\$ 80,340	\$ 99,635	\$ 17,913
inter-governmental	\$ 50,000	\$ 51,500	\$ 0
TOTAL EXPENDITURES	\$ 162,596	\$ 177,055	\$ 32,493

Personnel Summary

Position	2009	2008	2007
Fire Commissioner	3	3	3
TOTAL FTE	3	3	3

2009 Significant Changes

Strategic Plan Goals and Objectives

2009 Performance Objectives

Legislative Services Budget Detail

511.60 COMMISSIONER SERVICES			2009 Proposed	
10 Salary & Wages				
511	60	11	salaries	\$ 32,256
			10 Salary & Wages	\$ 32,256
40 Services & Charges				
511	60	43	travel	\$ 2,250
511	60	49	memberships - registrations – subscriptions	\$ 78,090
			40 Services & Charges	\$ 80,340
			TOTAL 511.60 LEGISLATIVE SERVICES	\$ 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	\$ 50,000
			50 Intergovernmental Services	\$ 50,000
			TOTAL 511.70 ELECTION COSTS	\$ 50,000
			TOTAL 511 LEGISLATIVE SERVICES	\$ 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. Human Resources oversees 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 District'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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 802,100	\$ 749,863	\$ 664,987
maintenance & operations	\$ 377,714	\$ 371,067	\$ 252,394
inter-governmental	\$ 12,500	\$ 10,609	\$ 4,702
TOTAL EXPENDITURES	\$ 1,192,314	\$ 1,131,539	\$ 922,083

Personnel Summary

Position	2009	2008	2007
Fire Chief	1	1	1
Administrative Services Director	1	1	1
Deputy Administrative Services Director	1	1	1
Executive Assistant	1	1	1
Admin. Assistant - Personnel/Payroll	1	1	1
Admin. Assistant - Reception/Accounting	1	1	1
TOTAL FTE	6	6	6

2009 Significant Changes

- Salary reserve and temporary employment line items (budget amendment in 2008) were integrated into the base budget.
- Increased funding for legal services.
- Travel and registrations were cut by 50%.

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.

2009 Performance Objectives

Administration Budget Detail

522.10 ADMINISTRATION			2009 Proposed	
10 Salary & Wages				
522	10	11	salaries	\$ 550,199
522	10	12	overtime	\$ 83,340
522	10	13	salaries-other	\$ 33,000
			10 Salary & Wages	\$ 666,539
20 Personnel Benefits				
522	10	21	State retirement	\$ 34,802
522	10	22	medical/dental	\$ 76,921
522	10	24	L&I - unemployment	\$ 4,388
522	10	25	deferred compensation	\$ 0
522	10	26	employee assistance program	\$ 2,050
522	10	27	clothing allowance	\$ 2,200
522	10	28	tuition reimbursement	\$ 11,000
522	10	29	employee recognition program	\$ 4,200
			20 Benefits	\$ 135,561
30 Supplies				
522	10	31	supplies	\$ 18,873
522	10	32	fuel	\$ 675
522	10	32	small tools/equipment	\$ 1,000
			30 Supplies	\$ 20,548
40 Services & Charges				
522	10	41	professional services	\$ 200,216
522	10	42	postage	\$ 5,909
522	10	43	travel	\$ 9,925
522	10	44	advertising	\$ 4,500
522	10	45	rentals	\$ 2,000
522	10	46	insurance	\$ 80,000
522	10	48	repairs & maintenance	\$ 550
522	10	49	memberships - registrations - subscriptions	\$ 54,066
			40 Services & Charges	\$ 357,166
50 Intergovernmental Services				
522	10	51	Government Services	\$ 12,500
			50 Intergovernmental Services	\$ 12,500
			TOTAL 522.10 ADMINISTRATION	\$ 1,192,314

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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 7,515,982	\$ 6,741,215	\$ 6,018,150
maintenance & operations	\$ 172,818	\$ 139,073	\$ 113,417
inter-governmental	\$ 283,836	\$ 252,731	\$ 209,998
TOTAL EXPENDITURES	\$ 7,972,696	\$ 7,133,019	\$ 6,341,564

Personnel Summary

Position	2009	2008	2007
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	28
TOTAL FTE	60.5	60.5	56.5

2009 Significant Changes

- Fuel costs were increased to reflect market conditions and future uncertainty.

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.

2009 Performance Objectives

Fire/BLS Operations Budget Detail

522.20 FIRE/BLS OPERATIONS				2009 Proposed
10 Salary & Wages				
522	20	11	salaries	\$ 5,576,264
522	20	12	overtime	\$ 555,073
10 Salary & Wages				\$ 6,131,337
20 Personnel Benefits				
522	20	21	State retirement	\$ 301,734
522	20	22	medical/dental	\$ 930,163
522	20	23	disability	\$ 18,150
522	20	24	L & I	\$ 95,898
522	20	25	deferred compensation	\$ 4,000
522	20	26	pooled benefits - new FF's	\$ 0
522	20	27	clothing allowance	\$ 34,700
20 Personnel Benefits				\$ 1,384,645
30 Supplies				
522	20	31	supplies	\$ 58,549
522	20	32	fuel	\$ 57,626
522	20	35	small tools & equipment	\$ 26,596
30 Supplies				\$ 142,771
40 Services & Charges				
522	20	41	professional services	\$ 7,750
522	20	48	repairs and maintenance	\$ 22,357
40 Services & Charges				\$ 30,107
50 Intergovernmental Services				
522	20	51	intergovernmental services	\$ 283,836
50 Intergovernmental Services				\$ 283,836
TOTAL 522.20 FIRE/BLS OPERATIONS				\$ 7,972,696

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 Sheriff's 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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 796,062	\$ 664,521	\$ 564,756
maintenance & operations	\$ 50,264	\$ 48,845	\$ 33,137
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 819,326	\$ 713,366	\$ 597,893

Personnel Summary

Position	2009	2008	2007
Fire Marshal	1	1	1
Deputy Fire Marshal	1	1	1
Firefighter/Inspector	2	2	2
Community Educator/Information	1	1	1
Administrative Assistant	1	1	0
TOTAL FTE	6	6	5

2009 Significant Changes

- Overtime for fire investigations (moved from fire/BLS operations).
- Travel and registrations were cut by 50%.

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.

2009 Performance Objectives

Fire Prevention/Education Budget Detail

522.30 FIRE PREVENTION/EDUCATION				2009 Proposed	
10 Salary & Wages					
522	30	11	salaries	\$	581,461
522	30	12	overtime	\$	50,900
10 Salary & Wages				\$	632,361
20 Personnel Benefits					
522	30	21	State retirement	\$	35,047
522	30	22	medical/dental	\$	85,738
522	30	23	disability	\$	1,200
522	30	24	L & I	\$	6,840
522	30	25	deferred compensation	\$	2,405
522	30	27	clothing allowance	\$	2,700
522	30	29	Chaplain program	\$	2,770
20 Personnel Benefits				\$	136,701
30 Supplies					
522	30	31	supplies	\$	11,400
522	30	32	fuel	\$	11,525
522	30	35	small tools & equipment	\$	2,050
30 Supplies				\$	24,975
40 Services & Charges					
522	30	41	professional services	\$	8,000
522	30	42	communications	\$	2,400
522	30	43	travel	\$	5,925
522	30	44	advertising	\$	600
522	30	45	rentals	\$	500
522	30	48	repairs and maintenance	\$	1,200
522	30	49	memberships - registrations - subscriptions	\$	6,664
40 Services & Charges				\$	25,289
TOTAL 522.30 FIRE PREVENTION/EDUCATION				\$	819,326

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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 566,128	\$ 444,415	\$ 230,712
maintenance & operations	\$ 76,505	\$ 116,515	\$ 32,541
inter-governmental	\$ 400	\$ 400	\$ 108,870
TOTAL EXPENDITURES	\$ 643,033	\$ 713,366	\$ 372,123

Personnel Summary

Position	2009	2008	2007
Battalion Chief	1	1	1
Captain	1	1	0
Medical Services Officer*	1	1	0
Administrative Assistant**	1	1	1
TOTAL FTE	4	4	2

*funded from ALS expense fund

**1/2 funded from ALS expense fund

2009 Significant Changes

- Overtime increased to cover contractual obligations for technical rescue training, to implement greater officer development programs, and to provide for more efficient/effective driver training.
- Travel and registrations were cut by 50%.

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.

2009 Performance Objectives

Training Division Budget Detail

522.40 TRAINING				2009 Proposed	
10 Salary & Wages					
522	40	11	salaries	\$	276,422
522	40	12	overtime	\$	216,910
10 Salary & Wages				\$	493,332
20 Personnel Benefits					
522	40	21	retirement	\$	15,422
522	40	22	medical/dental	\$	51,414
522	40	23	disability	\$	600
522	40	24	L & I	\$	3,420
522	40	25	deferred compensation	\$	840
522	40	27	clothing allowance	\$	1,100
20 Personnel Benefits				\$	72,796
30 Supplies					
522	40	31	supplies	\$	10,800
522	40	31	small tools & equipment	\$	5,500
30 Supplies				\$	16,300
40 Services & Charges					
522	40	41	professional services	\$	12,000
522	40	43	travel	\$	15,950
522	40	45	rentals	\$	500
522	40	48	repairs & maintenance	\$	1,500
522	40	49	memberships - registrations - subscriptions	\$	30,255
40 Services & Charges				\$	60,205
50 Intergovernmental Services					
522	40	51	intergovernmental services	\$	400
50 Intergovernmental Services				\$	400
TOTAL 522.40 TRAINING				\$	643,033

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 all the 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 communications 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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 616,388	\$ 586,722	\$ 537,162
maintenance & operations	\$ 504,535	\$ 493,674	\$ 392,352
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 1,120,924	\$ 1,080,396	\$ 929,514

Personnel Summary

Position	2009	2008	2007
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

2009 Significant Changes

- Implements a comprehensive facility maintenance program.
- Travel and registrations were cut by 50%.

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 provided, 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.

2009 Performance Objectives

Support Services Budget Detail

522.50 SUPPORT SERVICES				2009 Proposed	
10 Salary & Wages					
522	50	11	salaries	\$	467,174
522	50	12	overtime	\$	9,636
10 Salary & Wages				\$	476,810
20 Personnel Benefits					
522	50	21	State retirement	\$	34,259
522	50	22	medical/dental	\$	79,128
522	50	23	disability	\$	1,200
522	50	24	L & I	\$	2,659
522	50	25	deferred compensation	\$	20,582
522	50	27	clothing allowance	\$	1,750
20 Personnel Benefits				\$	139,578
30 Supplies					
522	50	31	supplies	\$	76,064
522	50	32	fuel	\$	8,500
522	50	35	small tools & equipment	\$	11,200
30 Supplies				\$	95,764
40 Services & Charges					
522	50	41	professional services	\$	115,285
522	50	42	communications	\$	76,440
522	50	43	travel	\$	6,495
522	50	44	advertising	\$	1,000
522	50	45	rentals	\$	7,000
522	50	47	utilities	\$	135,205
522	50	48	repair & maintenance	\$	59,633
522	50	49	memberships - registrations - subscriptions	\$	7,713
40 Services & Charges				\$	408,771
TOTAL 522.50 SUPPORT SERVICES				\$	1,120,924

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 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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 83,925	\$ 111,041	\$ 19,673
maintenance & operations	\$ 40,216	\$ 39,310	\$ 25,257
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 124,121	\$ 150,351	\$ 44,930

Personnel Summary – n/a

2009 Significant Changes

- Travel and registrations were cut by 50%.
- 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 2009 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.**

2009 Performance Objectives

Other Services Budget Detail

522.60 OTHER SERVICES				2009 Proposed
10 Salary & Wages				
522	60	11	salaries	\$ 2,500
522	60	12	overtime	\$ 6,000
10 Salary & Wages				\$ 8,500
20 Personnel Benefits				
522	60	21	benefits	\$ 425
522	60	22	wellness program	\$ 75,000
20 Personnel Benefits				\$ 75,425
30 Supplies				
522	60	31	supplies	\$ 8,016
522	60	35	small tools & equipment	\$ 2,000
30 Supplies				\$ 10,016
40 Services & Charges				
522	60	41	professional services	\$ 4,000
522	60	42	communications	\$ 21,000
522	60	43	travel	\$ 1,650
522	60	48	repairs	\$ 2,500
522	60	49	memberships - registrations - subscriptions	\$ 1,050
40 Services & Charges				\$ 30,200
TOTAL 522.60 OTHER SERVICES				\$ 124,141

General Expense Fund – 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	2009 proposed	2008 budget	2007 actual
personnel services	\$ 0	\$ 312	\$ 7,947
maintenance & operations	\$ 56,180	\$ 46,806	\$ 57,684
inter-governmental	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 56,180	\$ 47,118	\$ 65,631

Personnel Summary – n/a

2009 Significant Changes

Strategic Plan Goals and Objectives

2009 Performance Objectives

EMS (BLS) Budget Detail

526.80 EMS (BLS)	2009 Proposed
10 Salary & Wages	
526 80 12 overtime	\$ 0
10 Salary & Wages	\$ 0
30 Supplies	
526 80 31 supplies	\$ 36,875
526 80 32 fuel	\$ 16,705
30 Supplies	\$ 53,580
40 Services & Charges	
526 80 48 repairs	\$ 2,600
40 Services & Charges	\$ 2,600
TOTAL 526.80 EMS (BLS)	\$ 56,180

General Expense Fund – Inter-fund Transfers

Program Description

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

Budget Summary

Expenditures	2009 proposed	2008 budget	2007 actual
personnel services	\$ 0	\$ 0	\$ 0
maintenance & operations	\$ 0	\$ 0	\$ 0
inter-governmental	\$ 0	\$ 0	\$ 0
transfers out	\$ 1,287,598	\$ 1,515,800	\$ 1,100,000
TOTAL EXPENDITURES	\$ 1,287,598	\$ 1,515,800	\$ 1,100,000

Personnel Summary – n/a

2009 Significant Changes

Strategic Plan Goals and Objectives

2009 Performance Objectives

Inter-fund Transfers-Out

597.00 INTER-FUND TRANSFERS-OUT			2009 Proposed
00 Transfers-out			
597 0 99	general expense reserve fund	\$	100,000
598 0 99	facilities/equipment replacement fund	\$	787,598
597 0 99	post employment benefits fund	\$	400,000
	00 Transfers-out	\$	1,287,598
	TOTAL 597.00 TRANSFERS-OUT	\$	1,287,598

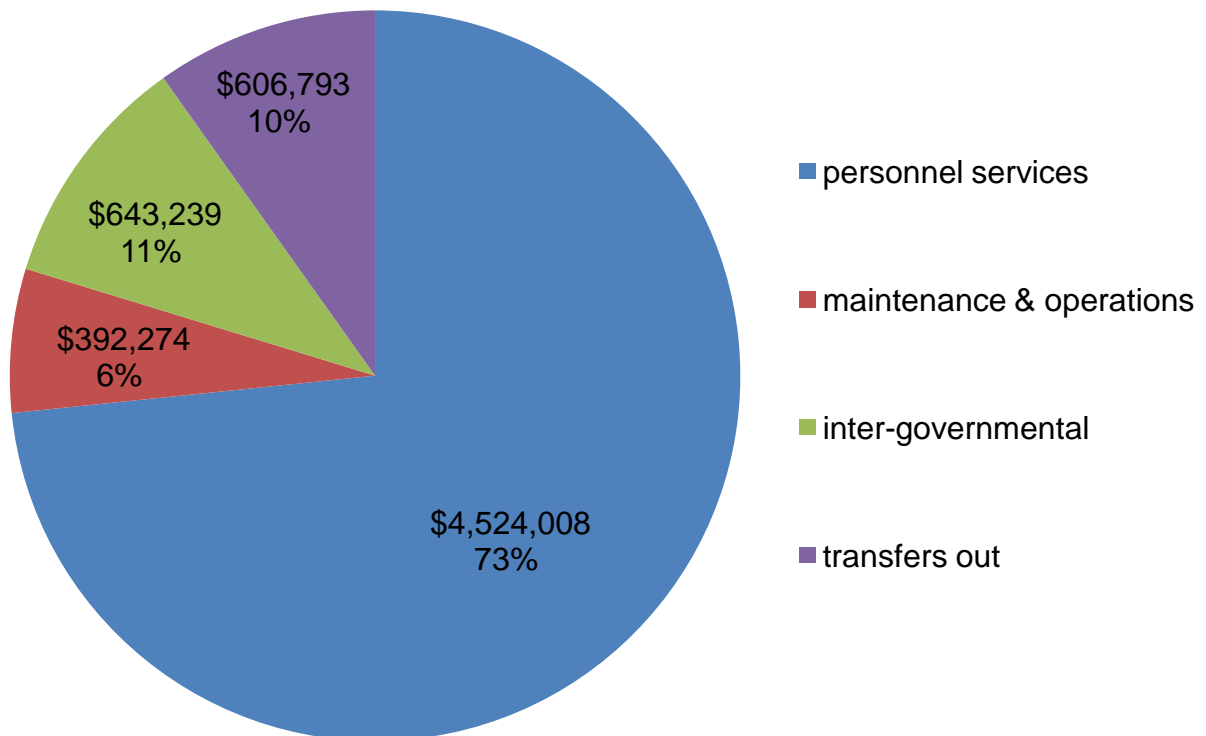
2009 BUDGET ALS EXPENSE FUND

Program Description

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

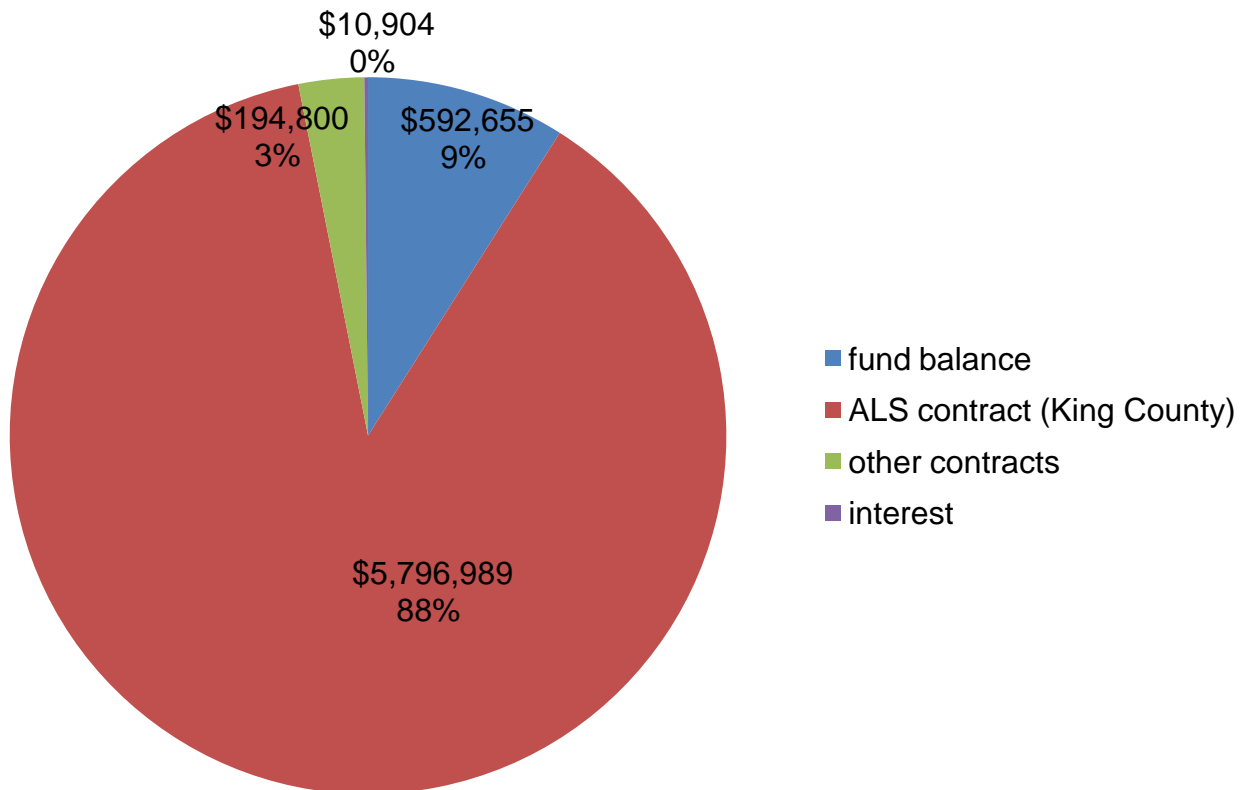
ALS Expense Fund - Expenditures

Expenditures	2009 budget	2008 projected	2007 actual
personnel services	\$ 4,524,008	\$ 4,243,587	\$ 3,571,012
maintenance & operations	\$ 392,274	\$ 303,635	\$ 188,961
inter-governmental	\$ 643,239	\$ 552,128	\$ 225,848
transfers out	\$ 606,793	\$ 760,516	\$ 0
TOTAL	\$ 6,166,314	\$ 5,859,866	\$ 3,985,821



ALS Expense Fund - Revenues

Revenues	2009 budget	2008 projected	2007 actual
fund balance	\$ 592,655	\$ 515,907	\$ 668,950
ALS contract (King County)	\$ 5,796,989	\$ 5,748,328	\$ 3,578,154
other contracts	\$ 194,800	\$ 177,382	\$ 153,617
interest	\$ 10,904	\$ 10,904	\$ 21,197
other	\$ 0	\$ 0	\$ 79,810
TOTAL	\$ 6,595,348	\$ 6,452,521	\$ 4,501,728



ALS Expense Fund - Personnel Summary

Position	2009	2008	2007
Deputy Fire Chief	.5	.5	.5
Medical Services Officer	4	4	4
Firefighter/Paramedic – special projects	1	1	0
Firefighter/Paramedic	28	24	25
TOTAL	33.5	29.5	29.5

2009 Significant Changes

- Adds 4 firefighter/paramedic positions.
- 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.

2009 Performance Objectives

ALS Operations Budget Detail

526.80 ALS OPERATIONS			2009 Proposed	
10 Salary & Wages				
526	80	11	salaries	\$ 3,247,709
526	80	12	overtime	\$ 540,000
526	80	13	salaries-other	\$ 0
			10 Salary & Wages	\$ 3,787,709
20 Personnel Benefits				
526	80	21	State retirement	\$ 161,365
526	80	22	medical/dental	\$ 468,395
526	80	23	disability	\$ 9,150
526	80	24	L&I - unemployment	\$ 48,296
526	80	25	deferred compensation	\$ 4,840
526	80	27	clothing allowance	\$ 20,190
526	80	28	tuition reimbursement	\$ 1,000
526	80	29	benefits (new FF/PM - 3 months)	\$ 23,064
			20 Benefits	\$ 736,299
30 Supplies				
526	80	31	supplies	\$ 149,074
526	80	32	fuel	\$ 45,600
526	80	32	small tools/equipment	\$ 40,000
			30 Supplies	\$ 234,674
40 Services & Charges				
526	80	41	professional services	\$ 83,400
526	80	43	travel	\$ 14,500
526	80	45	rentals	\$ 8,000
526	80	47	utilities	\$ 7,500
526	80	48	repairs & maintenance	\$ 36,700
526	80	49	memberships - registrations - subscriptions	\$ 7,500
			40 Services & Charges	\$ 157,600
50 Intergovernmental Services				
526	80	51	Government Services	\$ 643,239
			50 Intergovernmental Services	\$ 643,239
00 Transfers-out				
597	0	99	post-employment benefit reserve	\$ 85,786
597	0	99	vehicle/equipment replacement fund	\$ 326,207
597	0	99	ALS expense reserve fund	\$ 194,800
			00 Transfers-out	\$ 606,793
			TOTAL 526.80 ALS OPERATIONS	\$ 6,166,315

2009 BUDGET GENERAL CAPITAL FUND

General Capital Fund

Program Description

General Capital Fund - Expenditures

Expenditures	2009 proposed	2008 projected	2007 actual
small tools & equipment	\$ 220,000	\$ 482,100	\$ 168,470
maintenance & operations	\$ 174,384	\$ 0	\$ 4,989
capital purchases	\$ 560,631	\$ 1,007,994	\$ 981,998
Total Expenditures	\$ 955,015	\$ 1,490,094	\$ 1,155,457

General Capital Fund - Revenues

Revenues	2009 budget	2008 projected	2007 actual
fund balance	\$ 833,656	\$ 1,354,584	\$ 1,501,602
transfers in (general expense fund)	\$ 787,598	\$ 915,800	\$ 800,250
transfers in (EMS donations fund)	\$ 45,000	\$ 15,000	\$ 0
interest	\$ 10,904	\$ 38,366	\$ 97,385
other	\$ 0	\$ 26,000	\$ 0
TOTAL	\$ 1,677,067	\$ 2,323,750	\$ 2,399,237

Personnel Summary – n/a

2009 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.
- 3R Establish facility major maintenance schedule with associated financial plan.
- 3S Establish long-range facility upgrade/replacement schedule.

2009 Performance Objectives

GENERAL CAPITAL FUND BUDGET DETAIL

522.20 FIRE/BLS OPERATIONS					
30 Supplies					
522	20	35	001	PPE (bunker gear)	\$ 35,000
522	20	35	002	PPE (bunker gear) - new, replacement hires	\$ 10,000
522	20	35	003	fire hose	\$ 15,000
522	20	35	004	storage lockers for 61*	\$ 6,000
522	20	35	005	equipment for reserve engines*	\$ 20,000
522	20	35	006	portable radios*	\$ 31,500
522	20	35	007	multi-bank radio chargers – 4*	\$ 2,000
				30 Supplies	\$ 119,500
60 Capital Purchases					
522	20	64	001	thermal imaging camera**	\$ 12,000
522	20	64	002	NORCOM - asset, back-up, CAD	\$ 80,931
522	20	64	003	'trash pump'*	\$ 3,700
522	20	64	004	H&W conversion to rescue vehicle**	\$ 50,000
522	20	64	005	paging/alerting system	\$ 120,000
				60 Capital Purchases	\$ 266,631
TOTAL 522.20 FIRE/BLS OPERATIONS				\$	386,131
522.30 FIRE PREVENTION					
30 Supplies					
522	30	35	001	camera**	\$ 2,000
522	30	35	002	tablet PC*	\$ 3,300
				30 Supplies	\$ 5,300
TOTAL 522.30 FIRE PREVENTION				\$	5,300
522.40 TRAINING					
60 Capital Purchases					
522	40	64	001	Simulaids STAT manikin (EMS fund)*	\$ 6,000
522	40	64	002	digital video production equipment*	\$ 8,000
522	40	64	003	training tower/site enhancements*	\$ 25,000
				60 Capital Purchases	\$ 39,000
TOTAL 522.40 TRAINING				\$	39,000
522.50 SUPPORT SERVICES					
30 Supplies					
522	50	35	001	computer replacement program	\$ 32,000
522	50	35	002	computer servers	\$ 30,000
522	50	35	003	printers	\$ 7,500
522	50	35	004	copy machine	\$ 10,700
522	50	35	005	office furnishings*	\$ 3,000
522	50	35	006	appliances*	\$ 12,000
				30 Supplies	\$ 95,200

522.20 FIRE/BLS OPERATIONS - continued					
40 Services & Charges					
522	50	41	001	professional services	\$ 60,000
522	50	48	002	facility repair & maintenance	\$ 114,384
				40 Services & Charges	\$ 174,384
60 Capital Purchases					
522	50	64	001	phone system	\$ 50,000
				60 Capital Purchases	\$ 50,000
				TOTAL 522.50 SUPPORT SERVICES	\$ 319,584
522.60 OTHER					
60 Capital Purchases					
522	60	64	001	fitness equipment*	\$ 20,000
522	60	64	002	treadmill – 61*	\$ 5,000
				60 Capital Purchases	\$ 25,000
				TOTAL 522.60 OTHER	\$ 25,000
TOTAL 526.80 EMS (BLS)					
60 Capital Purchases					
522	20	64	001	aid car	\$ 180,000
				60 Capital Purchases	\$ 180,000
				TOTAL 526.80 EMS (BLS)	\$ 180,000
				GENERAL CAPITAL BUDGET TOTAL	\$ 955,015
				*contingent items	\$ 288,884
				GENERAL CAPITAL BUDGET TOTAL	
				(w/o contingent items)	\$ 666,131

* **Contingent Items:**

Purchase will not occur until after Fire Chief assesses first half revenue in June. Items with double asterisk (**) will be brought to the Board for discussion prior to approval for purchase.

2009 BUDGET ALS CAPITAL FUND

ALS Capital Fund

Program Description

ALS Capital Fund - Expenditures

Expenditures	2009 proposed	2008 projected	2007 actual
small tools & equipment	\$ 6,656	\$ 55,000	\$ 0
maintenance & operations	\$ 0	\$ 0	\$ 0
capital purchases	\$ 589,994	\$ 84,802	\$ 0
Total Expenditures	\$ 596,650	\$ 139,802	\$ 0

ALS Capital Fund - Revenues

Revenues	2009 budget	2008 projected	2007 actual
fund balance	\$ 455,472	\$ 0	\$ 0
transfers in (ALS expense fund)	\$ 326,207	\$ 589,422	\$ 0
transfers in (EMS donations fund)	\$ 0	\$ 0	\$ 0
interest	\$ 5,852	\$ 5,852	\$ 0
other	\$ 0	\$ 0	\$ 0
TOTAL	\$ 787,531	\$ 595,274	\$ 0

Personnel Summary – n/a

2009 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.

2009 Performance Objectives

ALS CAPITAL FUND BUDGET DETAIL

526.80 ALS OPERATIONS					
30 Supplies					
526	80	35	001	PPE (bunker gear)	\$ 6,656
				30 Supplies	\$ 6,656
60 Capital Purchases					
526	80	64	001	NORCOM - asset, back-up, CAD	\$ 53,957
526	80	64	002	Medic Units – 3 (2008 carry-over)	\$ 476,037
526	80	64	003	MSO vehicle (2008 carry-over)	\$ 60,000
				60 Capital Purchases	\$ 589,994
				TOTAL 526.80 ALS OPERATIONS	\$ 596,650
				ALS CAPITAL BUDGET TOTAL	\$ 596,650

2009 BUDGET POST EMPLOYMENT BENEFITS FUND

Post Employment Benefits Fund

Program Description

Post Employment Benefits Fund - Expenditures

Expenditures	2009 proposed	2008 projected	2007 actual
personnel services	\$ 419,120	\$ 240,252	\$ 157,005
unplanned expenses	\$ 600,000	\$ 83,145	\$ 12,564
Total Expenditures	\$ 1,019,120	\$ 323,397	\$ 169,569

Post Employment Benefits Fund - Revenues

Revenues	2009 budget	2008 projected	2007 actual
fund balance	\$ 540,039	\$ 478,888	\$ 325,826
transfers in (General expense fund)	\$ 400,000	\$ 300,000	\$ 300,000
transfers in (ALS expense fund)	\$ 85,786	\$ 68,703	\$ 0
interest	\$ 15,845	\$ 15,845	\$ 22,631
other	\$ 0	\$ 0	\$ 0
TOTAL	\$ 1,041,670	\$ 863,436	\$ 648,457

Personnel Summary – n/a

2009 Significant Changes

Strategic Plan Goals and Objectives

2009 Performance Objectives

POST EMPLOYMENT BENEFITS BUDGET DETAIL

20 Personnel Benefits					
522	10	22	001	L1 medical premiums	\$ 72,900
522	10	22	002	L1 dental benefits	\$ 40,000
522	10	22	003	L1 Medicare premiums	\$ 9,500
522	10	22	004	L1 long term care premiums	\$ 28,000
522	10	22	005	L1 unfunded expenses	\$ 400,000
522	10	22	006	L1 prescription co-pays	\$ 20,000
522	10	22	007	vacation cash-out	\$ 67,492
522	10	22	008	sick leave cash-out	\$ 181,228
522	10	22	009	other	\$ 200,000
				20 Personnel Benefits	\$ 1,019,120
				POST EMPLOYMENT BENEFITS BUDGET TOTAL	\$ 1,019,120