

SOUTH COUNTY FIRE



2019 Operating Budget

As Adopted November 20, 2018

Bruce A. Stedman, Fire Chief



[Southsnofire.org](https://southsnofire.org)



From left to right: Commissioner David Chan, Commissioner Bob Meador, Vice Chair Ben Goodwin, Fire Chief Bruce A. Stedman, Chair Jim Kenny, Commissioner Jim McGaughey, Commissioner Christine Frizzell, Commissioner Richard Schrock

Administrative Staff

Fire Chief – Bruce A. Stedman
Assistant Chief of Operations – Doug Dahl
Assistant Chief of Training – Scott Goodale
Assistant Chief of Prevention – Kevin Zweber
Deputy Chief of Operations – Thad Hovis
Deputy Chief of EMS – Shaughn Maxwell
Deputy Chief Special Projects – Bob Eastman
Human Resources Director – Sandra Hollenbeck
Finance Director – Kathleen Junglov

Purpose Statement and Core Values

Enhance the Lives of Our Community



- Integrity
- Humility
- Compassion
- Family
- Trust

The image is a graphic with a red background. At the top, the text 'Enhance the Lives of Our Community' is written in white, bold, sans-serif font. Below this text is the South County Fire EMS logo, which is a black shield with a white border. Inside the shield, the words 'SOUTH COUNTY' and 'FIRE' are written in white, bold, sans-serif font, and 'EMS' is written in red, bold, sans-serif font at the bottom. To the right of the logo is a list of five core values, each preceded by a white bullet point: Integrity, Humility, Compassion, Family, and Trust. The entire graphic is set against a red background with a thin gold horizontal line near the bottom.

Developed by SCF Employees

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ABOUT SOUTH COUNTY FIRE

A Regional Fire Authority (RFA) Planning Committee of three elected officials from the City of Lynnwood and Fire District 1, supported by leadership and staff, was established in October 2016 to guide the process of forming a RFA. After 10 months of review, analysis, outreach and planning the Planning Committee proposed a RFA Plan. Both the Lynnwood City Council and the Fire District 1 Board of Commissioners passed resolutions to forward the RFA Plan to a public vote on the August 1, 2017 ballot.

Voters in Lynnwood and Fire District 1 approved the plan creating and funding the South Snohomish County Fire and Rescue Regional Fire Authority (SCF). The creation of SCF consolidated and standardized resources providing for sustainable and stable funding for fire and emergency medical services. Effective October 1, 2017, existing City of Lynnwood and Fire District 1 fire personnel and equipment transferred to SCF.

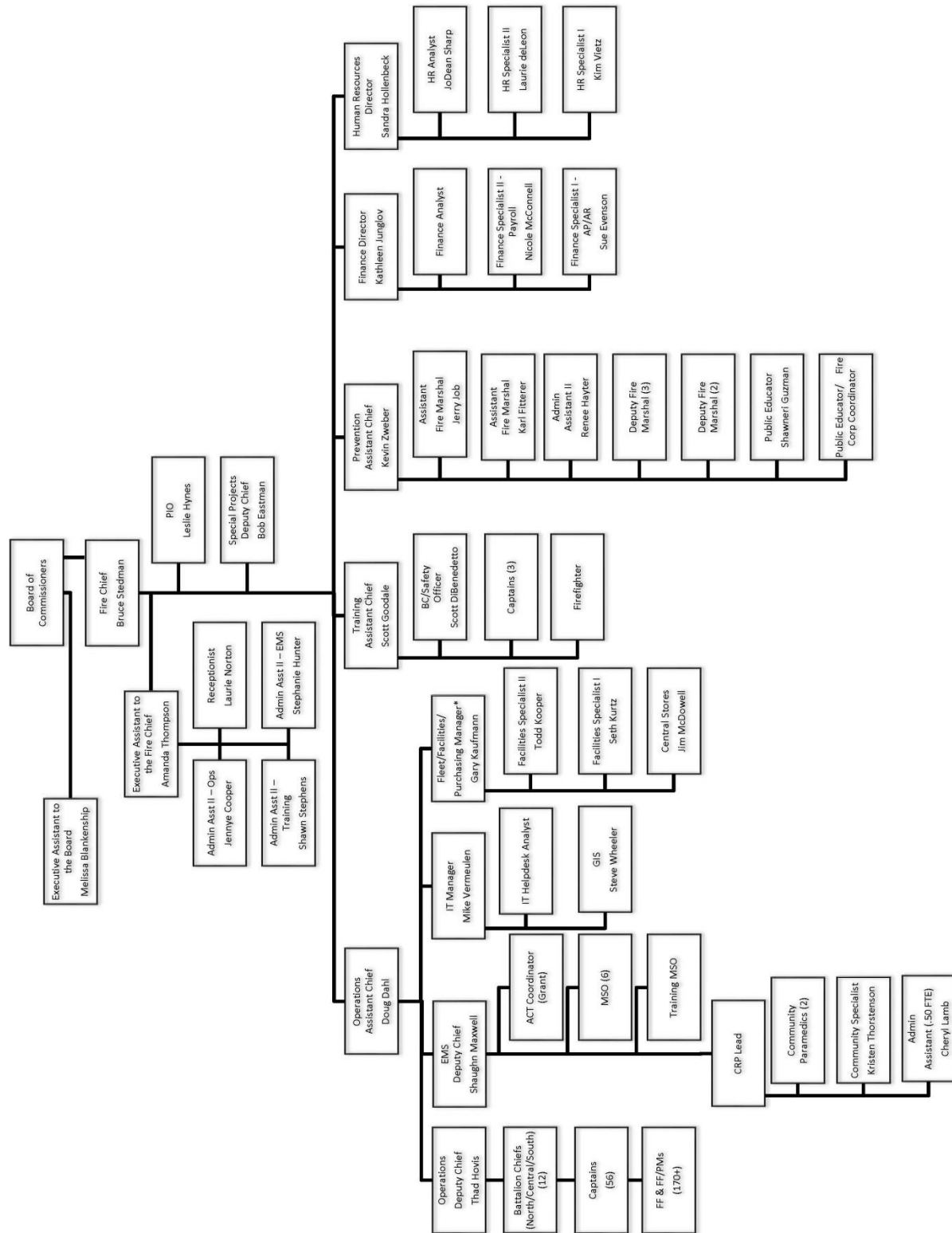
SCF operates 14 fire stations with 316 employees serving approximately 250,000 residents in South Snohomish County. The service area includes the cities of Brier, Edmonds and Mountlake Terrace who have contracted for service with SCF. Additionally, the RFA has an Interlocal Agreement with the city of Mukilteo for incident command, ladder truck services, Medical Service Officer (MSO), and Medical Program Director (MPD) services.

Initially, the SCF will be governed by a transitional Board of Commissioners consisting of two Lynnwood elected officials and five Fire District 1 Commissioners.

At an election held on August 7, 2018, a proposition to impose a ten year Emergency Medical Services Levy (“EMS Levy”) at a levy rate of fifty cents (\$.50) or less per thousand dollars of assessed valuation (in addition to its regular property tax levy) was approved by the voters.

Now that the RFA is levying an EMS levy, the District will submit a ballot measure to its voters to dissolve in accordance with RCW 52.10.010. It is anticipated that this will occur in 2019.

ORGANIZATION CHART



* Purchasing component is managed by Finance Director

BUDGET DEVELOPMENT OVERVIEW

7/27/18	All Day Summer Workshop <ul style="list-style-type: none"> • June 30, 2018 Financial Update • Chief's 2019 Budget Priorities • Board of Commissioner's 2019 Budget Priorities • Present Financial Policies
8/7/18	Emergency Reserve Fund <ul style="list-style-type: none"> • Status as of July 31, 2018 • Overview of current policy Compensated Absences Reserve Fund <ul style="list-style-type: none"> • Status as of July 31, 2018 • Overview of current policy
8/21/18	LEOFF 1 Fund <ul style="list-style-type: none"> • Status as of July 31, 2018 • Overview of current policy Healthcare Self-Insurance Fund <ul style="list-style-type: none"> • Status as of July 31, 2018 • 2018 Benefits and Program Performance Overview
9/11/18	Apparatus, Building and Equipment <ul style="list-style-type: none"> • Status as of July 31, 2018 • 2019 Scheduled Replacements • 2019 – 2024 Outlook • Overview of current policy Board of Commissioner's 2019 Budget Priorities
9/18/18	2019 Estimated Revenue <ul style="list-style-type: none"> • Assessed Valuation and Levy Rates General Fund Working Capital (Ending Cash) Target <ul style="list-style-type: none"> • Overview of current policy
9/21/18	All Day Fall Workshop <ul style="list-style-type: none"> • General Fund Program Budgets • Chief's 2019 Budget Priorities • Board of Commissioner's 2019 Budget Priorities
10/2/18	Continued 2019 Budget Discussion <ul style="list-style-type: none"> • Board requests for additional information
10/9/18	Continued 2019 Budget Discussion <ul style="list-style-type: none"> • Staff responses to Board requests for additional information
10/16/18	Continued 2019 Budget Discussion <ul style="list-style-type: none"> • Request decisions on 2019 Budget Requests • Request direction on Reserve Fund Policies
11/6/18	Continued 2019 Budget Discussion <ul style="list-style-type: none"> • Present 2019 Proposed Budget • Request decisions on 2019 Budget Requests • Request direction on Reserve Fund Policies
11/14/18	Final 2019 Budget Discussion
11/20/18	Public Hearing on Budget <ul style="list-style-type: none"> • Adopt Budget and Property Tax Resolutions • Adopt Reserve Fund Policy

CHIEF'S MESSAGE**SOUTH COUNTY FIRE**

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November 20, 2018

Members of the Board of Commissioners, Residents and Staff of South County Fire,

On October 1, 2018, the RFA marked its one year anniversary. 2018 was a very busy year with many accomplishments to celebrate.

- ✓ Accomplishing the daunting task of blending two organizations with different union contracts across areas such as finance, benefits and daily operations.
- ✓ Reorganizing the administration appropriately to address the growing needs of our agency and community.
- ✓ Developing innovative programs such as A.C.T.
- ✓ Creating meaningful traditions that acknowledge our accomplishments, while recognizing our losses with dignity and honor.
- ✓ Working collaboratively with the unions to blend schedules, outside of a union contract, to unite operational functions through a "bridge agreement".
- ✓ Identifying a need and taking the initiative to strategize, develop, and implement a Regional Fire Training Academy, which just started its second class on September 17, 2018.
- ✓ Recruiting, testing and onboarding of 13 promoted individuals and hiring 31 new employees to fill vacancies and new positions.

Another significant event in 2018 was the voter authorization of an EMS Levy, which replaced the City of Lynnwood and District 1 levies. I would like to express my appreciation to the voters. Without your continued support we would not have the resources necessary to be able meet the current service demands, let alone plan for the future, or develop innovative programs.

Today, I am pleased to present my proposed budget for 2019. This proposed budget builds on the success of 2018 and includes some new initiatives for 2019. The proposed budget was developed after numerous presentations made to the Board of Commissioners and was based on priorities presented at the July 27, 2018 full day Board of Commissioner workshop.

- Deployment – A Standards of Coverage Study was commissioned in 2018, however the study won't be completed until the end of 2018. Pending the results of the study, as a placeholder I have requested eight new firefighter\paramedics be added to the Operations budget.

- EMS Training – To address the issue of lack of exposure to high-risk, low frequency incidents while requiring an increase in provider knowledge to respond to these incidents, I have requested a MSO Training position be added to the EMS budget.
- SCF Training – To support and enhance the ongoing training and certifications required for SCF crews, I have requested a firefighter position be added to the Training budget. Additionally, the Overtime budget was increased so that all SCF Captains would receive Blue Card certification. Blue Card certification is a command training and certification system to standardize local operations which improves firefighter safety and incident effectiveness. All Snohomish County agencies have made the decision that Blue Card is the standardized command model.
- ACT Program - In 2018 South County Fire had a vision to change the way we train our citizens on full day CPR & First Aid classes. A.C.T (Antidote, CPR, and Tourniquet) training was developed to address specific emergencies that truly save lives prior to the arrival of first responders. In as little as an hour, citizens can be trained in recognizing, calling for help and treating victims of opioid overdose, cardiac arrest and hemorrhage. Historically we would train 20 people in 8 hours, now we are able to hold 8 one-hour sessions and train 30 people in each session, which is an 800% increase of people trained within the same time frame, for the same cost. My 2019 proposed budget includes funds to continue this valuable program and we have received \$50,000 in grant funding from the Verdant Health Commission to offset some of the cost.
- Emergency Management\Disaster Preparedness – To address this priority established by the Board, the Office of the Fire Chief's budget includes funds for a preparedness consultant.
- Strategic Planning – To help with the development of a strategic plan to help guide the organization, funds for a Strategic Planning consultant have been included in the Office of the Fire Chief budget.
- Community Resource Paramedicine - SCF implemented its CRP program in 2013 with the goal of reducing the number of frequent utilizers and connect them with the appropriate resources. Over the past 6 years, the program has grown internally as well as externally. With this growth we have seen increased complexity within the program that is in need of additional oversight. To meet this need a CRP Coordinator, as well as additional administrative support was added to the EMS budget. Verdant Health Commission has provided grant funds to help support this program. For 2019 they maintained the current funding - \$344,000 but this amount will be reduced by 35% in 2020, and 2021 will be the final year of support.
- To address the additional workload and complexity that has come with the growth of the organization, a Financial Analyst position was requested in Finance. The person in this role will assist with higher level financial analysis in support of operational programs.
- A second Public Educator was requested in Prevention. With the volume of public events and the increasing opportunities for community involvement, an additional Public Educator is necessary to meet the increased demand.
- In 2018 the Board of Commissioners prioritized addressing the Technology needs of the organization. The first step taken was to hire an IT Manager. He conducted an initial assessment of the system hardware, software, and support needs. Based on this assessment he determined that the organization would benefit from more in-house support staff, therefore I requested a Help Desk Analyst position be added to the

Communications & Technology budget. The cost of this position will be offset by reduced consultant fees.

The 2019 Proposed Budget also includes the results of the Non-represented employee salary survey. This survey created an updated salary schedule that is market based, transparent and equitable. It also put in place a structure to add new positions and any make necessary market adjustments in the future, helps to mitigate the compression issue experienced by Chief Officers and, helps resolve several years of over- or under-valuing some positions. Is the first step to maintaining ongoing internal and external equity.

Additionally a number of purchases are planned based on apparatus and equipment replacement schedules from our reserve funds. I encourage you to review the reserve fund section of the Budget document for information on all purchases however I would like to note that in 2019 the RFA will be purchasing and outfitting with all required equipment, two engines and two MedicAid units, as well as replacing our aging radios.

Looking to 2020, the nation and world are experiencing a shortage of paramedics. Central Washington University (CWU), an accredited paramedic program is willing to partner with South County Fire in order to establish an extension paramedic program in South Snohomish County. Establishing a paramedic school would allow SCF to control its destiny and not be reliant on paramedic applicants or school availability. Training paramedics at SCF will allow paramedics to train using SCF protocols, medications and equipment. Further, paramedics are training within the SCF pre-hospital and hospital systems, reducing the onboarding time for firefighter-paramedics into the SCF system. Partnering with CWU will also result in a reduction of cost per person to provide the training. Staff is actively working with CWU to bring a paramedic school to SCF in 2020.

In conclusion I would like to reiterate what I have said before, we all have been given an incredible opportunity to build something amazing together and to leave a legacy we all can be proud of.

Respectfully,



Bruce A. Stedman
Fire Chief

FUND SUMMARY

SCF organizes its financial structure around six funds. A fund is a self-contained accounting entity that encompasses a beginning cash balance as of January 1, internal transfers of money into the fund from another fund, revenue earned by and deposited directly into the fund, expenses by the fund, transfers out to another fund, and finally, an ending cash balance as of December 31.

The Capital Reserve Fund contains three separate, self-balancing accounts: the Apparatus Reserve; the Facility/Major Maintenance (Building) Reserve; and the Equipment Reserve.

Following are summary tables for all of the funds and accounts, detailed information on each of the funds and accounts can be found in subsequent sections.

General Fund - This fund is the primary operating fund of the Authority. It accounts for all financial resources and uses except those required or elected to be accounted for in another fund.

	2018 AMENDED	2019 BUDGET
Beginning Cash Balance	10,640,208	11,622,452
REVENUE		
Regular (Fire) Levy	32,344,872	33,599,837
EMS Property Levy	0	14,438,259
EMS Levy District 1	8,169,506	0
EMS Levy City of Lynnwood	2,338,880	0
Service Contracts	11,582,810	12,021,822
Other Charges for Services	6,681,729	5,896,969
Other Miscellaneous Revenue	430,000	539,600
Periodic Revenue	927,240	501,240
Total Revenues	<u>62,475,037</u>	<u>66,997,728</u>
EXPENSES		
Budgeted Labor Expenses	49,998,557	54,378,208
Budgeted M&O Expenses	11,330,441	10,404,216
Total Expenses	<u>61,328,997</u>	<u>64,782,424</u>
General Fund Ending Cash Balance	<u>11,786,248</u>	<u>13,837,757</u>

Capital Reserves - The RFA has established a number of reserves to accumulate funds for future acquisitions. The RFA also maintains detailed replacement schedules of its apparatus and equipment to support the need for these reserves. Additionally, the RFA has engaged a consultant to develop a Capital Facilities plan which will provide information on stations, apparatus and equipment. Please refer to the Reserve section of this document for additional information.

	APPARATUS	FACILITY/MAJOR MAINTENANCE	EQUIPMENT	TOTAL
Beginning Cash	3,223,210	1,585,260	583,257	5,391,727
Property Tax Revenue	1,287,500	1,039,445	1,560,000	3,886,945
Other Revenue	91,973	43,060	20,062	155,094
Total Revenue	1,379,473	1,082,505	1,580,062	4,042,039
Expenses	1,863,692	100,000	2,129,251	4,092,943
Ending Cash	2,738,991	2,567,765	34,067	5,340,823

Other Funds and Reserves - Please refer to the Reserve section of this document for additional information.

	EMERGENCY	COMPENSATED ABSENCES	LEOFF 1	SELF-INSURANCE
Beginning Cash	2,060,318	315,645	1,736,832	3,572,970
Property Tax Revenue	0	663,000	1,252,888	0
Other Revenue	45,949	7,064	32,593	3,717,263
Total Revenue	45,949	670,064	1,285,482	3,717,263
Expenses	0	612,340	1,002,311	3,904,783
Ending Cash	2,106,267	373,369	2,020,003	3,385,450

GENERAL FUND RESOURCES

Property Taxes

The RFA plan document approved by the voters authorized SCF to levy and collect property taxes in accordance with RCW 52.26.050. The initial levy at a rate of \$1.50 per thousand of assessed valuation (AV) was levied in November, 2017 for taxes that were collected in 2018. The Plan did not include an EMS levy. Instead the Plan provided that until the RFA has an EMS Levy, Fire District 1 and the City of Lynnwood would remit all funds collected under their respective EMS levies to the RFA.

At an election held on August 7, 2018, a proposition to impose a ten year Emergency Medical Services Levy ("EMS Levy") at a levy rate of fifty cents (\$.50) or less per thousand dollars of assessed valuation (in addition to its regular property tax levy) was approved by the voters. For 2019 the following taxes will be levied on a total AV of \$28,876,518,738, an 11.88% increase over the 2018 AV:

	Rate	Levy
Regular (Fire) Property Taxes	1.3645	39,402,671
EMS Property Taxes	0.5000	14,438,259
Total	1.8645	53,840,931

Property Taxes are allocated as follows. For purposes of comparison, the EMS Taxes remitted by Fire District 1 and the City of Lynnwood in 2018 are included.

	2018 AMENDED	2019 BUDGET
General Fund	42,899,846	48,038,097
Emergency Reserve	0	0
Apparatus Reserve	1,250,000	1,287,500
Facility\Major Maintenance Reserve	0	1,039,445
Equipment Reserve	2,200,000	1,560,000
Leoff 1 Medical Reserve	1,350,000	1,252,888
Compensated Absences Reserve	650,000	663,000
	48,349,846	53,840,931

Service Contracts

SCF has contracts with the cities of Brier, Mountlake Terrace, and Edmonds to provide Fire and EMS Services, as well as the city of Mukilteo for incident command, ladder truck services, Medical Service Officer (MSO), and Medical Program Director (MPD) services. The contract for MSO/MPD services was not included in the 2018 Budget. As SCF is currently in negotiations with its bargaining unit, the amount included for 2019 is estimated. The amount billed remains at the amount in effect for 2017. Once SCF has settled with labor the amount will be adjusted and the Cities will be retroactively billed for the 2018 and 2019 increases. Additionally, an Interlocal Agreement (ILA) was entered into with the City of Lynnwood for Fire Marshal and Inspection services. Refer to Other Charges for Services.

	2018 AMENDED	2019 BUDGET
City of Brier	1,063,681	1,101,799
City of Edmonds	7,497,542	7,682,279
City of Mountlake Terrace	2,799,587	2,905,518
City of Mukilteo	222,000	332,226
	<u>11,582,810</u>	<u>12,021,822</u>

Other Charges for Services

Transport Fees - When victims of accidents, fires, or medical conditions require transportation to hospital emergency rooms the RFA charges a fee. These fees provide additional funding to assure the highest level of medical care for our citizens. By a provision in the contracts with the City of Edmonds and the City of Mountlake Terrace the RFA remits transport fees collected in these cities back to the cities. The 2018 Amended Budget includes \$550,000 for Transports provided in 2017 but not billed until 2018.

City of Lynnwood - An Interlocal Agreement (ILA) was entered into with the City of Lynnwood for Fire Marshal and Inspection services. The amount is to be adjusted annually based upon increases to the cost of labor. As SCF is currently in negotiations with its bargaining unit, the amount included for 2019 is estimated. The amount billed remains at the amount in effect for 2017. Once SCF has settled with labor the amount will be adjusted and the City will be retroactively billed for the 2018 and 2019 increases.

Other Miscellaneous Charges for Services - SCF receives revenue from other miscellaneous charges including, School District Assessments, reimbursement for Wildland Fire Deployments, and reimbursement for an employee who provides support to Snohomish County EMS. The 2018 Amended Budget for Other Charges for Services includes \$275,000 for Wildland Fire Deployment reimbursements.

	2018 AMENDED	2019 BUDGET
Transport Fees	5,353,000	4,803,000
City of Lynnwood	843,229	881,174
Other Charges for Services	485,500	212,795
	<u>6,681,729</u>	<u>5,896,969</u>

Other Miscellaneous Revenue

Other Miscellaneous Revenue - SCF also receives revenue from other miscellaneous sources including, Disability Insurance Reimbursements (including Labor and Industries) Donations, Rent and Investment Interest.

	2018 AMENDED	2019 BUDGET
Investment Interest	50,000	150,000
Disability Reimbursements	320,000	329,600
Other Miscellaneous Revenue	60,000	60,000
	<u>430,000</u>	<u>539,600</u>

Periodic Revenue - SCF is the recipient of three Verdant Health Commission grants, supporting the Community Paramedicine Program (CRP) thru 2021, supporting hiring veterans to administer a Falls Prevention Program thru 2019, and to support the ACT Program thru 2019. Additionally, on occasion SCF may receive funds from Washington State Labor and Industries

for a return to work program. For 2018 SCF continued to receive contributions from Fire District 1 from residual collections of transport fees as well as delinquent property taxes. This will most likely continue into 2019 however at this time it is difficult to estimate an amount.

	2018 AMENDED	2019 BUDGET
Verdant CRP	344,000	344,000
Verdant Falls Prevention	89,240	89,240
Verdant ACT Program	0	50,000
State of Washington Stay at Work	18,000	18,000
Contribution from District 1	476,000	0
	<u>927,240</u>	<u>501,240</u>

GENERAL FUND EXPENSES

The General Fund encompasses all of the operating programs of the RFA. By operating programs we mean the governance, the administration, and the operations that support the mission and service delivery of the RFA. Detailed information on the General Fund Programs can be found on the following pages. Below you will find summary information on the General Fund expenses.

GOVERNANCE	2018 AMENDED	2019 BUDGET
Board of Commissioners	262,090	236,317
ADMINISTRATION & SUPPORT SERVICES		
Office of the Fire Chief	1,551,547	1,549,484
Transitional Costs	500,000	0
Human Resources	1,108,165	766,973
Public Information	301,873	308,887
Non-Departmental	3,641,047	3,739,662
Finance	504,928	561,872
GIS Mapping	90,176	78,287
Communications & Technology	1,303,216	1,375,019
Vehicle Maintenance	1,020,350	1,054,350
Facility Maintenance	1,531,945	1,474,431
TOTAL	11,553,246	10,908,965
OPERATIONS		
Station Operations		
Suppression	41,202,817	44,525,183
Wildland	306,000	32,550
Technical Rescue	98,295	91,020
Hazardous Materials	69,423	123,820
SUBTOTAL Station Operations	41,676,535	44,772,572
Emergency Medical Services (EMS)		
EMS Administration	2,240,476	2,466,409
Community Resource Paramedicine	456,278	612,821
Public Education	247,724	217,415
Bike	25,000	25,000
ACT	25,000	92,000
SUBTOTAL EMS	2,994,477	3,413,645
TOTAL	44,671,012	48,186,217
TRAINING		
Training	1,120,269	1,478,390
New Hires	1,579,401	1,395,139
Safety	589,862	650,794
Volunteers	96,030	96,030
Physical Fitness	34,500	49,000
TOTAL	3,420,062	3,669,352
PREVENTION		
Inspection	1,278,282	1,496,908
Public Education	144,306	284,665
TOTAL	1,422,588	1,781,573
GRAND TOTAL GENERAL FUND EXPENSES	61,328,997	64,782,424

BUDGETED POSITIONS

Program	Position	2018 FTE	2019 FTE	Change
Board of Commissioners	Executive Assistant to the Board of Commissioners	1.0	1.0	
Office of the Fire Chief	Fire Chief	1.0	1.0	
Office of the Fire Chief	Assistant Fire Chief	3.0	3.0	
Office of the Fire Chief	Deputy Chief-Special Projects	1.0	1.0	
Office of the Fire Chief	Executive Assistant to the Fire Chief	1.0	1.0	
Office of the Fire Chief	Receptionist	0.0	1.0	1.0
Human Resources	Human Resources Director	1.0	1.0	
Human Resources	Human Resources Analyst	1.0	1.0	
Human Resources	Human Resources Specialist	2.0	2.0	
Human Resources	Receptionist	1.0	0.0	-1.0
Public Information	Public Information Officer	1.0	1.0	
Finance	Finance Director	1.0	1.0	
Finance	Financial Analyst	0.0	1.0	1.0
Finance	Finance Specialist	2.0	2.0	
Finance	Budget Analyst	1.0	0.0	-1.0
Finance	Administrative Assistant	0.5	0.0	-0.5
GIS	GIS Specialist-Contract	1.0	1.0	
Communications & Technology	IT Manager	1.0	1.0	
Communications & Technology	Help Desk Analyst	0.0	1.0	1.0
Operations	Deputy Chief of Operations	1.0	1.0	
Operations	Battalion Chiefs	12.0	12.0	
Operations	Medical Service Officers-Shift	4.0	4.0	
Operations	Captains	56.0	56.0	
Operations	Firefighter\Paramedic	85.0	93.0	8.0
Operations	Firefighter	98.0	98.0	
Operations	Administrative Assistant	1.0	1.0	
Safety	Battalion Chief\Safety Officer	1.0	1.0	
Prevention & Education	Assistant Fire Marshal	2.0	2.0	
Prevention & Education	Deputy Fire Marshal	5.0	5.0	
Prevention & Education	Fire/Life Safety Educator	1.0	2.0	1.0
Prevention & Education	Administrative Assistant	1.0	1.0	
Emergency Medical Services	Deputy Chief of EMS	1.0	1.0	
Emergency Medical Services	Medical Service Officers-Days	2.0	3.0	1.0
Emergency Medical Services	Community Resource Paramedics - Grant Funded	2.0	3.0	1.0
Emergency Medical Services	Community Resource Specialist	1.0	1.0	
Emergency Medical Services	ACT Coordinator Part Time-Grant Funded	0.0	0.5	0.5
Emergency Medical Services	Administrative Assistant	1.0	1.0	
Emergency Medical Services	Administrative Assistant-.5 Grant Funded	0.5	1.0	0.5
Emergency Medical Services	Administrative Specialist-Reimbursed	1.0	1.0	
Training	Captain Days	3.0	3.0	
Training	Administrative Assistant	1.0	1.0	
Training	Firefighter Days	0.0	1.0	1.0
Facilities	Purchasing\Fleet\Facilities Manager	1.0	1.0	
Facilities	Facilities Maintenance Technician	2.0	2.0	
Facilities	Central Stores	1.0	1.0	
	TOTAL FULL TIME POSITIONS	303.0	316.5	13.5
Office of the Fire Chief	Chaplains	3.0	3.0	
Emergency Medical Services	Falls Prevention-Veterans Part Time	4.0	4.0	
Volunteers	Volunteer	24.0	24.0	
	TOTAL PART TIME POSITIONS	31.0	31.0	0.0

EXPENSE CLASSIFICATION

SCF utilizes the Budgeting Accounting Reporting System (BARS) as prescribed by the Washington State Auditor's office for coding of expenditures. Program budgets are presented at the object code level. The following information is presented for reference should you desire more detailed information as to what type of expenses are summarized to the Salary and Wages, Personnel Benefits, Supplies and Services categories.

11 Salaries and Wages - Salaries and wages of employees.

12 Overtime - Compensation to employees for time worked in excess of their regularly established work schedule.

20 Personnel Benefits - The employer share of healthcare premiums, retirement, deferred compensation, Labor & Industries, Medicare, life and disability insurance.

30 Supplies

31 - Office & Operating Supplies - Items purchased directly and consumed by the operating departments. Examples include: Paper, pens, envelopes, uniforms, smoke detectors, absorbent, foam, incident command supplies (ICS), and self-contained breathing apparatus (SCBA) supplies, Emergency Medical Services (EMS) medications, and software.

32 - Fuel Consumed - Includes for operating engines and vehicles.

35 - Small Tools & Equipment - Office equipment, furniture and fixtures, tools and equipment, Personal Protection Equipment (PPE), nozzles and appliances.

40 Services

41 - Professional Services - Fees and expenses paid to outside parties and individuals for services. Examples are: Legal, technology support, benefits administration, third party billing agency, state audit, email archival\security, and emergency medicine supervising physician and medical program director, and dispatch and radio services (SNO911).

42 - Communication - Phone, internet, fax and data lines, postage.

43 - Travel\Training - Expenditures for travel while on RFA business. This includes mileage, per diem, lodging, air, train and bus fares, airport shuttle, taxi services, and registration.

45 - Operating Rental and Leases - Rent of space for occupancy or storage purposes, payments to contract cities for use of stations.

46 - Insurance - Fire, bonds, theft, liability, other casualty, etc. Does not include insurance related to personnel benefits.

47 - Utility Services - Payments to other agencies for the provision of utilities such as gas, water, sewer, electricity, garbage and recycling, and hazardous waste disposal.

48 - Repairs & Maintenance - Contracted (external) labor and supplies if included in the invoice total furnished by the contractors, cleaning and repair of PPE.

49 - Miscellaneous - Costs that are minor in amount and/or infrequent in occurrence and are not specifically described under any other object code; dues, subscription and memberships, and advertising.



BOARD OF COMMISSIONERS

Leading to meet the growing public safety needs of our regional communities

- ✓ Leadership
- ✓ Integrity
- ✓ Trust
- ✓ Respect
- ✓ Excellence

The primary function of the Board is to oversee the strategic operations of SCF, to generate, review, and approve policies which provide clear guidance to the administrative and managerial staff in conducting their respective operational duties, and to review and acknowledge the expenditure of funds for goods and services received by SCF.

Pursuant to RCW 52.14.010 and WSR 08-11-127 each of the commissioners may be compensated at \$128 per day with an annual compensation limit of \$12,288. Until such time as Fire District 1 is dissolved, the District continues to meet once a month. According to the RFA Plan the RFA is responsible for paying the expenses of the District.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	153,712	159,293
Overtime	0	0
Employee Benefits	38,428	39,823
Supplies and Services	69,950	37,200
TOTAL	262,090	236,317

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Executive Assistant to the Board	1.0	1.0
TOTAL	1.0	1.0
Commissioner	7.0	7.0
D1 Commissioner	5.0	5.0
TOTAL ELECTED OFFICIALS	12.0	12.0

BUDGET NARRATIVE:

- Compensation for RFA and District Commissioners, Salary and Benefits for the Executive Assistant to the Board of Commissioners.
- 2018 Professional Services included funds for a retreat held off site. For 2019 the retreat will be held locally.
- Funding for supplies, travel, and miscellaneous meeting expenses.



ADMINISTRATION AND SUPPORT SERVICES

Information on Administration and Support Services programs can be found on the following pages.

	2018 AMENDED	2019 BUDGET
Office of the Fire Chief	1,551,547	1,549,484
Transitional Costs	500,000	0
Human Resources	1,108,165	766,973
Public Information	301,873	308,887
Non-Departmental	3,641,047	3,739,662
Finance	504,928	561,872
GIS Mapping	90,176	78,287
Communications & Technology	1,303,216	1,375,019
Vehicle Maintenance	1,020,350	1,054,350
Facility Maintenance	1,531,945	1,474,431
TOTAL	11,553,246	10,908,965

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	2,267,008	2,503,871
Overtime	15,000	11,000
Employee Benefits	827,691	914,722
Supplies and Services	8,443,547	7,479,372
TOTAL	11,553,246	10,908,965

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Fire Chief	1.0	1.0
Assistant Chief-Operations	1.0	1.0
Assistant Chief-Training	1.0	1.0
Assistant Chief-Prevention	1.0	1.0
Deputy Chief-Special Projects	1.0	1.0
Executive Assistant to the Fire Chief	1.0	1.0
Receptionist	1.0	1.0
Human Resources Director	1.0	1.0
Human Resources Analyst	1.0	1.0
Human Resources Specialist 2	1.0	1.0
Human Resources Specialist 1	1.0	1.0
Public Information Officer	1.0	1.0
Finance Director	1.0	1.0
Financial Analyst	0.0	1.0
Finance Specialist 2	1.0	1.0
Finance Specialist 1	1.0	1.0
Budget Analyst	1.0	0.0
Administrative Assistant	0.5	0.0
GIS Specialist-Contract	1.0	1.0
IT Manager	1.0	1.0
Help Desk Analyst	0.0	1.0
Purchasing Manager	1.0	1.0
Facilities Specialist 2	1.0	1.0
Central Stores Specialist	1.0	1.0
Facilities Specialist 1	1.0	1.0
TOTAL	22.5	23.0



OFFICE OF THE FIRE CHIEF

PROGRAM DESCRIPTION

The primary function of the Office of the Fire Chief is to oversee the specific operations of the RFA, to assure compliance with RFA policies, to delegate operating authority and responsibility to the Assistant and Deputy Chiefs to assist staff in conducting their respective duties, and to initiate the expenditure of funds for the receipt of goods and services received by the RFA. The Administration manages the conduct and affairs of the RFA on a daily and detailed basis to assure the highest level of service consistent with the resources approved by the Fire Commissioners.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	1,008,506	1,082,535
Overtime	2,000	2,000
Employee Benefits	299,041	320,949
Supplies and Services	242,000	144,000
TOTAL	1,551,547	1,549,484

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Fire Chief	1.0	1.0
Assistant Chief-Operations	1.0	1.0
Assistant Chief-Training	1.0	1.0
Assistant Chief-Prevention	1.0	1.0
Deputy Chief-Special Projects	1.0	1.0
Executive Assistant to the Fire Chief	1.0	1.0
Receptionist	0.0	1.0
TOTAL FULL TIME POSITIONS	6.0	7.0
Chaplains	3.0	3.0
TOTAL PART TIME POSITIONS	3.0	3.0
TOTAL	9.0	10.0

BUDGET NARRATIVE:

- The Receptionist position was transferred to the Office of the Fire Chief from the Human Resources program.
- Professional services for 2018 included funds for the following: Standards of Coverage study, an EMS Levy consultant, and a Cost of Services study. For 2019 the professional services include funds for a preparedness consultant and a strategic planning consultant.
- Funding for travel\training, supplies and miscellaneous expenses.



TRANSITIONAL COSTS

PROGRAM DESCRIPTION

This program was established to account for the costs that will be incurred to transition the two separate organizations into one.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	0	0
Employee Benefits	0	0
Supplies and Services	500,000	0
TOTAL	500,000	0

BUDGET NARRATIVE:

2018 Budget primarily included funds for branding the new organization. Specifically creating a new logo, and purchasing new business cards, patches, badges, coats, etc., station signage and vehicle graphics. It is anticipated that with the exception of vehicle graphics these funds will be spent in 2018. Most likely there will be a reappropriation early in 2019 for the balance of the graphics removal and installation.



HUMAN RESOURCES

PROGRAM DESCRIPTION

The Human Resources Program (HR) oversees all human resource activities. Activities include labor negotiations, compensation and benefits, health care contract management and administration, and staffing management which includes advertising, testing, interviewing, and orientation for new administrative employees.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	401,148	364,491
Overtime	3,000	3,000
Employee Benefits	170,717	155,232
Supplies and Services	533,300	244,250
TOTAL	1,108,165	766,973

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Human Resources Director	1.0	1.0
Human Resources Analyst	1.0	1.0
Receptionist	1.0	0.0
Human Resources Specialist 2	1.0	1.0
Human Resources Specialist 1	1.0	1.0
TOTAL	5.0	4.0

BUDGET NARRATIVE:

- The Receptionist position was transferred to the Office of the Fire Chief.
- Professional Services for 2018 included funds for labor related legal fees, Employee Assistance Program and Health Retirement Account (HRA) Third Party Administrator. For 2019 funds for labor related legal fees have been reduced.
- Funding for supplies and miscellaneous expenses.



PUBLIC INFORMATION

PROGRAM DESCRIPTION

The Public Information program serves as the official communications channel for the RFA in promulgating technical, financial, and operational data to the media and the general public. The channels include direct interviews with the print and visual media, newsletters, informational flyers, brochures, management of the website, press releases, coordinating RFA involvement in community events, and on-scene media relations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	103,289	106,451
Overtime	3,000	3,000
Employee Benefits	45,483	46,836
Supplies and Services	150,100	152,600
TOTAL	301,873	308,887

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Public Information Officer	1.0	1.0
TOTAL	1.0	1.0

BUDGET NARRATIVE:

- Printing and Postage for newsletters\educational materials.
- Funding for supplies and miscellaneous expenses.



NON-DEPARTMENTAL EXPENSES

PROGRAM DESCRIPTION

The Non-Departmental Expenses program is designed to incorporate all RFA expenses not otherwise assigned to a specific operations program. This program captures major organizational expenses that arise from Commissioner Policy directives and which are not under the discretionary control of the Fire Chief and management staff, such as legal services, insurance, on-going fire service contracts, Interlocal agreements, and interagency programs.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	0	0
Employee Benefits	0	0
Supplies and Services	3,641,047	3,739,662
TOTAL	3,641,047	3,739,662

POSITION SUMMARY:

There are no budgeted positions assigned to this program.

BUDGET NARRATIVE:

- Funding for supplies and postage - \$21,000.
- Professional services for legal fees, transport billing agency, transport billing compliance audit and state audit - \$474,769.
- Transport fees remitted to the cities of Edmonds and Mountlake Terrace - \$1,328,250.
- General insurance package, unemployment, early retirement healthcare incentive offered in 2011 - \$434,000.
- Dispatch and radio (SNO911) assessments - \$1,151,643.
- Election Costs - \$330,000.



FINANCE

PROGRAM DESCRIPTION

The Finance program employs non-uniformed professional staff that develops annual budgets with forecasted revenue and expenses, processes the timely payment of payroll and claims expenses incurred by the operating and reserve components of the SCF, generates billings, performs cash management, provides treasury and oversight services for the Snohomish County Emergency Medical Services and Trauma Care Council, and provides treasury and administrative services to the Snohomish County Special Operations Policy Board. The Program prepares monthly and quarterly financial performance reports showing the status of revenue and expenses measured against the adopted budget. At year end, the Program also prepares and publishes an annual report open for public inspection and submitted to the State Auditor's Office.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	353,367	389,658
Overtime	3,000	3,000
Employee Benefits	140,461	154,764
Supplies and Services	8,100	14,450
TOTAL	504,928	561,872

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Finance Director	1.0	1.0
Financial Analyst	0.0	1.0
Finance Specialist 2	1.0	1.0
Finance Specialist 1	1.0	1.0
Budget Analyst	1.0	0.0
Administrative Assistant	0.5	0.0
TOTAL	4.5	4.0

BUDGET NARRATIVE:

- For 2019 this program is requesting a Financial Analyst position to replace the Budget Analyst position and part time Administrative Assistant, and additional training funds. The FTE being requested will serve as a backup to several of the functions performed by the Finance Director as well as perform more technical reconciliations, reporting, analysis, and provide assistance and guidance to the other Finance employees and RFA staff.
- Funding for supplies and miscellaneous expenses.



GIS MAPPING

PROGRAM DESCRIPTION

The GIS Mapping program provides digital mapping services for the RFA's needs and is available for mapping services work to outside agencies on a reimbursement basis. This program is under the oversight of the Assistant Chief of Operations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	56,762	56,650
Overtime	0	0
Employee Benefits	13,664	13,637
Supplies and Services	19,750	8,000
TOTAL	90,176	78,287

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
GIS Specialist-Contract	1.0	1.0
TOTAL	1.0	1.0

BUDGET NARRATIVE:

- For 2019 the annual maintenance costs of the GIS software program was moved to the Communications & Technology program.
- Funding for supplies.



COMMUNICATIONS AND TECHNOLOGY

PROGRAM DESCRIPTION

The Communications and Technology program provides for the estimated cost of placing an array of electronic and office equipment into service at the administrative and operational levels of the RFA.

It also includes the maintenance and service agreements for the software and the hardware the RFA uses, as well as professional services required to maintain. It provides the RFA with data, voice communications and connectivity required for department operations. This program is under the oversight of the Assistant Chief of Operations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	73,844	188,342
Overtime	0	0
Employee Benefits	28,471	72,617
Supplies and Services	1,200,900	1,114,060
TOTAL	1,303,216	1,375,019

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
IT Manager	1.0	1.0
Help Desk Analyst	0.0	1.0
TOTAL	1.0	2.0

BUDGET NARRATIVE:

- The IT Manager position was added mid-year 2018. After performing an operational analysis, the IT Manager determined that SCF would benefit from the addition of a Help Desk Analyst. The cost of this position is offset by reduced professional services costs.
- Services expenses include maintenance and service agreements for the software and the hardware the RFA uses, as well as professional services required to maintain.
- Funding for miscellaneous small equipment and supplies.



VEHICLE MAINTENANCE

PROGRAM DESCRIPTION

This program budgets for the cost of vehicle maintenance and operations. The RFA currently maintains a fleet of apparatus including:

- 14 Fire Engines
- 4 Ladder Trucks
- 17 Medic\Aid Units
- 7 First Responder Command Vehicles
- 1 Air\Light Unit
- 1 Technical Rescue Unit
- 2 Boats
- 14 Administrative Command Staff Vehicles
- Reserve Engines, Ladders, Medic\Units, and First Responder Command Vehicles
- Reserve Administrative Command Vehicles, Pool cars, Trailers, and other support vehicles

This program is under the oversight of the Assistant Chief of Operations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	2,000	0
Employee Benefits	0	0
Supplies and Services	1,018,350	1,054,350
TOTAL	1,020,350	1,054,350

POSITION SUMMARY:

This program is managed by the Purchasing, Fleet and Facilities Manager who reports to the Assistant Chief of Operations.

BUDGET NARRATIVE:

- Funding for supplies and services to maintain the assets listed above
- 2018 Overtime was for Apparatus Replacement Committee members



FACILITY MAINTENANCE

PROGRAM DESCRIPTION

This program budgets for the cost of repairing and maintaining all of the buildings owned by the RFA. The RFA currently fully maintains 10 stations, headquarters, a training facility, a classroom, and two pieces of vacant land. Additionally the RFA is partially responsible for maintenance at four stations owned by our contract cities. This program is under the oversight of the Assistant Chief of Operations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	270,091	315,744
Overtime	2,000	0
Employee Benefits	129,854	150,687
Supplies and Services	1,130,000	1,008,000
TOTAL	1,531,945	1,474,431

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Purchasing Manager	1.0	1.0
Facilities Specialist 2	1.0	1.0
Central Stores Specialist	1.0	1.0
Facilities Specialist 1	1.0	1.0
TOTAL	4.0	4.0

BUDGET NARRATIVE:

- Funding for supplies and services to maintain the facilities listed above.



OPERATIONS

Information on Operations programs can be found on the following pages.

	2018 AMENDED	2019 BUDGET
Station Operations		
Suppression	41,202,817	44,525,183
Wildland	306,000	32,550
Technical Rescue	98,295	91,020
Hazardous Materials	69,423	123,820
SUBTOTAL Station Operations	41,676,535	44,772,572
Emergency Medical Services (EMS)		
EMS Administration	2,240,476	2,466,409
Community Resource Paramedicine	456,278	612,821
Public Education	247,724	217,415
Bike	25,000	25,000
ACT	25,000	92,000
SUBTOTAL EMS	2,994,477	3,413,645
TOTAL	44,671,012	48,186,217

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	28,061,412	30,303,023
Overtime	3,531,720	3,612,510
Employee Benefits	11,349,653	12,552,203
Supplies and Services	1,728,227	1,718,482
TOTAL	44,671,012	48,186,217

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Deputy Chief-Operations	1.0	1.0
Deputy Chief-EMS	1.0	1.0
Battalion Chief	12.0	12.0
Medical Service Officer	4.0	4.0
Captain	56.0	56.0
Firefighter/Paramedic	85.0	93.0
Firefighter	98.0	98.0
Medical Service Officer-Days	2.0	3.0
Community Resource Paramedic-Grant Funded	2.0	3.0
Community Resource Specialist	1.0	1.0
ACT Coordinator-Grant Funded	0.0	0.5
Administrative Assistant	2.0	2.0
Administrative Specialist-Reimbursed	1.0	1.0
Administrative Assistant-.5 Grant Funded	0.5	1.0
TOTAL	265.5	276.5



SUPPRESSION

PROGRAM DESCRIPTION

The Station Operations program covers the cost of managing, equipping, staffing, and operating fourteen fire stations to prepare for all hazard mitigation to include fire suppression and EMS related incidents. This program is established with the goal of meeting all standards of response objectives as established by the RFA and our contract cities we serve, in a safe and effective manner.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	27,137,808	29,087,123
Overtime	2,797,250	3,095,710
Employee Benefits	10,994,857	12,070,218
Supplies and Services	272,902	272,132
TOTAL	41,202,817	44,525,183

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Deputy Chief-Operations	1.0	1.0
Battalion Chief	12.0	12.0
Medical Service Officer	4.0	4.0
Captain	56.0	56.0
Firefighter/Paramedic	85.0	93.0
Firefighter	98.0	98.0
Administrative Assistant	1.0	1.0
TOTAL	257.0	265.0

BUDGET NARRATIVE:

- In 2018 SCF commissioned a Standards of Coverage study to determine the appropriate level of staffing required to meet service demands. The study was not completed in time to incorporate into the 2019 Budget. As a placeholder 8 new Firefighter/Paramedic were added.
- Funding for supplies, small equipment, equipment maintenance and testing, and miscellaneous expenses.



WILDLAND

PROGRAM DESCRIPTION

The Wildland Program trains designated SCF personnel to Wildland Firefighter Red Card certification level (meeting WAC 296.305 – 07001-18) to increase operational readiness for SCF's internal risk from Wildland-Urban Interface (WUI) fires; as well as enable the timely deployment of SCF personnel when requested to support wildland firefighting events outside our jurisdiction.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	275,000	0
Employee Benefits	0	0
Supplies and Services	31,000	32,550
TOTAL	306,000	32,550

POSITION SUMMARY:

There are no budgeted positions assigned to this program.

BUDGET NARRATIVE:

- Includes funds for small equipment and supplies required for Wildland firefighting. The 2018 Budget was amended in October to include overtime incurred for 2018 deployments. It is anticipated that in 2019 SCF will deploy personnel and an amendment will be required in 2019 as well. SCF is reimbursed by the State agencies requesting the assistance for personnel and equipment provided.



TECHNICAL RESCUE

PROGRAM DESCRIPTION

The Technical Rescue Program covers the cost of training a cadre of highly specialized personnel in rescue operations including high and low angle rescue, liquid and frozen water surfaces, confined space and urban search and rescue. Highly specialized equipment is utilized in the conduct of these rescue operations. In November 2012 the RFA entered into a Special Operations Full Participating Agency Interlocal agreement. Assessments are split between Technical Rescue and Hazardous Materials programs.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	37,000	42,250
Employee Benefits	0	0
Supplies and Services	61,295	48,770
TOTAL	98,295	91,020

BUDGET NARRATIVE:

- Overtime for training, meetings and equipment maintenance
- Funding for miscellaneous supplies, equipment, and equipment maintenance



HAZARDOUS MATERIALS

PROGRAM DESCRIPTION

The HazMat program identifies the cost of training and developing a cadre of highly specialized personnel who may safely confront and control a field operation involving hazardous materials utilizing expert techniques and dedicated equipment. In November 2012 the RFA entered into a Special Operations Full Participating Agency Interlocal agreement. Assessments are split between Hazardous Materials and Technical Rescue programs.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	37,000	42,250
Employee Benefits	0	0
Supplies and Services	32,423	81,570
TOTAL	69,423	123,820

BUDGET NARRATIVE:

- Overtime for training, meetings and equipment maintenance
- Funding for miscellaneous supplies, equipment, and equipment maintenance. For 2019 several pieces of equipment have reached the end of their useful life and require replacement.



EMS – ADMINISTRATION

PROGRAM DESCRIPTION

This program provides for the oversight, management, licensing and certification and quality control of EMS operations and training, and funds equipment maintenance and disposable supplies used when responding to EMS incidents. The program coordinates paramedic school training and integration. Provides oversees EMS billing and electronic medical reporting system.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	561,262	646,760
Overtime	287,470	373,100
Employee Benefits	200,926	296,088
Supplies and Services	1,190,817	1,150,460
TOTAL	2,240,476	2,466,409

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Deputy Chief-EMS	1.0	1.0
Medical Service Officer-Days	2.0	3.0
Administrative Assistant	1.0	1.0
Administrative Specialist-Reimbursed	1.0	1.0
TOTAL	5.0	6.0

BUDGET NARRATIVE:

- For 2019 a third Medical Service Officer on days was requested to oversee training. The Training MSO would report to the Deputy Chief of EMS and coordinate with the Training division to create programs that support the certifications requirements along with specific training initiatives to support increased skill level based on QA/QI feedback (360 QA). This individual would also oversee and assure appropriate in service and ongoing training for EMT's and Paramedics on equipment, advanced technologies and new EMS best practices being implemented in today's EMS fields.
- Funds for medications and other supplies used on EMS responses.



EMS – COMMUNITY RESOURCE PARAMEDICINE (CRP)

PROGRAM DESCRIPTION

This program encompasses the Community Paramedicine program implemented in 2013 with a grant from Verdant Health Commission. The current grant expires in 2021 and provides funding as follows: 2019 - \$344,000, 2020 a reduction of 35%, and 2021 a reduction of 35%.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	277,065	448,586
Overtime	75,000	0
Employee Benefits	102,213	130,235
Supplies and Services	2,000	34,000
TOTAL	456,278	612,821

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Community Resource Paramedic	2.0	3.0
Administrative Assistant	0.5	1.0
TOTAL	2.5	4.0

BUDGET NARRATIVE:

- For 2019 a CRP coordinator position as well as increasing administrative support to full time was requested. The coordinator will directly coordinate the South County Fire’s CRP program and the staff assigned to the CRP office. Represent SCF and the CRP program at meetings with community, public and private partners. Assure grant and SCF objectives are being met along with administrative coordination of the CRP group and partner agencies, and assist with building strategic objectives and goals to support the continued success of the CRP program.
- Funding for supplies and miscellaneous expenses.



EMS – PUBLIC EDUCATION

PROGRAM DESCRIPTION

This program includes the following community outreach programs, including Senior Fall Prevention, Public First-aid, and CPR/AEDs. Community Emergency Response Teams, Map Your Neighborhood and other disaster preparation and Fire Corps/Veteran activities. The Verdant Health Commission has provided \$89,000 in grant funds for 2019 to support this program.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	85,276	84,054
Overtime	15,000	17,200
Employee Benefits	51,657	52,161
Supplies and Services	95,790	64,000
TOTAL	247,724	217,415

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Community Resource Specialist	1.0	1.0
TOTAL FULL TIME POSITIONS	1.0	1.0
Falls Prevention-Veterans Part Time	4.0	4.0
TOTAL PART TIME POSITIONS	4.0	4.0
TOTAL	5.0	5.0

BUDGET NARRATIVE:

- Professional services expenses include payment to Operation Military Families for support of this program.
- Funds for supplies and miscellaneous expenses.



EMS – BIKE TEAM

PROGRAM DESCRIPTION

The Bicycle Response Team (BRT) provides EMS coverage and safety through an outreach model focused on public education and prevention. In conjunction with EMS Division and Public Education, teams deploy in a tandem fashion to prominent South County events within our agencies response area.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	8,000	12,000
Employee Benefits	0	0
Supplies and Services	17,000	13,000
TOTAL	25,000	25,000

POSITION SUMMARY:

There are no budgeted positions assigned to this program.

BUDGET NARRATIVE:

- Funds for training, equipment, supplies and miscellaneous expenses.



EMS – ACT

PROGRAM DESCRIPTION

The ACT training was created to focus on the emergencies that truly save lives prior to the arrival of first responders. In as little as an hour, citizens can be trained in recognizing, calling for help and treating victims of opioid overdose, cardiac arrest and severe hemorrhage. The Verdant Health Commission has provided \$50,000 in grant funds for 2019 to support this program.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	36,500
Overtime	0	30,000
Employee Benefits	0	3,500
Supplies and Services	25,000	22,000
TOTAL	25,000	92,000

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
ACT Coordinator	0.0	0.5
TOTAL	0.0	0.5

BUDGET NARRATIVE:

- Funds for supplies and miscellaneous expenses.



TRAINING

Information on Training programs can be found on the following pages.

	2018 AMENDED	2019 BUDGET
Training	1,120,269	1,478,390
New Hires	1,579,401	1,395,139
Safety	589,862	650,794
Volunteers	96,030	96,030
Physical Fitness	34,500	49,000
TOTAL	3,420,062	3,669,352

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	1,294,383	1,337,937
Overtime	498,328	654,533
Employee Benefits	592,909	566,470
Supplies and Services	1,034,442	1,110,412
TOTAL	3,420,062	3,669,352

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Battalion Chief/Safety Officer	1.0	1.0
Captain Days	3.0	3.0
Administrative Assistant	1.0	1.0
Firefighter Days	0.0	1.0
TOTAL FULL TIME POSITIONS	5.0	6.0
Volunteer	24.0	24.0
TOTAL PART TIME POSITIONS	24.0	24.0



TRAINING – SCF TRAINING

PROGRAM DESCRIPTION

The Training Budget supports the overall goals of organizational compliance with Federal, State, and local laws, rules, regulations, and codes governing emergency response and employee preparedness. The budget also supports the organizational career development goals that are defined by industry best standards and practices and include both formal education and competency based evaluations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	433,519	521,224
Overtime	289,500	445,180
Employee Benefits	177,250	241,601
Supplies and Services	220,000	270,385
TOTAL	1,120,269	1,478,390

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Captain Days	3.0	3.0
Administrative Assistant	1.0	1.0
Firefighter Days	0.0	1.0
TOTAL	4.0	5.0

BUDGET NARRATIVE:

- 2019 includes the addition of one firefighter on days to assist with the logistics of SCF crew training. The position will be used mainly for drill ground support (repairing props, apparatus procurement, lesson delivery support, and would allow the Training Captains the needed time for lesson plan creation, instruction, and evaluations. Several of these items, particularly evaluations have been missed in 2018 due to shortage of staffing in the division. The position will also allow for leadership/management development at an early stage of a firefighter's career.
- Overtime is for crew training. Additional funds have been included in 2019 for Blue Card certification for all Captains. The Blue Card system is internationally recognized as a program that provides a systematic approach, backed by continuing education requirements that will reduce Firefighter injury and death. The system is built around the National Incident Management System, and incorporates NIOSH reports, UL studies, and OSHA regulations. Blue Card has a tracking and continuing education system built into the process. Currently only Battalion Chiefs are certified, but Company Officers are first on scene 99% of incidents and give the initial radio report which outlays the entire incident.
- Funds for supplies and miscellaneous expenses.



TRAINING – NEW HIRES

PROGRAM DESCRIPTION

The New Hires program captures the cost of recruiting, advertising, interviewing, screening, hiring, and initial Fire Academy training of all new career suppression personnel additions and those who replace retirees, as well as costs to send employees to the paramedic school at Harborview. This program also captures the cost of new member's initial uniforms and required protective equipment and the salaries and benefits for new or additional suppression members while attending the Snohomish County Fire Training Academy, and overtime for Trainers.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	655,594	605,021
Overtime	194,828	187,353
Employee Benefits	364,467	269,968
Supplies and Services	364,512	332,797
TOTAL	1,579,401	1,395,139

POSITION SUMMARY:

There are no permanently budgeted positions in this program.

BUDGET NARRATIVE:

- Costs associated with hiring and training up to 20 new Firefighters and/or Firefighter Paramedics.
- Costs associated with sending employees to the paramedic school at Harborview, including back fill overtime to cover their shifts; and housing while at school. The 2018 Budget included funds to send two employees to paramedic school. The 2019 Budget includes funds to send one employee to paramedic school.



TRAINING – SAFETY

PROGRAM DESCRIPTION

The Safety and Health program is responsible for managing and enforcing the rules, regulations, and policies relating to the safe operation of the Fire Department. The Safety Officer responds to emergency activities, manages the personal protection equipment (PPE) program, the SCBA program, the Wellness Program and the Exposure Control Program among several others. The Safety Officer coordinates with Training on new and existing programs designed to ensure the continued safety of all RFA personnel.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	147,670	154,092
Overtime	10,000	15,000
Employee Benefits	51,192	54,901
Supplies and Services	381,000	426,800
TOTAL	589,862	650,794

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Battalion Chief/Safety Officer	1.0	1.0
TOTAL	1.0	1.0

BUDGET NARRATIVE:

- Funding for uniform and PPE replacement and maintenance, excluding costs associated with branding.
- 2019 increase due to replacement of approximately 70 sets of bunker gear versus 55 sets replaced in 2018.



TRAINING – VOLUNTEERS

PROGRAM DESCRIPTION

The Volunteer program identifies the cost of maintaining a volunteer staff of trained personnel who assist and support the suppression crews during tactical operations.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	57,600	57,600
Overtime	2,000	2,000
Employee Benefits	0	0
Supplies and Services	36,430	36,430
TOTAL	96,030	96,030

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Volunteer	24.0	24.0
TOTAL	24.0	24.0

BUDGET NARRATIVE:

- A quarterly stipend for up to 24 Volunteers.
- Overtime for Training Captains who oversee the program.
- Funding for supplies, small equipment and miscellaneous expenses.
- This program is currently being evaluated by SCF.



TRAINING – PHYSICAL FITNESS

PROGRAM DESCRIPTION

The Physical Fitness and Wellness program accounts for the cost of providing a variety of physical strength and stamina training to operational staff under the tutelage of trained instructors.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	0	0
Overtime	2,000	5,000
Employee Benefits	0	0
Supplies and Services	32,500	44,000
TOTAL	34,500	49,000

POSITION SUMMARY:

There are no permanent budgeted positions assigned to program.

BUDGET NARRATIVE:

- Overtime is for training the Trainers.
- Funding for miscellaneous supplies, equipment, and equipment maintenance.



PREVENTION & EDUCATION

Information on Prevention & Education programs can be found on the following pages.

	2018 AMENDED	2019 BUDGET
Inspection	1,278,282	1,496,908
Public Education	144,306	284,665
TOTAL	1,422,588	1,781,573

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	985,363	1,240,947
Overtime	32,000	40,000
Employee Benefits	350,950	441,876
Supplies and Services	54,275	58,750
TOTAL	1,422,588	1,781,573

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Assistant Fire Marshal	2.0	2.0
Administrative Assistant	1.0	1.0
Fire/Life Safety Educator	1.0	2.0
Deputy Fire Marshal	5.0	5.0
TOTAL	9.0	10.0



PREVENTION - INSPECTIONS

PROGRAM DESCRIPTION

The RFA collaborates with the Snohomish County Fire Marshal's Office on construction projects and tenant improvements within the unincorporated service areas served by the RFA. Additionally, fire marshal services are provided to contract cities, including: fire cause and origin investigations, construction plan reviews, building inspection and codes, standards and ordinance development.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	902,117	1,062,514
Overtime	22,000	30,000
Employee Benefits	309,890	362,144
Supplies and Services	44,275	42,250
TOTAL	1,278,282	1,496,908

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Assistant Fire Marshal	2.0	2.0
Administrative Assistant	1.0	1.0
Deputy Fire Marshal	5.0	5.0
TOTAL	8.0	8.0

BUDGET NARRATIVE:

- In 2018 a second Assistant Fire Marshal position was authorized however due to the timing of filling the position, was only budgeted for six months. The 2019 increase in Salary and Wages, and Benefits is due budgeting this position for a full year.
- Overtime for Inspection staff.
- Funding for supplies and miscellaneous expenses.



PREVENTION – PUBLIC EDUCATION

PROGRAM DESCRIPTION

The Prevention Education program provides fire and life-safety education and training services throughout the RFA and contract cities.

FINANCIAL SUMMARY:

	2018 AMENDED	2019 BUDGET
Salary and Wage	83,246	178,433
Overtime	10,000	10,000
Employee Benefits	41,060	79,732
Supplies and Services	10,000	16,500
TOTAL	144,306	284,665

POSITION SUMMARY:

	2018 AMENDED	2019 BUDGET
Fire/Life Safety Educator	1.0	2.0
TOTAL	1.0	2.0

BUDGET NARRATIVE:

- For 2019 an additional Fire/Life Safety Educator position was requested to provide additional support of the Fire Prevention Division education objectives. This new position would support the existing fire prevention education and outreach programs, coordinate the various volunteer groups (CERT trained volunteers, VIPs, and existing fire corps volunteers) and programs under a Fire Prevention Public Educator to enhance community outreach and involvement.
- Overtime for staffing events and classes.
- Funding for supplies and miscellaneous expenses.



RESERVE FUNDS

EMERGENCY RESERVE

PROGRAM DESCRIPTION

Emergency Reserve Created: It is in the best interest of the RFA and the communities it serves to establish a long-range financial plan; therefore the Commissioners created a separate Emergency Reserve Account. The target of not less than 5% of General Fund Revenue has been reached.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available. The Board has directed that any Ground Emergency Medical Transport (GEMT) funds received be deposited in this reserve.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

Usage of Emergency Reserve: The account may be drawn upon for situations declared by the Commissioners to be of an emergency basis.

	2018 AMENDED	2019 BUDGET
Beginning Cash	2,024,030	2,060,318
Property Tax Revenue	0	0
Other Revenue	36,288	45,949
Total Revenue	36,288	45,949
Expenses	0	0
Ending Cash	2,060,318	2,106,267



APPARATUS RESERVE

PROGRAM DESCRIPTION

The RFA desires to set aside a portion of its annual revenues for the future acquisition of apparatus; therefore the Commissioners created a separate account.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution. By policy a contribution equal to 6% of General Fund annual expenses is allocated to the Apparatus, Facility\Major Maintenance, and Equipment Reserves.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

Usage of Apparatus Replacement Reserve: The account may be drawn upon for the acquisition of, either a new addition to the fleet or as a replacement of an existing vehicle(s) which have been declared to be in the need of replacement.

	2018 AMENDED	2019 BUDGET
Beginning Cash	4,952,132	3,223,210
Property Tax Revenue	1,250,000	1,287,500
Other Revenue	475,000	91,973
Total Revenue	1,725,000	1,379,473
Expenses	3,453,922	1,863,692
Ending Cash	3,223,210	2,738,991

Expenditures anticipated in the 2019 Budget include (2) Medic\Aid Units, (2) Engines, and (1) Administrative Staff Vehicle. Staff continually reviews the status of the fleet. As a result, other apparatus replacement may take priority over those that have been anticipated.



FACILITY/MAJOR MAINTENANCE RESERVE

PROGRAM DESCRIPTION

The RFA desires to set aside a portion of its annual revenues for the future acquisition new facilities, facility improvements, remodeling, or major repairs; therefore the Commissioners created a separate account.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution. By policy a contribution equal to 6% of General Fund annual expenses is allocated to the Apparatus, Facility\Major Maintenance, and Equipment Reserves.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

Usage of Facility/Major Maintenance Reserve Funds: The account may be drawn upon as full or partial payment of a capital investment in any RFA building, facility or new facility. The use of funds in the Facility/Major Maintenance Reserve is for capital investments, and not a source for on-going maintenance.

	2018 AMENDED	2019 BUDGET
Beginning Cash	2,242,260	1,585,260
Property Tax Revenue	0	1,039,445
Other Revenue	38,000	43,060
Total Revenue	<u>38,000</u>	<u>1,082,505</u>
Expenses	<u>695,000</u>	<u>100,000</u>
Ending Cash	1,585,260	2,567,765

Expenditures anticipated in 2019 to provide for an unforeseen major maintenance or repair. Expenditures from this reserve have been placed on hold pending the completion of the Capital Facilities Plan.



EQUIPMENT RESERVE

PROGRAM DESCRIPTION

The RFA desires to set aside a portion of its annual revenues for the future acquisition of new or replacement equipment; therefore, the Commissioners created a separate account.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution. By policy a contribution equal to 6% of General Fund annual expenses is allocated to the Apparatus, Facility\Major Maintenance, and Equipment Reserves.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

Usage of Equipment Reserve Funds: The fund may be drawn upon for the acquisition of either a new piece of equipment or for replacement of existing equipment.

	2018 AMENDED	2019 BUDGET
Beginning Cash	2,008,092	583,257
Property Tax Revenue	2,200,000	1,560,000
Other Revenue	38,000	20,062
Total Revenue	2,238,000	1,580,062
Expenses	3,213,478	2,129,251
Ending Cash	1,032,614	34,067

Purchases anticipated for 2019 are as follows: hose replacement, radios, outfitting of (1) ladder and (2) engines, fans, gas monitors, inflatable rescue boat, technology equipment, Payment #3 Lifepak 15’s, outfitting (2) Aid\Medic units, (2) Ventilators, (4) Stair Chairs, fitness equipment, and CPAT testing equipment. Staff continually reviews the status of the equipment replacement schedule. As a result, replacing other pieces of equipment may take priority over those that have been anticipated.



LEOFF 1 MEDICAL RESERVE

PROGRAM DESCRIPTION

The Commissioners created a separate Fund, and contribute to this fund, amounts necessary for maintaining sufficient funds to meet annual and future medical claims for retired LEOFF 1 employees.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution. By policy a contribution equal to 125% of anticipated annual LEOFF 1 expenses is contributed to this reserve.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

LEOFF 1 Retiree Medical Reserve Funds Usage: The fund may be drawn upon to pay the annual medical claims and expenses for LEOFF 1 retirees.

LEOFF 1 Retiree Medical Reserve Fund Balance: Any contributions to the LEOFF 1 Medical Reserve Fund will remain in the fund until the liability has been extinguished and the funds are declared surplus by a resolution of the Board of Commissioners.

	2018 AMENDED	2019 BUDGET
Beginning Cash	1,085,319	1,736,832
Property Tax Revenue	1,350,000	1,252,888
Other Revenue	34,252	32,593
Total Revenue	1,384,252	1,285,482
Expenses	923,320	1,002,311
Ending Cash	1,546,251	2,020,003



COMPENSATED ABSENCES RESERVE

PROGRAM DESCRIPTION

The Commissioners created a separate Fund, and contribute to this fund, amounts necessary for maintaining sufficient funds to make vacation and sick leave bank payouts for employees separating service.

Source of Funds:

Contributions by Amount or Percentage: Each year, as part of the annual budget process, the Commissioners shall set, as a fixed dollar amount or a percentage of annual property taxes, the amount of the annual contribution. By policy a contribution equal to 12% of the compensated absences liability as reported in the latest published annual financial report is contributed to this reserve.

Lump Sum Contribution: Periodically a sum of money may be identified as a one-time, lump-sum contribution. The amount may be specified during the regular budget process or upon notice that the sum is available.

Interest: Interest earned from the account’s invested balance shall accrue to the account.

Usage of Compensated Absences Reserve Funds: The fund may be drawn upon for paying all or a portion of vacation and sick bank payout expenses upon the retirement of employees in situations where the annual operating budget does not provide sufficient funds.

	2018 AMENDED	2019 BUDGET
Beginning Cash	193,058	315,645
Property Tax Revenue	650,000	663,000
Other Revenue	2,200	7,064
Total Revenue	652,200	670,064
Expenses	513,302	612,340
Ending Cash	331,956	373,369



HEALTHCARE SELF-INSURANCE FUND

PROGRAM DESCRIPTION

This program was established as a standalone fund to record the activity of the RFA's Healthcare Self-Insurance Program. The program is administered by a Third Party Administrator, and is reinsured through the purchase of individual and aggregate stop loss insurance. Participants in the Self-Insurance program are prior District 1 employees.

The program consists of 3 plans. Plans 1 and 3 include only employees who are eligible for the State of Washington's LEOFF 1 retirement with Plan 3 for those who are Medicare eligible. The activity for these plans is recorded in the LEOFF 1 Medical Reserve as reported on Page 51.

Plan 2 includes all other active former District 1 employees and their families, as well as District 1 retirees who opt to self-pay to be covered under the RFA's program. Former City of Lynnwood employees are receiving their healthcare benefits from Northwest Firefighters Trust.

	2018 AMENDED	2019 BUDGET
Beginning Cash	3,417,035	3,572,970
Other Revenue	3,521,137	3,717,263
Total Revenue	3,521,137	3,717,263
Expenses	3,530,000	3,904,783
Ending Cash	3,408,172	3,385,450



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