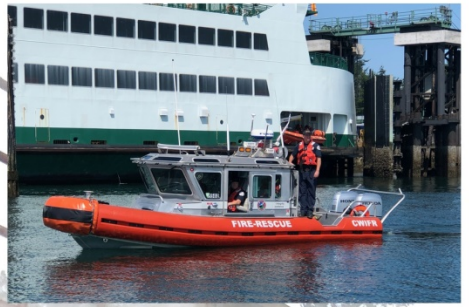
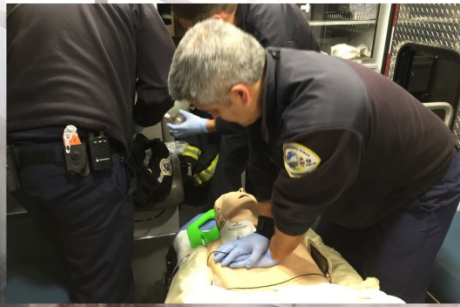


# Central Whidbey Island Fire-Rescue



## 2020 Adopted District Budget

Professionalism • Integrity • Compassion • Excellence

The Government Finance Officers Association of the United States and Canada (GFOA) presented a sixth consecutive Distinguished Budget Presentation Award to Central Whidbey Island Fire & Rescue for its annual budget for the fiscal year beginning January 1, 2019. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for one year only.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Central Whidbey Island Fire & Rescue  
Washington**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director

CWIFR will be submitting its 2020 adopted budget for review by the GFOA for the Distinguished Budget Presentation Award.

## 2020 Annual Budget

Prepared for the citizens of our district and the Central Whidbey Island Fire & Rescue board of fire commissioners:

- Board Chairperson Steve Hutchinson
- Commissioner Paul Messner
- Commissioner Cheryl Engle

District Staff:

- Fire Chief Ed Hartin, MS, EFO, FIFireE, CFO
- Deputy Chief Charlie Smith
- Finance Officer Kim Harpe (Retired)
- Finance Officer Cathy Niiro
- Captain/EMT Jerry Helm, FO, recruitment and training division manager
- Lieutenant/EMT Jen Porter, community risk reduction division manager
- Lieutenant/EMT James Meek, operations division manager
- Lieutenant/EMT Derik Vrable, facilities maintenance division manager
- Firefighter/Mechanic Mike Matros, fleet maintenance division manager
- Firefighter/EMT Dillon Rogers (Retired)
- Firefighter/EMT Alex Majestic
- Firefighter/EMT Jim Huff
- Firefighter/EMT Jeffery Rhodes

Editorial Review

- Linda Sue Hartin
- Firefighter/EMT Justin Burnett

Citizen Review

- Chris Geiger, EMPA, EFO
- Susan Geiger

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## Readers' Guide to the Budget

This guide is intended to aid understanding the format of this document and information presented in the budget. The [2020 adopted budget](#) may be downloaded in portable document format (PDF) from the district's website ([www.cwfire.org](http://www.cwfire.org)).

### Purposes of the Budget

The district budget document serves two purposes. The first is to provide our community and the board of fire commissioners with a clear picture of the services provided by Central Whidbey Island Fire & Rescue (CWIFR), the cost of those services, and the policy decisions underlying the district's financial decisions. The second purpose of the budget document is to provide the district's management with a financial and operating plan that complies with regulatory requirements for fire districts in the state of Washington and exemplifies best practices in budgeting and financial reporting.

### Organization of the Budget Document

CWIFR's budget is divided into the following sections:

#### *Table of Contents*

A hyperlinked table of contents is provided to simplify navigation to the related sections of the budget.

#### *Readers' Guide to the Budget*

The readers' guide provides an overview of the budget document and its organization.

#### *Budget Message*

The budget message is an introduction to the budget and identifies important fiscal issues from the perspective of the fire chief and finance officer.

#### *Budget Summary*

This section of the budget document provides high-level view of the district budget at the fund level and examines changes in fund balance. The summary provides data on revenue and expenditures in 2018, budgeted revenue and expenses for 2019, and the adopted budget for 2020 inclusive of both revenue and expenses.

#### *District Overview*

This section of the budget document provides an overview of the district including governance; values, mission, and vision for the future; services provided; boundaries, organization and staffing; and an overview of the district's strategic plan.

#### *Integrated Comprehensive Planning*

The district budget is closely coupled to the *CWIFR Integrated Comprehensive Plan* which includes *Volume 1-Community Risk Assessment* (CWIFR, under development), *Volume 2-Strategic Plan* (CWIFR, 2016) *Volume 3-Standard of Coverage and Community Risk Reduction Plan* (CWIFR, under development), *Volume 4-Fire and Emergency Services Self Assessment Manual* (CWIFR, under development), *Volume 5-Long Term Financial Plan* (CWIFR, 2018b), and *Volume 6-Capital Projects Plan*

(CWIFR, 2018c). The relationship between these plans ensures that the budget is consistent with the district's policies, long-term goals, and priorities. Hyperlinks are provided in this section for download of each volume of the integrated comprehensive plan in portable document format (PDF).

### ***Budget Process***

The Budget Process section of this document provides an outline of methods used to develop the district's budget, financial assumptions used in budget development and long-term financial planning, organization and structure of the budget, and the basis of budgeting and accounting.

### ***Revenue***

This section of the budget examines the district's revenue streams and revenue trends over a three-year period. A long-term view on revenue is provided in the district's long-term financial plan which is summarized in Appendix D.

### ***General Fund***

This section of the budget document provides an overview of the general fund and specific information on each division including a description of programs and responsibilities, performance measures, division budget, major expenditures, and the strategic goals and initiatives that will be addressed in 2019. In addition, this section of the budget document provides an overview of the general fund contingency line and detail of transfers in the preceding two years.

### ***Capital Projects Fund***

This section of the budget provides an overview of the capital projects fund, a schedule of capital projects, and current year capital projects justification.

### ***Bond Fund***

The bond fund section of the budget delineates the revenue and expenses related to the unlimited tax general obligation (UTGO) bond approved by the voters in November 2017 for renovation and expansion of Station 53 and purchase of three type 1 fire engines.

### ***Debt Service Fund***

The debt services fund budget section of the document outlines fund transfers and debt service payments based on the district's UTGO bond.

### ***Compensated Absences Fund***

This section of the budget defines the district's liabilities for compensated absences and provides an overview of the Compensated Absences Fund.

### ***Grants Management Fund***

The grants management fund budget delineates revenue and expenditures related to grant funded programs and activities.

### ***References***

The reference section documents the source material cited in the budget document.

***Budget Adoption***

Copies of the district's levy certification, tax increase resolution, and budget adoption resolutions will be included in Appendix A following budget adoption in November 2019.

***Glossary of Terms***

A glossary of terms is provided in Appendix B.

***Financial Policies***

Appendix C provides a consolidated view of the district's financial policies.

***Long Term Financial Plan***

A summary of the district's long-term financial plan is provided in Appendix D. Download the complete [\*Integrated Comprehensive Plan Volume 5-Long Term Financial Plan\*](#) in portable document format (PDF).

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## Budget Message

### From the Fire Chief

Thank you for supporting Central Whidbey Island Fire & Rescue (CWIFR)! The district provides fire and rescue services and partners with WhidbeyHealth Emergency Medical Services (EMS) in delivery of emergency medical care. We serve to our 8,500 residents and visitors to Central Whidbey which stretches between Libbey Road and Mutiny Bay Road. The district is transparent and fiscally responsible, operates with a balanced budget, has passed all financial and accountability audits, and maintains a AAA bond rating from Standard and Poor's. CWIFR has also received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for six consecutive years.

The 2020 adopted district budget increases general fund expenditures by 6.88%, largely due to the addition of full-time staff. This increase is offset by a 5.15% increase in revenue resulting from the new interlocal agreement with Whidbey Island Hospital District (dba WhidbeyHealth) to staff a basic life support (BLS) ambulance and a substantive increase in assessed value (AV) from new construction. This results in a net increase (expense above revenue) of 1.73% which is well within the limits established in the district's long-range financial plan. The district experienced a 11.34% increase in AV which has lowered the general levy rate to \$1.13/\$1,000 and the bond levy rate to \$0.19/\$1,000,

### Challenges

Central Whidbey Island Fire & Rescue faces several operational and fiscal challenges:

- The district continues to see an exponential increase in demand for service delivery, experiencing a 78.49% increase in emergency calls in the past 10 years (2008-2018).
- Between 2008 and 2019, the number of volunteers serving the district went down by 37.25%. Volunteer staffing has been relatively stable since 2016, but CWIFR continues to face an uphill battle to ensure adequate volunteer staffing, particularly in Coupeville and Greenbank.
- Since 2008, the district has augmented on-duty staffing with part-time firefighter/emergency medical technicians but experiences significant turnover as these employees find full-time fire service employment outside the district. This results in ongoing time and expense for recruitment and training.
- The state mandated minimum wage has experienced a 42.5% increase between 2017 and 2020. This has directly impacted part-time wages and indirectly increased pressure on full-time wages.
- Washington State's 1% constitutional limitation on increases in property tax revenue continues to challenge the district in keeping pace with increased demand for service as expenses rise faster than tax revenue.

### Key Changes

Meeting increasing demand for service requires that the district provide adequate staffing and resources and use those resources effectively. To that end, the 2020 adopted district budget reflects the following:

- In 2019, the district and WhidbeyHealth successfully renegotiated the interlocal agreement under which the district staffs a basic life support (BLS) ambulance for WhidbeyHealth with an increase in revenue from \$201,495 per year to \$281,000 per year. This increase was prorated (applying to September-December) in 2019 and will apply for the full year in 2020.
- In the fourth quarter of 2019, the district added one additional full-time firefighter/emergency medical technician. Funding is provided in the 2020 adopted budget to add an additional firefighter/emergency medical technician in the first quarter of 2020. These two positions will provide one additional firefighter on each shift between 07:30 and 19:30.
- Concurrent with the increase in full-time staffing, part-time firefighter/emergency medical technician staffing is being reduced from four and one-half full-time equivalent (FTE) using ten part time staff to three FTE using six part time staff.

### *Progress*

The district continues to make progress in improving our capability to provide service to the community in a fiscally prudent manner. Areas of improvement will include:

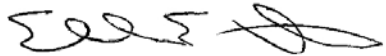
- Adding two additional full-time firefighter/emergency medical technicians will improve reliability of on-duty staffing during hours of peak emergency and non-emergency demand and will reinforce the district's community risk reduction efforts. Reducing part-time staffing from 4.5 FTE to 3.0 FTE is anticipated to reduce turnover and related staff time commitment and expense by approximately 40% (due to the reduced number of part-time staff). These changes provide improvements in service delivery capability and maintain on-duty staffing at 2019 levels.
- In November 2017, the district's voters passed a \$7,376,000 bond measure to fund the district's most pressing capital facilities improvements and replacement of major fire apparatus. Passage of this bond measure allowed the district to borrow funds for major capital expenditures with a separate tax levy to fund the debt service (payment on borrowed funds). This reduced demand on current revenue for major capital expenditures and preserved the general levy to meet the expense of ongoing operational requirements and other programmed capital projects.
- The district will have developed specifications and requested bids on three type 1 fire engines by the end of 2019, with anticipated bid award early in the first quarter of 2020. With an approximate 300 day build time; these three apparatus should be delivered prior to the end of the fourth quarter in 2020.
- Slow progress is being made on construction of the replacement Station 53. Architectural and engineering studies determined that replacement would be more cost effective than renovation and expansion of the existing building. However, Island County permitting requirements have resulted in an extended delay of the start of this project. The district continues to work towards breaking ground in the third quarter of 2020.

### ***Fiscal Sustainability***

The district's long-term financial plan, updated and adopted by the board of fire commissioners in 2018 presented a strategy to ensure that Central Whidbey Island Fire & Rescue (CWIFR) remains on a strong financial footing. Updates to this plan are provided in the long-term financial plan section of the budget.

CWIFR welcomes feedback on our budget document. Please contact me via e-mail ([ehartin@cwfire.org](mailto:ehartin@cwfire.org)), telephone (360) 678-3602, or stop by our headquarters station at 1164 Race Road.

Sincerely,



Chief Ed Hartin, MS, EFO, FIFireE, CFO

### **From the Finance Officer**

The 2020 adopted district budget is submitted in accordance with the requirements of *Revised Code of Washington (RCW) 52.16.030* and district policies as specified in the *Board of Fire Commissioners Policy Manual* (CWIFR, 2018a) and *Standard Operating Guideline 1.3.1 Budget* (CWIFR, 2017d).

### ***Audit***

As with all municipal entities in Washington State, Central Whidbey Island Fire & Rescue (CWIFR) is regularly audited by the Washington state auditor's office. Based on Washington state auditor's policy, municipal entities that exceed \$2,000,000 in revenue must receive regularly scheduled financial and accountability audits.

In 2019 the Washington state auditor's office (SAO) completed a financial and accountability audit of financial reports and records for 2017 and 2018 with no adverse findings, management letters, or recommendations. The auditor rendered an adverse opinion on fair presentation regarding generally acceptable accounting principles (GAAP). This opinion resulted from the district's preparation of financial statements using the cash basis of accounting permitted by Washington state statutes, and the *State Auditor's Budgeting, Accounting and Reporting System (BARS) Manual* (2015). Cash basis accounting is considered an other comprehensive basis of accounting (OCBA). The effects on the financial statements of the variances between GAAP and cash basis accounting, although not reasonably determinable, were presumed to be material (SAO, 2017a, 2017b).

Interestingly, while cash basis accounting is permitted by state law, all financial audits conducted by the Washington state auditor's office are performed in accordance with generally accepted government auditing standards (GAGAS), published by the United States Government Accountability Office (GAO). These standards fully incorporate *Generally Accepted Auditing Standards* (GAAS) published by the American Institute of Certified Public Accountants (AICPA) (SAO, n.d.). As a result, any local government using cash basis accounting, as permitted by state law and the state auditor's office, receives an adverse opinion on their financial statements (as they do not comply with GAAP). This means that the financial statements do not fairly present financial position, results of operations and (when applicable) cash flows in conformity with generally accepted accounting principles (GAAP) while they may be fully compliant and accurate with the requirements set forth in the BARS manual for cash basis accounting.

**Financial Reporting**

All local governments, including fire districts must file an annual financial report with the state auditor in accordance with *Revised Code of Washington (RCW) 43.09.230*. Central Whidbey Island Fire & Rescue’s annual financial reports are accessible from the district’s website (<http://www.cwfire.org/finance/financial-audit-reports>) or through the state auditor’s Local Government Finance Reporting System (LGFRS). (See Island County Fire Protection District 5 <http://portal.sao.wa.gov/LGCS/Reports/>).

At the highest level, the district’s finances are organized by fund. A fund is a fiscal and accounting entity with a self-balancing set of accounts. Each of the district’s funds serves a specific financial purpose and has a separate budget. For example, the general fund receives most types of revenue and is used for maintenance and operations while the capital projects fund is used specifically for capital projects. Funds are discussed in detail in the budget process section of this document.

The district uses fund accounting to provide a higher level of transparency and accountability (the structure and purpose of the district’s funds is described in Overview of budget structure later in this budget document). One function of the Washington State Auditor’s Budgeting and Reporting System is to allow comparison of financial data across similar municipal entities (who may or may not have the same fund structure). As such financial reporting is required to be submitted in a simplified format not fully inclusive of fund structure. Funds established to aid in management functions are combined within the general fund as illustrated in Table 1.

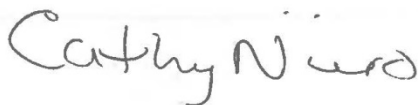
Table 1. Fund Reporting

CWIFR’s Fund Structure	As Reported to the Washington State Auditor
General Fund (Inclusive of Contingency)	General Fund
Compensated Absences Fund	
Grant Management Fund	
Capital Projects Fund	Capital Projects Fund
Bond Fund	Bond Fund
Debt Service Fund	Debt Service Fund

**Bond Rating**

In 2019, the district maintained its AAA bond rating grade based on: 1) Demonstrated track record of very strong fund balances in the general fund; 2) Strength of the local economy; 3) Growth in assessed value; 4) Financial management practices and policies; and 5) Experienced management in operating the district in an efficient manner.

Sincerely,



Finance Officer Cathy Niiro



## Budget Summary

This summary provides an overview of CWIFR’s annual budget and financial position in an easy to understand and simplified format. In addition to inclusion in the budget document, the summary is distributed to district residents in the district’s Newsletter. In addition, the [Budget Summary](#) is available for download in portable document format (PDF) from the budget page on the district website.

### Budget by Fund and Fiscal Performance Measures

Table 2 provides a summary of actual district revenues and expenditures in 2018 as well as the budgeted revenues and expenditures in the 2019 adjusted budget, and 2020 adopted budget. Additional detail is provided in the fund specific sections of this budget document.

Table 2. 2019 Cash Basis Financial Summary

General Fund	Actual 2018	Adjusted 2019	Adopted 2020
<b>Beginning General Fund Balance</b>	\$2,777,233	\$3,033,546	\$2,881,537
Contingency (Administrative) Fund (10% of M&O)	\$230,532	\$235,886	\$259,017
Beginning GF Balance (Less Contingency)	\$2,546,701	\$2,797,661	\$2,622,520
<b>Revenue</b>			
Taxes	\$2,228,270	\$2,344,800	\$2,401,816
State Generated Revenue	\$8,075	\$14,476	\$8,000
Charges for Service	\$210,114	\$239,144	\$293,000
Miscellaneous Revenue	\$71,366	\$18,011	\$44,793
Other Revenue	\$10,251	\$2,500	\$2,500
Total Operating Revenues	\$2,528,077	\$2,618,931	\$2,750,109
<b>Expenditures</b>			
Regular Budgeted Expenditures (M&O General Fund)	\$2,066,196	\$2,428,060	\$2,590,168
Contingency Expenditures	\$0	\$76,401	\$0
Total Expenditures	\$2,066,196	\$2,504,461	\$2,590,168
<b>Interfund Transfers</b>			
To General Capital Projects Fund	\$203,746	\$231,119	\$210,331
To Compensated Absences Fund	\$1,431	\$35,360	\$28,016
To Grants Management Fund	\$1,186	\$0	\$0
Total Transfers From General Fund	\$206,363	\$266,479	\$238,347
<b>Ending General Fund Balance</b>			
Contingency (Administrative) Fund Ending Balance	\$230,532	\$159,485	\$259,017
Ending GF Balance (Less Contingency)	\$2,802,218	\$2,722,053	\$2,544,114
<b>Total Ending General Fund Balance</b>	\$3,033,546	\$2,881,537	\$2,803,131

Table 2. 2019 Cash Basis Financial Summary (Continued)

<b>Capital Projects Fund</b>	<b>Actual 2018</b>	<b>Adjusted 2019</b>	<b>Adopted 2020</b>
<b>Beginning Capital Projects Fund Balance</b>	\$1,664,994	\$1,773,680	\$1,515,715
<b>Revenue</b>			
Miscellaneous Revenue (Investment Interest)	\$17,676	\$3,364	\$18,189
<b>Interfund Transfers</b>			
From General Fund	\$203,746	\$205,119	\$210,331
<b>Expenditures</b>			
Investment Fee	\$238	\$168	\$758
Vouchers (Capital Projects Fund)	\$112,498	\$466,280	\$344,500
<b>Ending Capital Projects Fund Balance</b>	\$1,773,680	\$1,515,715	\$1,398,977
<b>Bond Fund</b>	<b>Actual 2018</b>	<b>Adjusted 2019</b>	<b>Adopted 2020</b>
<b>Beginning Bond Fund Balance</b>	\$7,424,543	\$7,448,458	\$7,235,458
<b>Revenue</b>			
Taxes-Bond Levy	\$364,112	\$372,700	\$385,300
Miscellaneous Revenue (Investment Interest)	\$107,906	\$60,000	\$108,532
<b>Interfund Transfers</b>			
To Debt Service Fund	\$364,112	\$372,700	\$385,300
<b>Expenditures</b>			
Investment Fee	\$100	\$3,000	\$3,618
Vouchers (Bond Fund)	\$83,891	\$270,000	\$5,848,775
<b>Ending Bond Fund Balance</b>	\$7,448,458	\$7,235,458	\$1,491,597
<b>Debt Service Fund</b>	<b>Actual 2018</b>	<b>Adjusted 2019</b>	<b>Adopted 2020</b>
<b>Beginning Debt Service Balance</b>	\$0	\$2,343	\$2,343
<b>Interfund Transfers</b>			
From Bond Fund	\$364,112	\$372,700	\$385,300
<b>Expenditures</b>			
Vouchers (Debt Service)	\$361,769	\$372,700	\$385,300
<b>Ending Debt Service Balance</b>	\$2,343	\$2,343	\$2,343
<b>Compensated Absences Trust Fund</b>	<b>Actual 2018</b>	<b>Adjusted 2019</b>	<b>Adopted 2020</b>
<b>Beginning Compensated Absences Balance</b>	\$29,164	\$30,868	\$43,914
<b>Revenue</b>			
Miscellaneous Revenue (Investment Interest)	\$299	\$71	\$659
<b>Interfund Transfers</b>			
From General Fund	\$1,431	\$35,360	\$28,016
<b>Expenditures</b>			
Investment Fee	\$26	\$25	\$22
Vouchers (Compensated Absences)	\$0	\$22,360	\$0
<b>Ending Compensated Absences Balance</b>	\$30,868	\$43,914	\$72,567

Table 2. 2019 Cash Basis Financial Summary (Continued)

Grants Management Fund	Actual 2018	Adjusted 2019	Adopted 2020
<b>Beginning Grants Management Balance</b>	\$0	\$2	\$2
<b>Revenue</b>			
Grants	\$29,117	\$0	\$0
<b>Interfund Transfers</b>			
From General Fund	\$1,186	\$0	\$0
<b>Expenditures</b>			
Vouchers (Grants Management)	\$30,301	\$0	\$0
<b>Ending Grants Management Balance</b>	\$2	\$2	\$2
All Funds	Actual 2018	Adjusted 2019	Adopted 2020
<b>Total Ending Balance (All Funds)</b>	\$12,288,899	\$11,678,970	\$5,768,617

Fiscal Performance Measures	2018	2019	2020
<b>Fiscal Responsibility</b>			
General Fund Revenue-General Fund Expense	\$255,517	-\$152,009	-\$78,406
Expenditure/Capita	\$247.24	\$297	\$304
% Change in General Fund Balance	9.23%	-5.01%	-2.72%
% Change in Capital Projects Fund Balance	6.53%	-14.54%	-7.70%
% Change in Compensated Absences Fund Balance	5.84%	42.26%	65.25%
General Fund Cash Flow/General Fund Revenue	10.11%	-5.80%	-2.85%
General Fund Ending Balance/General Fund Revenue	119.99%	110.03%	101.93%
Long Term Debt/Assessed Value	0.38%	0.34%	0.29%
Debt Service/Operating Revenue	12.06%	12.21%	11.88%
% Full Funding of Contingency (Administrative) Fund	100.00%	100.00%	100.00%
% Full Funding of Capital Projects Fund	123.14%	147.52%	77.33%
% Full Funding of Compensated Absences Fund	11.31%	11.86%	61.05%
<b>Adequacy &amp; Sustainability of Funding</b>			
General Fund Balance as a % of GF Expense	134.41%	121.13%	111.25%
Revenue/Capita	\$348.23	\$354.84	\$370.00
Intergovernmental Revenues/Total Revenues	6.96%	9.13%	10.65%
Property Tax/Total Revenues	73.83%	76.75%	73.61%
General Levy Rate	\$1.31	\$1.23	\$1.13
General Levy Rate/Maximum Levy Rate (\$1.50)	87.09%	81.94%	75.33%
Bond Levy Rate	0.22	0.22	0.19
Total Levy (General Levy+Bond Levy)	\$1.53	\$1.45	\$1.32

Note: general fund revenue-general fund expense includes transfers out. Per capita performance measures are based on an anticipated 1% annual increase in population.

### Changes in Fund Balance

Changes in beginning fund balance and short-term trends are illustrated in Figure 1 (exclusive of the grants management fund and debt service fund). Overall beginning fund balances are healthy with the total of all funds decreasing slightly between 2018 and 2019 due to expenditure of bond funds for fire station renovation. Additional detail on projected changes in beginning fund balances is provided in the summary of the district’s long-term financial plan provided in Appendix D.

Figure 1. Beginning Fund Balances 2018-2020



### ***General Fund***

In 2020 the general fund beginning balance will decrease annually until such time as the property tax levy is increased through a voter approved lid lift. This change was anticipated based on inflation and constitutional limitations in property tax increases and is addressed in the district's long-term financial plan, a summary of which is presented in Appendix D.

### ***Capital Projects Fund***

The capital projects fund beginning balance will decrease in 2020 due to multiple capital projects completed in 2020 (auxiliary power generator at Station 51 and replacement of two type 5 wildland engines). The balance in this fund will fluctuate considerably over the next several years based on the schedule of capital projects (CWIFR, 2018b)

### ***Compensated Absences Fund***

The beginning fund balance for the compensated absences fund shows a steady increase between 2018 and 2020 due to increased transfer from the general fund to address the district's liability for unused executive staff paid time off (PTO) and vacation for other full-time employees (CWIFR, 2018b).

### ***Grants Management Fund***

No chart is provided for this fund as the district currently has no grants.

### ***Bond Fund***

Proceeds from an unlimited tax general obligation (UTGO) bond approved by the voters in November 2017 were deposited prior to the end of 2017 providing a beginning balance of \$7,424,544<sup>1</sup> in 2018. This balance will be drawn down as capital projects funded by the bond are completed between 2018 and 2021. Bond levy funds are deposited in the bond fund and transferred to the debt service fund to pay the debt service on the bond (CWIFR 2018b)

### ***Debt Service Fund***

No chart is provided for this fund. Bond levy funds are transferred from the bond fund to the debt service fund and expended for debt service in the year that funds are received. Beginning fund balance will generally be level with changes in the balance occurring throughout the year as a result of receipt of tax revenue and payment of debt service.

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<sup>1</sup> The bond levy passed by the voters authorized the district to borrow \$7,376,000. Purchasers of the bonds paid an additional \$48,000 for origination of the bonds and related legal expenses resulting in a total revenue from sale of bonds of \$7,424,544 and debt of \$7,376,000.

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## District Overview

Central Whidbey Island Fire & Rescue (CWIFR) operates as a legally organized fire protection district under the *Revised Code of Washington (RCW) Title 52* and is governed by a three-member board of fire commissioners, each serving a six-year term. As a fire protection district, CWIFR is a municipal corporation that is independent from Island County and the Town of Coupeville. However, CWIFR provides fire and rescue services to the town as well as unincorporated areas of Island County within the district's boundaries.

### Governance

By statute, the board of fire commissioners is responsible for management of the affairs of the district. To that end, the board establishes policy and provides direction to the fire chief who is responsible for the day-to-day operations and fiscal management of the district.

The board of fire commissioners has considerable longevity. Commissioner Paul Messner has served since 1985, Commissioner Cheryl Engle has served since 1990 and Commissioner Steve Hutchinson has served since 2014. Commissioner Messner served as a firefighter from 1976 until his election as a Fire Commissioner in 1985 and Commissioner Steve Hutchinson served as a firefighter from 1988 until 2015.

### Historical Perspective

CWIFR traces its roots to the Coupeville Volunteer Fire Department, formed in 1928 to provide fire protection for the Town of Coupeville. In 1952, the residents of the surrounding area formed Island County Fire District #5 to expand fire protection beyond the borders of the town. The district eventually expanded to six stations serving Central Whidbey Island. In 1987, the Town of Coupeville entered into an intergovernmental agreement with the fire district to provide fire protection for the town, and over the next ten years, the district consolidated four smaller stations constructing larger facilities on Race Road in Coupeville and Day Road in Greenbank. In 1990 the Town of Coupeville annexed into the fire district which was renamed Central Whidbey Island Fire & Rescue. In 2011, the district further consolidated emergency response operations into three stations located on Main Street in Coupeville, on Race Road, and on Day Road in Greenbank.

## The District

Central Whidbey Island Fire & Rescue (CWIFR) serves an area of 50 square miles with a 2015 population of approximately 8,164 (WA OFM, 2016a, 2016b, 2016c) from three fire stations. CWIFR's response stretches from just south of Libbey Road to just north of Mutiny Bay road and spans the breadth of the island (see Figure 2). This predominantly rural area includes the Town of Coupeville and the unincorporated community of Greenbank.

Figure 2. Central Whidbey Island Fire & Rescue Locus Map



### *Coupeville*

Coupeville is the second oldest town in Washington and is predominantly a residential community. However, Coupeville serves as the Island County Seat and the commercial center for the surrounding residential area. The town's area of just over one square mile is divided into two distinct areas divided by State Route (SR) 20. The older commercial district, which also contains county offices and health care facilities, is located north of SR 20. The area south of SR 20 includes schools and newer commercial development.



The Town of Coupeville also contains most of the district's target hazards<sup>2</sup>

- Front Street (several blocks of old, wood frame commercial buildings and Coupeville Wharf)
- Commercial buildings
- Island County complex (e.g., court, jail, county offices)
- WhidbeyHealth Medical Center (Whidbey Island Public Hospital District)
- Careage of Whidbey nursing home
- Apartment complexes
- Churches
- Manufactured home communities
- Bed and breakfast hotels
- Island County Historical Museum
- Coupeville elementary, middle, and high schools
- Multiple Historic Buildings
- Home health care/group home facilities

### ***Ebey's Reserve***

Ebey's Reserve is the nation's first historical reserve, created in 1978 to protect a rural working landscape and community in Central Whidbey. The reserve includes 17,500 acres, 17 farms, over 400 historic structures, native prairies, two state parks, and the Town of Coupeville.

Target hazards in Ebey's reserve (outside the Town of Coupeville) include:

- Jacob Ebey House (National Park Service)
- Ferry House (National Park Service)
- Multiple historical agricultural facilities and homes

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<sup>2</sup> Target hazards present a higher level of risk than the typical residential structures found throughout the district.

### ***Other Areas of the District***

Areas of the district outside the Town of Coupeville are predominantly rural residential. However, there are multiple target hazards based on fire and non-fire risks.

- Seattle Pacific University Conference Center/Camp Casey
- United States Navy Coupeville Outlying Field (OLF)
- Greenbank Farm
- Washington State ferry (Coupeville) terminal
- Fort Casey State Park
- South Whidbey State Park
- Penn Cove shellfish

### ***Transportation Infrastructure***

The primary transportation routes through the district are provided by State Routes 20 and 525. A limited number of major and secondary arterials parallel SR 20 and 525 in some areas of the district. The Washington State ferry connects with SR 20 at the Coupeville (Keystone) ferry terminal.

### ***Demographics and Geography***

The district is predominantly rural with a 2020 average population density of 170.5 people per square mile (mi<sup>2</sup>) with pockets of higher density throughout the district. The majority of Central Whidbey Island Fire & Rescue's response area is extremely rural.

As illustrated in Table 3 and Figure 3, the median age of the district's population is considerably higher than that of the state of Washington and of that for residents within the Oak Harbor (North Whidbey) zip code. The population within the Coupeville zip code has a slightly lower median age than that of residents in two of the three South Whidbey zip codes, and the median age of residents in the Greenbank zip code is substantially higher than in any other area on Whidbey Island.

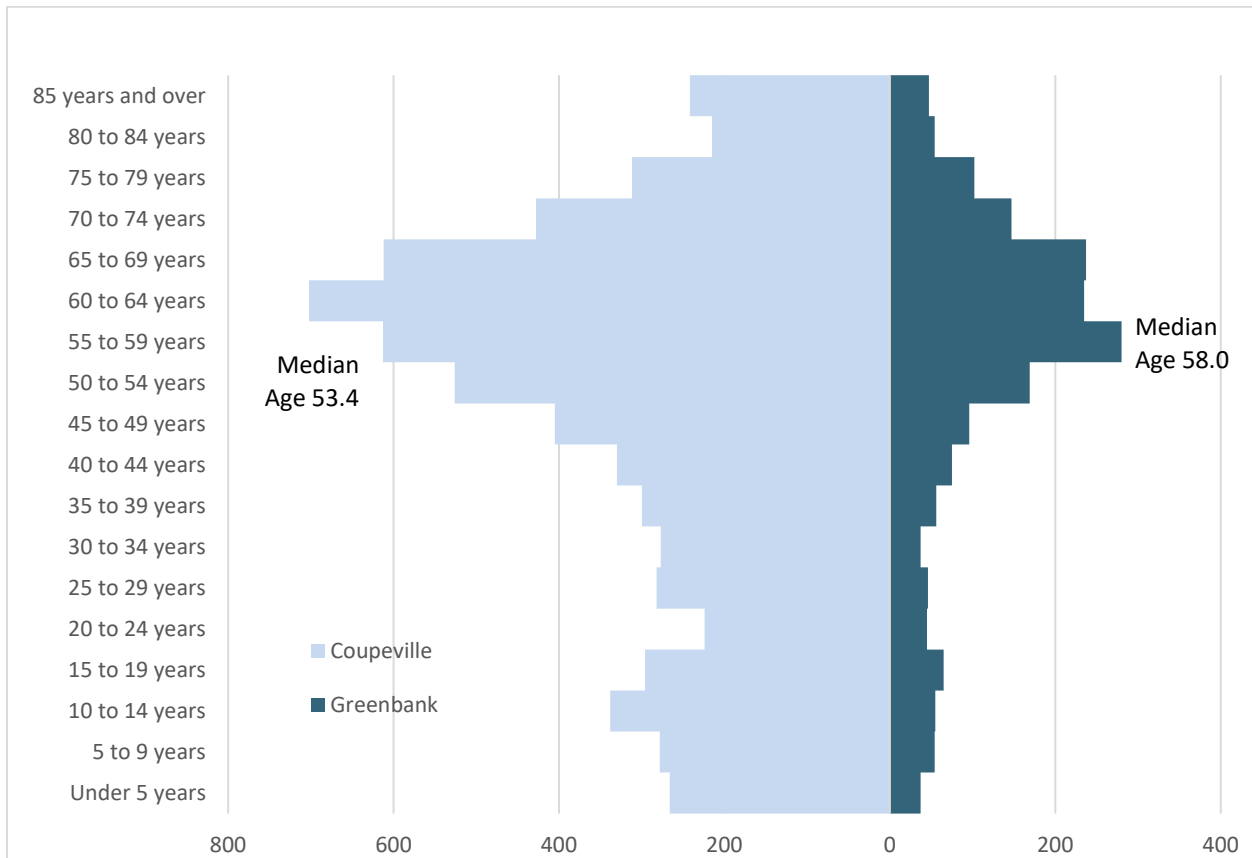
The population and age-related demographics of the district have an impact on workload and ability to recruit volunteer members. The large number of district residents over the age of 50 results in a substantial demand for emergency medical services and a higher potential risk of injury and death from fire incidents. In addition, the limited number of residents in the age group typical of volunteer firefighters (particularly in Greenbank) presents an ongoing challenge to maintaining adequate staffing.

Table 3. Population and Median Age for Washington State and Whidbey Island

Area	Total Population	Median Age
Washington State	6,724,540	37.3
Oak Harbor/North Whidbey (98277)	37,823	33.0
Coupeville (98239)	6,646	53.4
Greenbank (98253)	1,837	58.0
Freeland (98249)	4,561	54.9
Langley (98260)	5,278	54.4
Clinton (89235)	5,635	51.2

Note: Developed from 2010 Census Data (US Census Bureau, 2015) *American Fact Finder, Community facts* [zip code] 98277, 98239, 98253, 98249, 98260, 98253, and [state] Washington.

Figure 3. Population Distribution by Age in Coupeville and Greenbank Zip Codes



Note: Developed from 2010 Census Data (US Census Bureau, 2015) *American Fact Finder, Community Facts* [zip code] 98239 and 98253.

**Description of Services Provided**

Since the establishment of the Coupeville Volunteer Fire Department in 1928, fire and rescue services in Central Whidbey Island have changed considerably. Initially formed by community members as a defense against fire, Central Whidbey Island Fire & Rescue (CWIFR) is now an all hazards service providing fire protection, emergency medical services, hazardous materials response, and rescue services. In addition, the district has moved towards establishing prevention at the core of our service to the community.

Community Risk Reduction (CRR) involves both proactive prevention and education along with effective emergency response to reduce harm from fire, accidents, illness, and natural hazards. Table 4 illustrates CWIFR’s proactive and response services.

Table 4. CWIFR Services

Prevention & Education	Response
<ul style="list-style-type: none"> <li>• Fire and medical community education</li> <li>• Fire and life safety inspections (commercial)</li> <li>• Home fire safety surveys</li> <li>• Address sign program</li> <li>• Hydrant inspection and testing</li> <li>• Pre-incident planning</li> <li>• Community preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Fire suppression (structural and vegetation)</li> <li>• Emergency medical services (EMS) in partnership with WhidbeyHealth EMS</li> <li>• Technical level marine rescue</li> <li>• Operational level hazardous materials response</li> <li>• Operational level technical rescue (rescue from height, confined spaces, trenches, or collapsed buildings)</li> <li>• Non-emergency services</li> </ul>

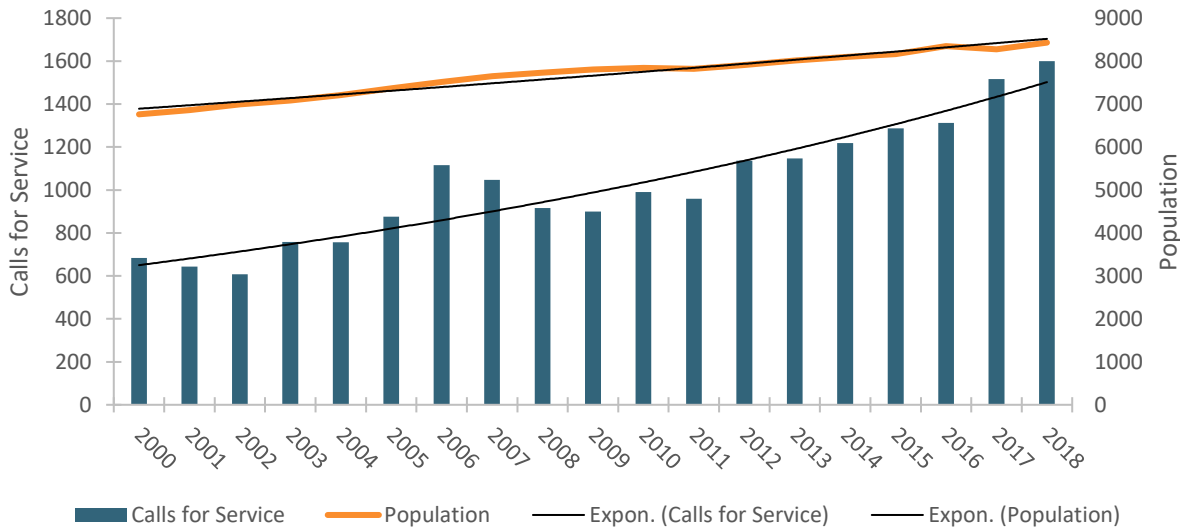
CWIFR maintains interlocal agreements with the Town of Coupeville and Island County to provide commercial fire and life safety inspections throughout the district.

Many of the response services provided by CWIFR are done in partnership with other agencies. CWIFR has automatic and mutual aid agreements in place with each fire agency on Whidbey Island to ensure the delivery of timely and effective emergency services. Additionally, the department routinely interacts with the Island County Sheriff’s Office (ICSO), WhidbeyHealth Emergency Medical Services (WH EMS), and the United States Coast Guard (USCG). Response to large scale disasters often begins with fire, rescue, & EMS services, but expands to include a wider range of resources. During large scale emergencies such as landslides, CWIFR also works closely with the Island County Department of Emergency Management.

***Population and Demand for Emergency Services***

CWIFR has seen a slow, but steady increase in population over the last 15 years. During that same timeframe the total number of calls for service has also increased. During the last six years the demand for service has increased dramatically and consistently as illustrated in Figure 4.

Figure 4. Calls for Service and Population



Examining the exponential trend lines for both population and total calls for service illustrates call volume is increasing substantially faster than the district’s population. The district has experienced a 74.67% increase in demand for service in the past 10 years (2007-2017) while population has only increased by 7.01%.

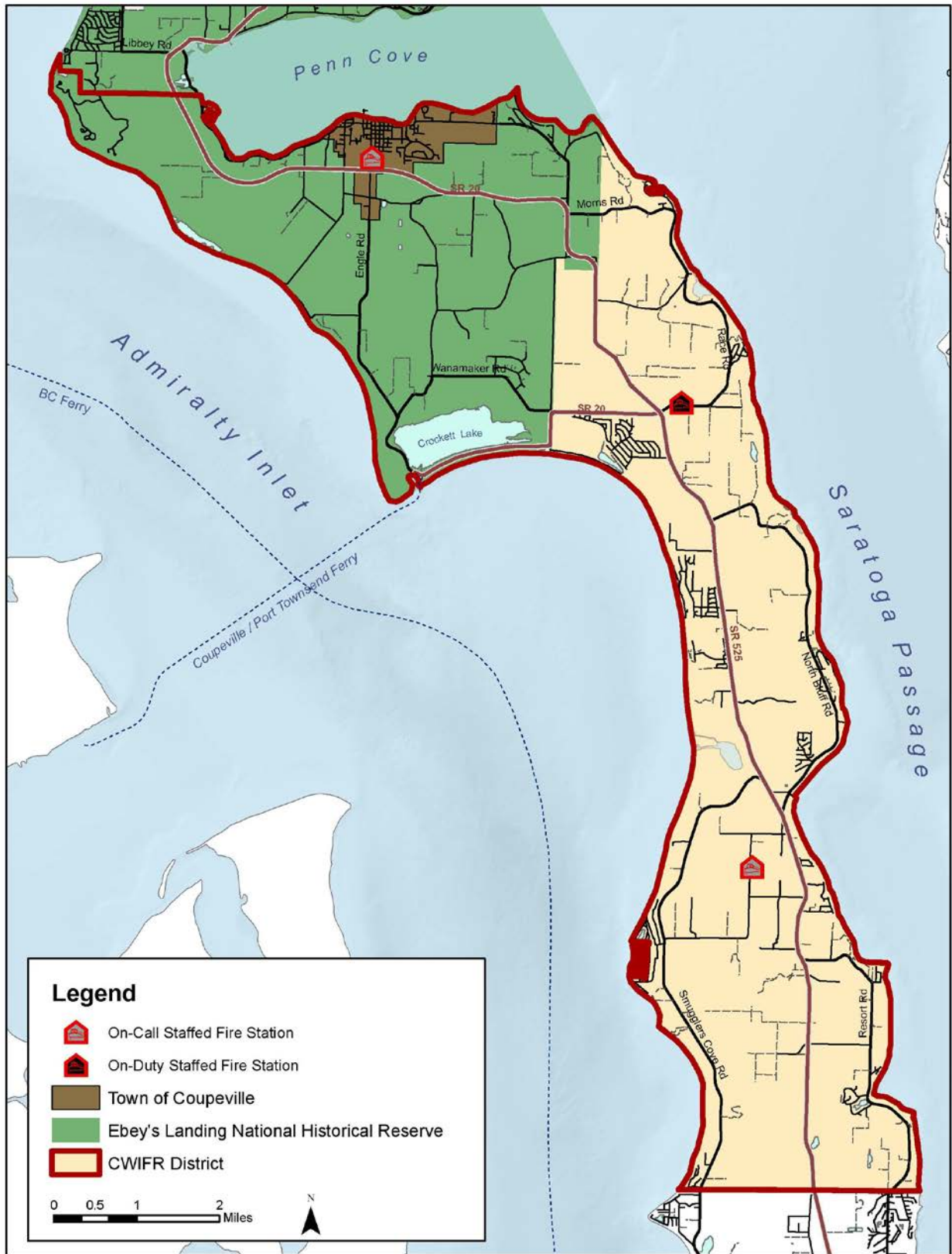
**Non-Emergency Services**

District staff is engaged in a wide range of proactive risk reduction work, completing 231 fire and life safety inspections of commercial occupancies and inspection and/or flow testing 356 fire hydrants on an annual basis. In 2019, the district expanded these efforts beginning to develop pre-incident plans of approximately 200 target hazards and conducting a survey of long driveways that present a significant response and water supply challenge within the district.

**District Boundaries and Fire Station Locations**

The district’s northern boundary is just south of Libbey Road and its southern boundary is just north of Mutiny Bay Road. The district is bounded on the east by Saratoga Passage and on the west by Admiralty Inlet as shown in Figure 5.

Figure 5. District Map





**Fire Stations**

The district's three fire stations in Coupeville and Greenbank (see Figures 5-8) are geographically placed to limit travel time (see Figure 5). However, volunteer staffing and the geography of the district (long and narrow with limited travel routes) has a significant impact on second- and third-unit response times.

Figure 6. Station 51-Main Street, Coupeville



Figure 7. Station 53-Race Road, Coupeville



Figure 8. Station 54-Day Road, Greenbank



### ***Fire Station Renovation and Expansion***

In 2015, the district completed a facilities study that concluded that the district's fire stations (51, 53, and 54) were in effective locations, but each need renovation and expansion to meet current and projected operational requirements and to provide a safe and effective work environment. The board of fire commissioners prioritized renovation and expansion of Station 53 as the most important facilities improvement. This project (along with purchase of three type 1 fire engines) was funded through a unlimited tax general obligation (UTGO) bond measure passed by the district's voters in November 2017. Following a structural and civil engineering assessment of the existing Station 53, Carletti Architects recommended replacement of the existing building (rather than renovation). This change reduces the overall expense of bringing the existing facility into compliance with current seismic codes and meeting the district's programmatic requirements. This approach will aid the district in bringing this project to successful conclusion on budget. Throughout the latter half of 2018 and 2019, the district has been slowly working through the process of developing architectural and engineering plans and completing the permitting process with Island County that will allow this project to move forward.

### ***Logistics Facility***

In 2011, Station 52 on Morris Road (see Figure 9) was decommissioned as a fire station and use shifted to serve as a logistics facility, providing space for storage of equipment and supplies. This decision was based on analysis of response data, and limited volunteer staffing for this station. Since, decommissioning this station, the district improved the fire insurance rating throughout the district.

Figure 9. Station 52 (Logistics Facility)



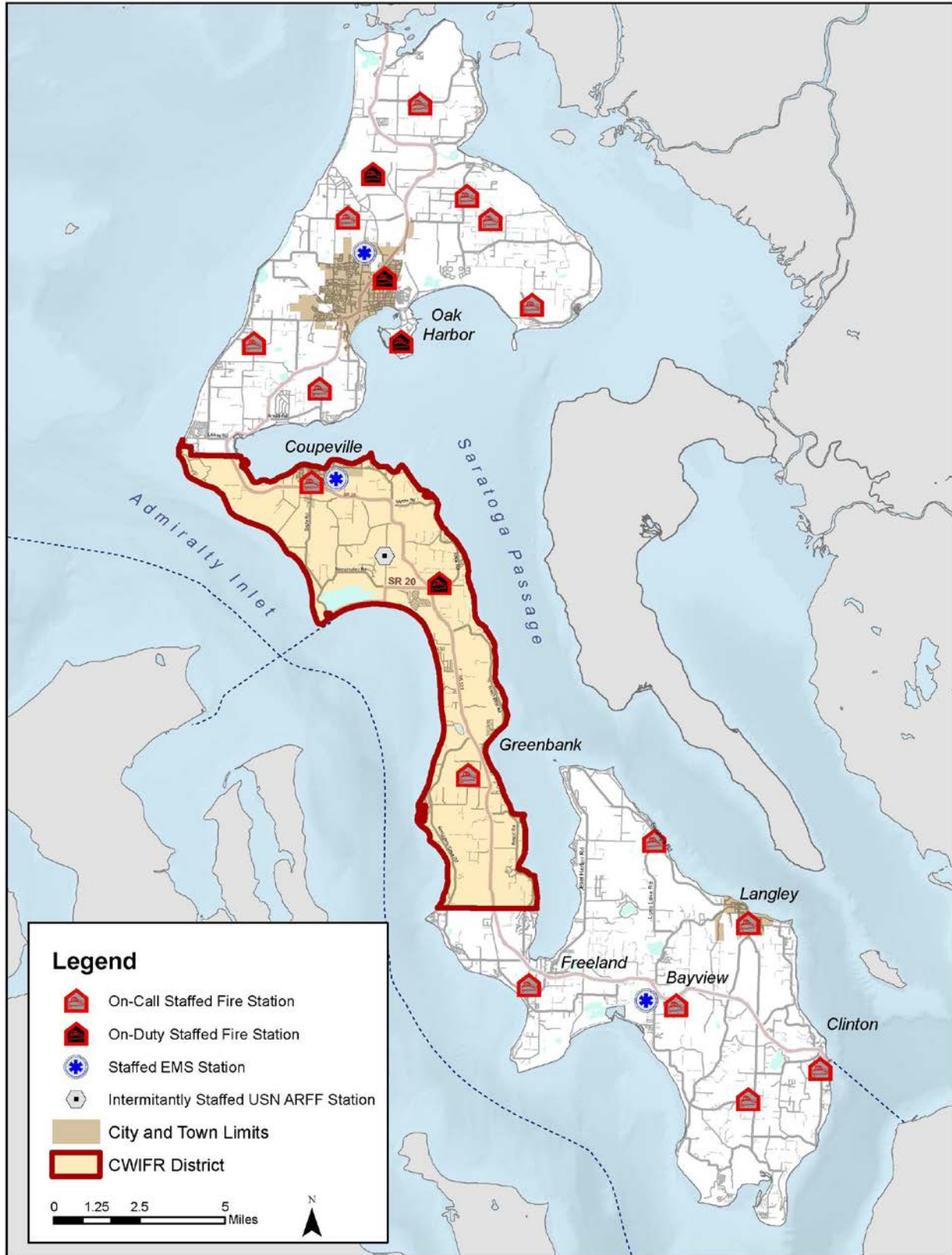
### ***Automatic and Mutual Aid***

The extreme southern and northern ends of the district, which boarder South Whidbey Fire/EMS and North Whidbey Fire Rescue are served jointly through automatic aid agreements with both districts. Based on these agreements, the closest station or stations with the shortest travel time are dispatched to emergency incidents. These partnerships allow all three districts to receive the benefit of reduced travel time based on station location regardless of jurisdiction. The district also maintains mutual aid agreements with all emergency service agencies on Whidbey Island under which agencies may request assistance needed for larger incidents or if resources are committed to another incident.

The location of automatic aid and mutual aid stations is illustrated in Figure 10.



Figure 10. Whidbey Island Fire Station Locations



Ambulance service is provided from three WhidbeyHealth ambulance stations in Coupeville, Oak Harbor, and Bayview.

### District Organization and Staffing

Central Whidbey Island Fire & Rescue (CWIFR) serves the community with a combination of volunteers and paid (full and part-time) personnel. The district refers to this as the three-legged stool (see Figure 11). A three-legged stool is stable, even on an uneven surface if each of the legs is sufficiently strong. The same holds true for the district's staffing.

Figure 11. CWIFR's Three-Legged Stool



CWIFR staffs Station 53 on Race Road 24-hours per day, 365 days per year using a combination of full-time, part-time, and volunteer members.

Approximately 60% of calls for service occur during daytime and early evening hours. In addition, a large percentage of the district's community risk reduction activity (e.g., fire code inspections, public education, pre-planning, hydrant inspection and testing) is performed during daytime hours. As such the district has established a shift staffing schedule that provides additional staffing between 07:30 and 19:30.

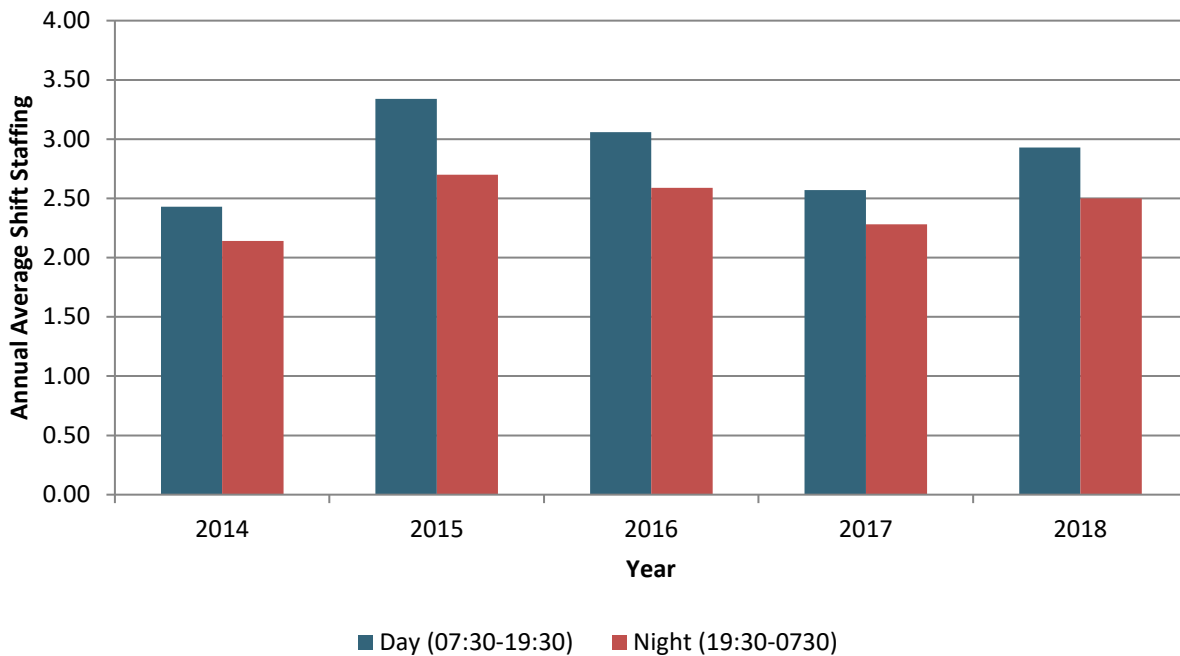
The district's three 24-hour shifts (A, B, and C) work 24 hours on-duty and 48 hours off duty with each full time employee assigned to this schedule having one shift per month that they are not scheduled to work (Kelly shift) to reduce their workweek to 50.77 hours in accordance with the collective bargaining agreement (CWIFR, 2019). Part-time firefighter/emergency medical technicians are also assigned to each of the three shifts with each part-time employee scheduled every other day that their shift works, providing a minimum work week of 25.38 hours. Part-time employees have a maximum work week of 35 hours (150.5 hours/month).

Between 2008 and 2019, the district used part-time firefighter/emergency medical technicians to up staff during the daytime to provide an additional person on shift between 07:30 and 19:30. However, due to turnover and the related expense of recruitment and ongoing training, the district is adding two

additional full-time firefighter/emergency medical technicians working 12-hour shifts to provide additional day shift staffing. This shift will work four 12-hour days followed by four days off, providing a 42 hour work week in accordance with the collective bargaining agreement.

Volunteer members may also work shifts alongside the district’s full-time and part-time employees. However, volunteer participation in shift coverage has been limited.

Figure 12. Average Shift Staffing (full- and part-time staffing)



A full-time lieutenant (or full-time firefighter acting as a lieutenant) supervises the on-duty staff. In addition, the district ensures that a command officer (chief or captain) is either on-duty or on-call (available for immediate response from within the district). This limited on-duty staffing provides rapid response, but is not adequate to deal with incidents such as a cardiac arrest, motor vehicle accidents with multiple patients or which require extrication, or structure fires which require considerably more personnel. When faced with a major incident or with multiple concurrent calls for service (which happens several times per month), CWIFR relies on volunteer members as well as off-duty full and part-time members to provide adequate staffing. Figure 12 illustrates the district’s organization and lines of accountability and Table 5 provides a summary of personnel by classification and division.

Figure 13. CWIFR Organization/Lines of Accountability

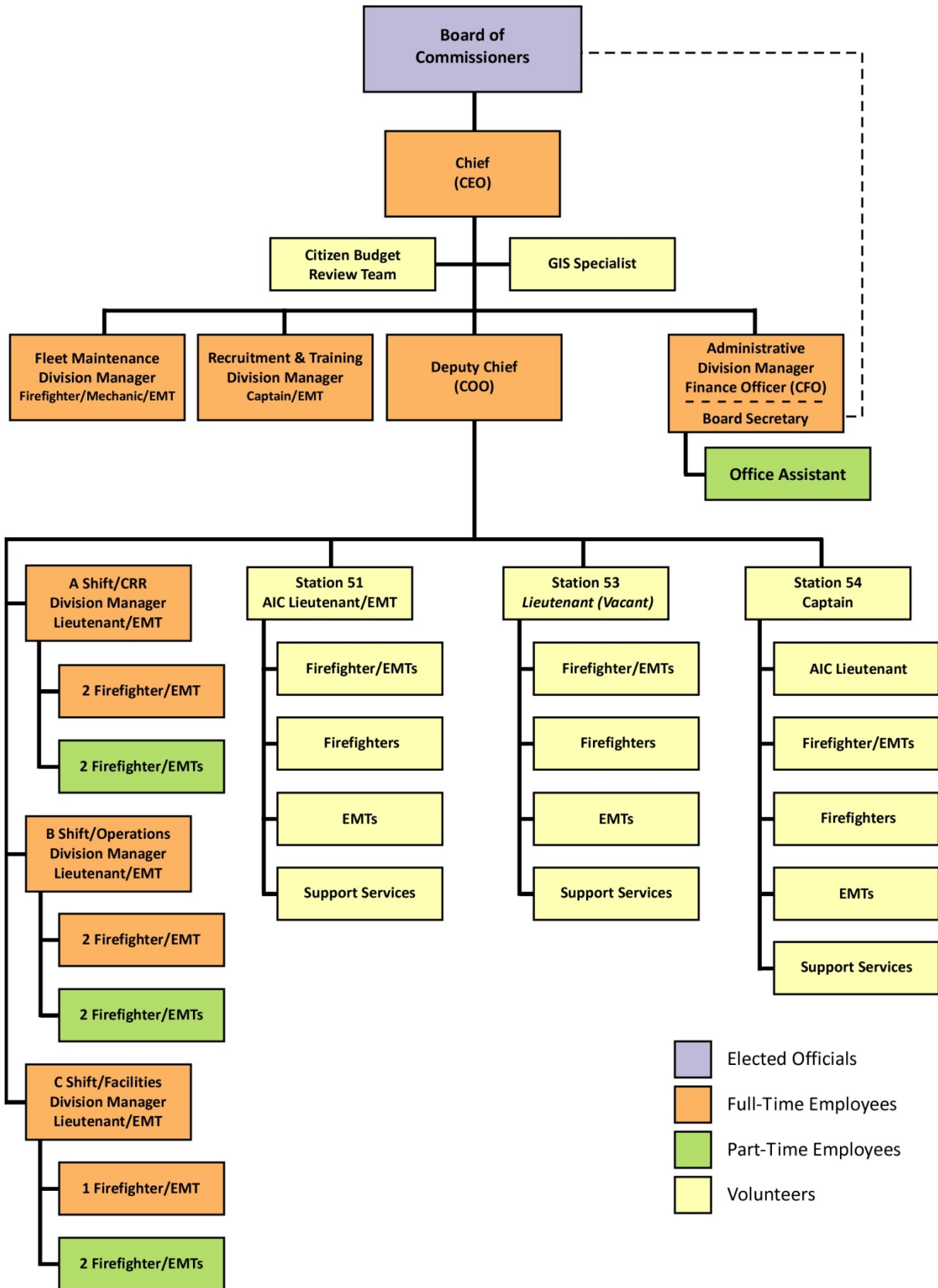


Table 5. Summary of Personnel

2018 Personnel	Administration	Operations	Life Safety/CRR	Training	Facilities	Fleet Maintenance	Total District Staff
Full-Time	3.00	0.00	6.17	1.00	0.00	1.00	11.17
Part-Time	1.00	9.83 <sup>2</sup>	0.00	0.00	0.00	0.00	10.33
Volunteer	1.00	22.00	0.00	0.00	0.00	0.00	23.00
Subtotal	5.00	31.83	6.17	1.00	0.00	1.00	44.50

2019 Personnel	Administrative	Operations	Life Safety/CRR	Training	Facilities	Fleet Maintenance	Total District Staff
Full-Time	3.00	0.00	6.00	1.00	0.00	1.00	11.00
Part-Time	1.00	10.00	0.00	0.00	0.00	0.00	10.50
Volunteer	1.00	21.00	0.00	0.00	0.00	0.00	22.00
Subtotal	5.00	31.00	6.00	1.00	0.00	1.00	43.50

2020 Personnel	Administrative	Operations	Life Safety/CRR	Training	Facilities	Fleet Maintenance	Total District Staff
Full-Time	3.00	0.00	8.00	1.00	0.00	1.00	13.00
Part-Time	1.00	6.00	0.00	0.00	0.00	0.00	6.50
Volunteer	1.00	29.00	0.00	0.00	0.00	0.00	30.00
Subtotal	5.00	35.00	8.00	1.00	0.00	1.00	49.50

While the district maintains a hierarchical organizational structure typical of paramilitary fire and rescue services, internal and external service delivery can also be examined in a functional basis. Much of the district's work activity involves programs and projects that cross the boundaries of the hierarchical organization as illustrated in Figure 14.

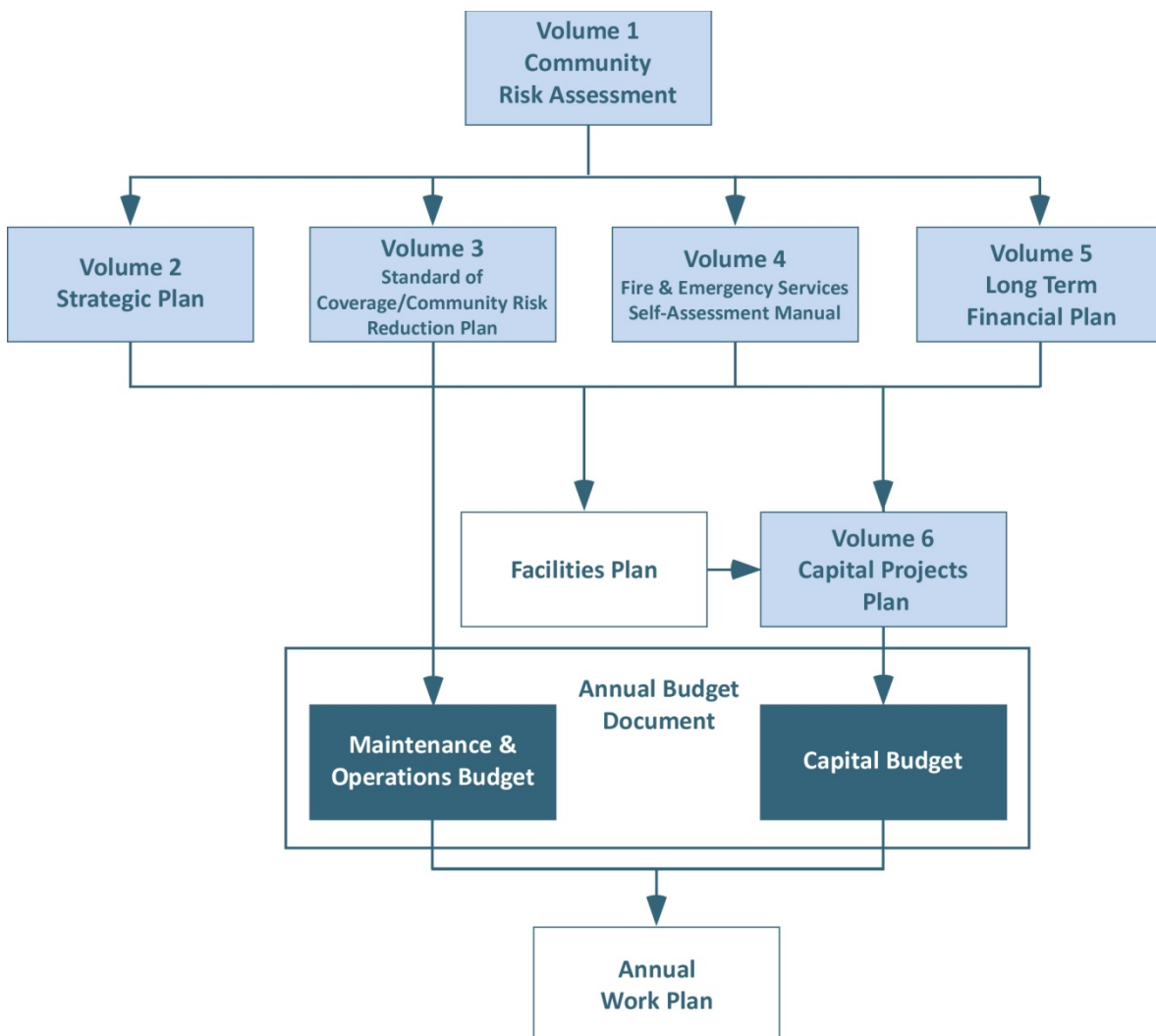
Figure 14. Functional Organization



## Integrated Comprehensive Planning

Central Whidbey Island Fire & Rescue (CWIFR) maintains several strategic level plans to guide its ongoing operations with a forward-looking orientation. Each of these plans is a component of the district’s integrated comprehensive plan (ICP). Use of integrated comprehensive planning reduces duplication of effort and maximizes the effectiveness of the district’s planning process. The ICP provides direction to the district’s annual budgeting and work planning process which provides the mechanism to translate strategic level plans into action to address the district’s goals and initiatives. Figure 15 illustrates the components of the ICP, their relationships to one another and connection to the district’s annual budget process and work plan.

Figure 15. CWIFR Integrated Comprehensive Plan Components



**Volume 1-Community Risk Assessment (CWIFR, under development):** Each element of the district’s comprehensive planning process is rooted in a sound understanding of the nature, characteristics, and risk profile of the community. This volume of the Comprehensive Plan provides an overview of the



community including demographics, geography, economic profile, and critical infrastructure. In addition, provides a comprehensive risk assessment for the district as a whole, and by Fire Management Zone and Marine Area of Operation. [Download ICP Volume 1 Community Risk Assessment.](#)

**Volume 2-Strategic Plan (CWIFR, 2016):** CWIFR's strategic plan sets our organizational direction by establishing goals and identifies specific initiatives necessary to accomplish these goals and a means for measuring progress. This plan is a living document, intended to guide and support ongoing operations and is solidly integrated with the district's budgetary and operational business planning processes. [Download ICP Volume 2 Strategic Plan.](#)

**Volume 3-Standard of Coverage, & Community Risk Reduction Plan (CWIFR, under development):** The standard of coverage (SOC) and community risk reduction (CRR) plan provides a rational and systematic method of reducing and responding to the risks identified in the community risk assessment. This document establishes baseline and benchmark response performance standards, provides a basis for measuring service delivery performance, and identifies strategies and performance measures for proactive risk reduction. [Download ICP Volume 3 CRA, SOC, and CRR Plan.](#)

**Volume 4-Fire and Emergency Services Self-Assessment Manual (under development):** The Fire and Emergency Services Self-Assessment Manual (FESSAM) (CPSE, 2015) provides a structured approach to examining the district's current performance, assessment of this performance against criteria established by the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI) and developing a plan for continuous improvement. While this document is one of the key elements in fire department accreditation, the district has used this self-assessment process for six years prior to formally moving forward in the accreditation process. [Download ICP Volume 4 FESSAM.](#)

**Volume 5-Long Term Financial Plan (2018b):** Long term financial planning involves financial forecasting and strategizing how to meet both current and future needs of the community. This volume of the Integrated Comprehensive Plan provides a financial forecast projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables. [Download ICP Volume 5 Long Term Financial Plan.](#)

**Volume 6-Capital Projects Plan (2018c):** This volume of the integrated comprehensive plan establishes a long-term, prioritized schedule of capital investments to ensure that the district has sufficient resources to fulfill its mission and that critical assets are repaired or replaced before they reach their end of useful life. The capital projects plan provides a basis for development of the district's annual Capital budget. [Download ICP Volume 6 Capital Projects Plan.](#)

While not part of the integrated comprehensive plan, the district's facilities plan (Rice Fergus Miller, 2015) provides analysis of existing facilities and projected needs based on a 50-year timeframe. This plan was used in development of the exiting capital projects plan and will serve as a reference for future capital facilities projects. [Download the Facilities Plan.](#)

Alternately, read the components of the ICP on-line at the district's website ([www.cwfire.org](http://www.cwfire.org)).



## Overview of the District's Strategic Plan

The district updated and revised its strategic plan in 2016. This process reaffirmed CWIFR's values, mission, and vision and resulted in refinement and revision of the district's strategic goals, initiatives, and performance measures.

- **Strategic Goals:** Six strategic goals were established to provide a clear enterprise-wide strategy.
- **Initiatives:** Two to three initiatives were developed for each of the six strategic goals. These initiatives provide an organizing framework for performance improvement.
- **Performance Measures:** Performance measures were refined and revised to provide specific and measurable evidence of progress towards meeting the district's strategic goals.

As with initial development of the district's strategic plan, the process of revision was as important as the end product. CWIFR continued use of the balanced scorecard (Kaplan & Norton, 2004) concept and the applied strategic planning model (Nolan, Goodstein, & Goodstein, 2008) to refine and revise its strategic goals, initiatives, and performance measures that focused on the community, fiscal stewardship, internal process, and resource requirements. Elements of this important and ongoing planning process included:

- Political, fiscal, and operational monitoring
- Definition of the district's values, mission, and vision
- Strategic business modeling
- Performance audit
- Identification of critical issues and service gaps
- Action planning
- Scenario based contingency planning

The strategic plan continues to be a working document, with its content integrated into all aspects of district operations. For example, our values, mission, and vision are an essential part of the district's recruitment and hiring, promotional process, and performance feedback system. Our strategic goals and initiatives serve as a roadmap for continuous improvement and are woven into our budget process.

### ***CWIFR's Organizational Values***

CWIFR and its members are committed to this common set of values that drive our interactions with the community and one another. As illustrated in Figure 16, *integrity* and *compassion* are at the core of CWIFR's values and surrounded by *professionalism* and *excellence*.

Figure 16. Central Whidbey Island Fire &amp; Rescue (CWIFR) Organizational Values



Our values are fully integrated into our recruitment process for volunteers as well as part-time and full-time employees, performance feedback to our members, promotional process, and many other aspects of district operations.

### **Mission**

CWIFR's mission defines our purpose for existence:

***Central Whidbey Island Fire & Rescue's mission is to partner with our community to proactively reduce risk from fire, illness, injury and other hazards.***

Fire districts were originally conceived to respond to and control fires. This role has expanded over time to include considerably more diverse types of emergency response services including care of the sick and injured, rescue from dangerous conditions, control of utility hazards and hazardous materials releases. However, once an emergency has occurred, harm has already occurred and likely will increase without intervention. The best way to mitigate the risk of harm is to prevent the emergency.

### **Vision**

An organizational vision is a clear and succinct description of what the organization or community should look like after it successfully implements its strategies and achieves its full potential. Ideally, the vision creates tension between this ideal, the current state of affairs, and what is possible. During CWIFR's community based strategic planning process, members of the working group crafted the following vision:

***Central Whidbey Island Fire & Rescue: World class fire and rescue services***

World class may mean many things. To provide clarity for this simple, but audacious vision, the working group described what this would look like in our community:

***CWIFR has implemented fiscally sustainable, fire and rescue services best practices. Working with, not simply for the community, the district has developed Central Whidbey Island into a safe and resilient place to live and work. The community has trust and ownership of their fire and rescue services as CWIFR serves with openness and transparency.***

**Strategic Themes and Outcomes**

Strategic themes are the focus of Central Whidbey Island Fire & Rescue’s (CWIFR’s) strategy, or key areas in which the district must excel to achieve our mission and vision. While themes are expressed in general terms, each is intended to achieve a specific and explicitly stated outcome. Table 6 outlines the district’s strategic themes and outcomes.

Table 6. Strategic Themes & Outcomes

<b>Strategic Theme: Community Risk Reduction</b>
<b>Outcomes:</b> CWIFR’s services provide a safer and more resilient community by reducing the rate at which emergency incidents occur and reducing the severity of those that do occur.
<b>Strategic Theme: Community Partnerships</b>
<b>Outcomes:</b> CWIFR works effectively with our partners to maintain a close relationship with the community and provide effective and efficient service delivery.
<b>Strategic Theme: Organizational Excellence</b>
<b>Outcomes:</b> CWIFR consistently provides services needed by the community in a timely, effective, and efficient manner.

**Critical Perspectives**

Each strategic theme is examined through four different lenses: from the perspective of the community, financial stewardship, internal processes, and physical and human resources. As illustrated in Table 7, each perspective answers important questions.

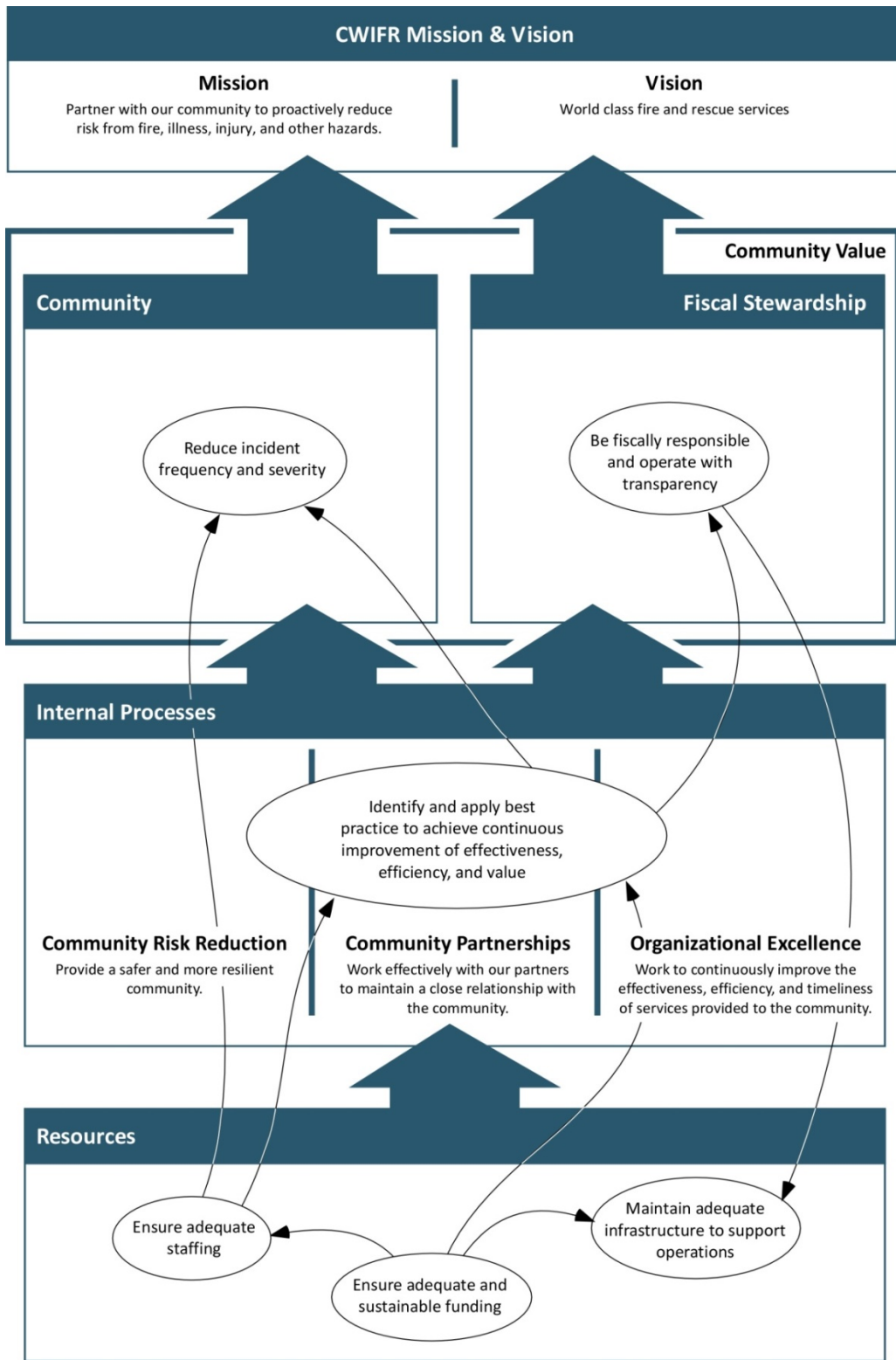
Table 7. Critical Perspectives

Perspective	Questions Answered	
Community	How will CWIFR achieve the community’s risk reduction outcome objectives?	How will CWIFR provide the greatest value to the community based on outcomes and cost effectiveness?
Fiscal Stewardship	How will the district provide the most cost-effective service to the community?	
Internal Processes	In what internal processes must district excel to exceed the community’s expectations?	
Physical and Human Resources	What resources and capabilities are required to exceed the community’s expectations?	

***Enterprise Wide Strategy***

CWIFR's three themes; Community risk reduction, community partnerships, and organizational excellence provide structure and a solid foundation for the district's strategic plan. Each theme may be examined individually; however, there are several strategic goals that cross two or even all three themes. Figure 17 illustrates how these goals relate to our strategic themes, mission, and vision.

Figure 17. Enterprise Wide Strategy Map



As CWIFR’s enterprise wide strategy is based on integration of its strategic goals, it serves as the district’s strategic bull’s eye.

**Strategic Goals and Initiatives**

Each strategic goal is supported by specific initiatives that continue for the duration of the plan (2017-2021). In most cases, strategic goals and in some cases, initiatives involve more than one division. Table 8 illustrates responsibility for strategic goals and initiatives by division.

Table 8. Division Responsibility for Strategic Goals and Initiatives

	Administrative	Operations	CRR	Training/ Recruitment	Facilities	Fleet
<b>Goals &amp; Initiatives</b>						
Reduce incident frequency and severity. [Community]	◆	◆	◆	◆	◆	◆
<i>Focus prevention and public education on community risks.</i>			◆			
<i>Improve operational capability to address community risks.</i>		◆		◆		
Be fiscally responsible and operate with transparency. [Fiscal Stewardship]	◆	◆	◆	◆	◆	◆
<i>Develop, maintain, and operate under sound fiscal policy and procedure.</i>	◆					
<i>Engage the community in building awareness and understanding of the district's fiscal and policy making processes.</i>	◆					
<i>Develop and maintain a capital projects plan to meet the district's capital infrastructure needs.</i>	◆	◆			◆	◆
Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. [Internal Process]	◆	◆	◆	◆	◆	◆
<i>Maintain the district's strategic plan.</i>	◆					
<i>Develop and maintain the district's community risk assessment, community risk reduction plan, and standard of cover.</i>	◆	◆	◆			
<i>Complete and maintain the district's fire and emergency services self-assessment manual (FESSAM)</i>	◆	◆	◆	◆	◆	◆
<i>Integrate the strategic plan, community risk assessment, community risk reduction plan, and standard of cover; and the FESSAM into the district's annual planning cycle and budget process.</i>	◆					
Ensure adequate and sustainable funding. [Resources]	◆					
<i>Develop alternative (non-property tax) revenue sources consistent with the district's mission.</i>	◆					
<i>Develop and present property tax funding alternatives (e.g., lid lift, voter approved bond measure) to the board of fire commissioners as necessary to meet and continue established service delivery levels.</i>	◆					

Table 8. Division Responsibility for Strategic Goals and Initiatives (Continued)

Goals & Initiatives	Administrative	Operations	CRR	Training/ Recruitment	Facilities	Fleet
	Ensure adequate staffing [Resources]	◆	◆		◆	
<i>Engage in effective recruitment to strengthen volunteer staffing to meet the district's operational requirements.</i>	◆			◆		
<i>Provide the tools and support necessary to develop and maintain a competent workforce.</i>	◆			◆	◆	◆
<i>Engage our members in a comprehensive effort to develop and maintain health, wellness, and physical capacity.</i>	◆	◆	◆	◆	◆	◆
Maintain adequate infrastructure to support operations. [Resources]	◆				◆	◆
<i>Maintain district facilities to minimize operational cost over their lifecycle.</i>	◆				◆	
<i>Maintain the district's apparatus and equipment to minimize operational cost over their lifecycle.</i>	◆					◆

**Performance Measurement**

Why measure performance? “Neither the act of measuring performance nor the resulting data accomplishes anything itself; only when someone uses these measures in some way do they accomplish something” (Behn, 2003, p. 586). Measuring performance is essential to both defining a starting point and for evaluating progress. As Kaplan and Norton (2004) observe, “You can’t manage what you can’t measure...You can’t measure what you can’t describe” (p. xiii).

Effective organizational performance requires measurement to first establish a baseline and subsequently to evaluate progress toward established goals. However, performance management provides benefits beyond checking progress (Neely, 2002).

Performance measurement supports continuous learning in which feedback is used for identifying achievements and adjusting agreed-upon strategies or initiatives. This process is critical to continued progression towards the attainment of organizations’ mission and vision. It also can provide a balanced and systematic attempt to assess the effectiveness of operations from different points of view: financial, operational performance, community, and members.

**Strategic Performance Measures**

One of Central Whidbey Island Fire & Rescue’s (CWIFR’s) enterprise-wide strategic goals is to identify and apply best practices to achieve continuous improvement of effectiveness, efficiency, and value. Performance measurement is essential in assessment of progress towards this goal.

In the end, performance is measured after the fact. For example, success in treating a patient that is in cardiac arrest can only be determined after the patient survives to leave the hospital and return to a

normal life (or they do not). Similarly, community fire safety can be measured based on death, injury, and property loss. These are lagging (after the fact) or outcome measures. In most cases, outcomes are influenced by multiple factors, some of which are directly controlled or influenced by the district and others which are outside the district’s direct control or influence. For example, emergency medical outcomes are influenced by the patient, the patient’s primary care physician, Central Whidbey Island Fire & Rescue (CWIFR), WhidbeyHealth Emergency Medical Services (WH EMS), and the definitive care provided by WhidbeyHealth or another hospital. Fire safety outcomes are similarly complex.

Leading indicators or performance drivers measure factors that are critical to achievement of specified goals or successful performance as measured by lagging indicators (outcome measures). For example, in both cardiac arrest and structure fire response, response time is an important factor and may serve as a useful leading indicator or performance driver when assessing emergency response effectiveness.

***CWIFR’s Balanced Scorecard***

The district’s 2017-2021 strategic plan (CWIFR, 2016) refined and clarified measures to ensure close alignment with the district’s strategic goals and provide a balanced scorecard examining performance through the community, fiscal stewardship, internal process, and resources lenses.

Performance measures are presented within general fund budget by division. This approach provides a strong connection between division responsibilities, performance, and budgeted funds. Table 9 specifies the location and provides links to the performance measures for each division.

Table 9. Performance Measures Reference

Division	Page Reference
Administrative	<a href="#">Page 63</a>
Operations	<a href="#">Page 76</a>
Community Risk Reduction	<a href="#">Page 86</a>
Training and Recruitment	<a href="#">Page 95</a>
Facilities	<a href="#">Page 103</a>
Fleet Maintenance	<a href="#">Page 111</a>



## Budget Process

Central Whidbey Island Fire & Rescue (CWIFR) strives to maximize effectiveness, efficiency, and value to the community. In addition, the district endeavors to be transparent in our decision-making and financial affairs to allow our taxpayers and the district's voters to have the ability to assess if CWIFR is making efficient use of public funds and providing good value for the cost of our services. This section of the budget provides an overview of our budgeting, accounting, and financial management processes.

### Budget Philosophy

The district maintains a conservative fiscal philosophy and endeavors to make financial decisions in the best interests of its taxpayers. The annual operating and capital budgets provide the financial basis for implementing the district's integrated comprehensive plan (ICP) and meeting our mission of partnering with the community to reduce risk.

The budget is based on clearly articulated policies. It is realistic and includes adequate resources to accomplish identified goals and objectives. Once adopted, the fire chief is given spending authority consistent with policy guidance and within budgeted funds.

### Bottom Up Budgeting

CWIFR uses a bottom up budget process that engages project and program managers in developing budgets for each functional area of district operations. These budgets are consolidated, reviewed, and refined to produce the adopted district budget.

In addition to building its budget from the bottom up, CWIFR uses modified zero based budgeting. In this process, it is not assumed that the current year's spending for a program or function is justified.

Expenditures are examined to identify answers to the following questions:

- Is this expenditure or level of expenditure in the best interest of the community?
- Are the goals and objectives of the program or function identified in the district's strategic plan?
- Are there other less costly and/or more effective ways of achieving the desired outcomes?
- Would overall achievement of the district's strategic goals be improved if funding was shifted from the program under review to another area of district operations?

As illustrated in Table 10, this bottom up, modified zero based budgeting process has both advantages and disadvantages.

Table 10. Advantages and Disadvantages of Bottom Up Budgeting

Advantages/Reinforcing Strategy	Disadvantages/Mitigating Strategies
<p><b>Participative Process:</b> Bottom up budget development is a participative process in which the members involved develop a greater sense of ownership and commitment to the budget as a financial plan.</p> <p><b>Reinforcing Strategy:</b> The district’s budget is used as an ongoing tool by all members with program or project management responsibility. Integration of the budget into program and project management as well as real time access to financial data increases commitment to the budget as the district’s working financial plan.</p>	<p><b>Time Required:</b> Development of the district budget from the bottom up takes a significant commitment of staff time for developing program, project, and division budget proposals, executive review, and refinement of the Adopted district budget.</p> <p><b>Mitigation Strategy:</b> The district’s budget calendar is designed to provide adequate staff time for budget development and integrates the budget development process into ongoing staff work.</p> <p><b>Lack of Expertise:</b> This approach requires individuals who may have limited experience and expertise to develop detailed budget projections.</p> <p><b>Mitigation Strategy:</b> Professional development includes training and ongoing coaching in budget development and use of the budget as an ongoing financial management tool.</p>
<p><b>Accuracy:</b> A bottom up budget has potential to be more accurate as those involved are closest to the work that will be performed.</p> <p><b>Reinforcing Strategy:</b> Integration of the budget into program and project management along with accurate accounting by expense category provides ongoing improvement in budget accuracy.</p>	<p><b>Overestimation:</b> Competition for scarce resources may lead to overestimation of budget needs.</p> <p><b>Mitigation Strategy:</b> Budget review at the division and district level along with the use of a modified zero-based budgeting process, controls for overestimation of budget needs.</p>
<p><b>Improved Communication and Coordination:</b> Budget development from the bottom up improves communication and coordination between project and program managers and district executive staff.</p> <p><b>Reinforcing Strategy:</b> Regular fiscal reporting and ongoing conversation between the district’s executive staff and members responsible as Program and Project Managers maintains a focus on the budget as a working document.</p>	<p><b>Lack of Context:</b> In many organizations, rank and file members and first or second line supervisors do not have knowledge of strategic level organizational goals that impact budget development.</p> <p><b>Mitigation Strategy:</b> The district’s mission, values, and vision are integrated with ongoing operations. Within the budget process, project, program, and division budgets must be tied closely to specific strategic goals and initiatives.</p>

**Budget Calendar and Workflow**

The district’s budget process begins in April with review of the district’s strategic goals, capital projects plan, and other major policies, followed by development of project, program, and division budgets and concludes in November with adoption of the budget by the board of fire commissioners and submittal to the Island County Auditor. Table 11 details the timeline for specific budget development activity taking place over the course of the year.

Table 11. CWIFR Budget Calendar

Month	Activity
April	Board of commissioners major policy review <ul style="list-style-type: none"> <li>• Strategic goals</li> <li>• Capital projects plan</li> <li>• Other major policies</li> </ul> Executive staff multi-year fiscal projections
June	Community budget review working group review of budget assumptions
July	Development of division budgets
August	Review & revision of division budgets Draft district budget input (BIAS)
September	Executive review & revision of the proposed district budget Community budget review working group review of proposed district budget
October	Submittal of the proposed district budget to the board of fire commissioners Public budget hearing Budget accepted, or revisions specified by the board of fire commissioners
November	Adoption of the budget by the board of fire commissioners Adopted budget submitted to the Island County Auditor Board of fire commissioners, executive staff, and community budget review working group review and discussion of the budget process and recommendations for improvement.
December	Adopted budget submitted to the Government Finance Officers Association (GFOA) Distinguished Budget Award Program for review.

### ***Development of Division Budgets***

Just as the division budgets are the foundation for development of the overall district budget, program budgets provide the basis for development of division budgets.

***Budget Requests:*** Division and program managers must be able to speak to the reason for each specific budget request, why this expenditure is in the best interest of the community, how the expenditure supports achievement of the district’s strategic goals and initiatives, and what alternatives were considered in determining that this expenditure was the most cost-effective approach. Within the operating budget, any expenditure that reflects a significant change (increase/decrease in expense or addition or elimination of a service or program) must be accompanied by a narrative explanation or justification.

**Division Business Plan:** Division managers must review the district’s adopted strategic goals and related initiatives and submit a business plan along with their division budget detail worksheet including:

- Division title
- Purpose of the division (explanation of why the division exists)
- Programs within the division’s area of responsibility
- Strategic goals supported by division activities
- Accomplishments achieved in the prior year
- Projects that will be implemented or in progress during the budget year

Each division’s project is tied to specific strategic goals, initiatives, and Commission on Fire Accreditation International (CFAI) accreditation criteria. Developing these business plans ensures alignment between the district’s strategic plan and budget.

#### **Capital Projects Plan and Budget**

Capital projects are defined as having a cost of greater than \$5,000 and a useful life of more than one year. Capital projects may include real property, equipment, or software. Annual transfers between the general fund and capital projects fund are based on amortized expense of specific capital projects as defined by the board of fire commissioners.

The district maintains a detailed ten-year capital projects plan which serves as the foundation for the annual capital budget. The capital projects plan is reviewed by the board of fire commissioners in April of each year prior to the start of the budget development process. The plan consists of

- Capital projects fund cash flow and overview of scheduled projects
- Individual capital project request and estimates of cost
- Capital projects amortization schedule

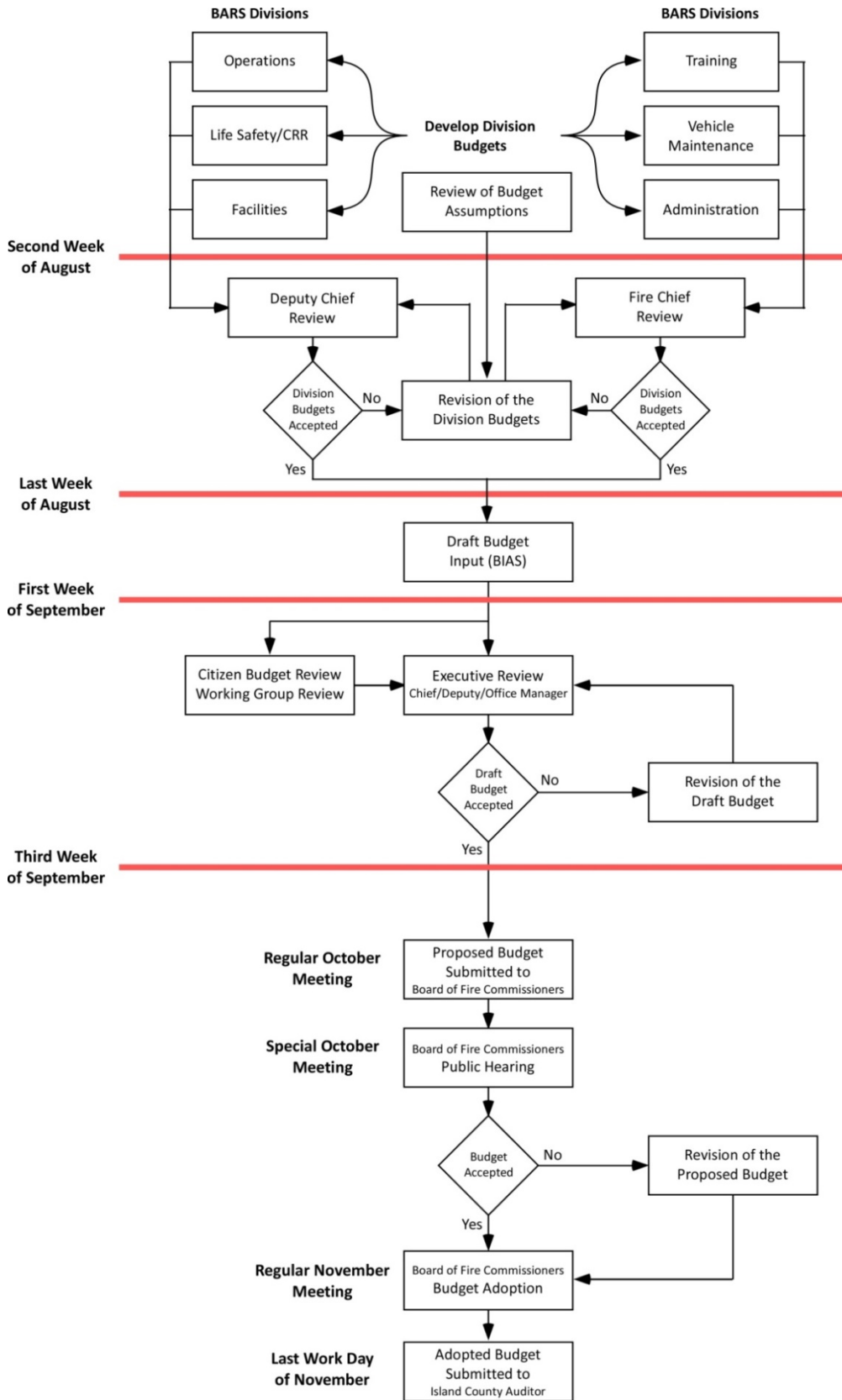
Most capital projects are included in the capital projects fund. However, the capital projects for renovation of Station 53 and purchase of three type 1 fire engines were moved to the bond fund at the end of 2017 with passage of a voter approved bond measure. Therefore separate capital budgets for the capital projects fund and bond fund are included in the annual budget document.

#### **Community Budget Review**

A working group composed of community members is selected by the fire chief to serve in an advisory capacity, providing input to the fire chief and finance officer on the budget and budget document from a community perspective to ensure transparency and clarity. The working group is engaged throughout the budget process including review and discussion of budget assumptions, draft budget documents, participation in the budget hearing, and review of the final budget document.

Figure 18 illustrates the workflow and key milestones for budget development and approval.

Figure 18. Budget Development Workflow



### ***Budget Adjustment***

There are two types of budget adjustment. The first is simply a transfer between line items within a given fund (e.g., reduction in one or more lines and an increase in one or more other lines) while maintaining the same overall appropriation (adopted budget amount). The second type of adjustment is a transfer between funds and change in the appropriated amount within those funds (e.g., transfer from the general fund to the capital projects fund).

Line item expenditures that exceed the adopted amount may be approved by the fire chief provided that the budget remains balanced at the division and Fund levels. If line item expenditures would result in a deficit (within the line) of greater than \$2,000, the board of fire commissioners must be notified at its next regular meeting and funding of the line increased through the budget adjustment process.

Budget adjustment will generally be performed (if needed) in April and October. However, under exigent circumstances, the fire chief may request that the board of fire commissioners adjust the budget at any time.

The district's finance officer enters adopted budget changes in the accounting system as they are identified. This entry includes the adopted amount of the line item, the adjusted amount of the line item, the difference, percentage difference, and justification of the changes. The fire chief submits a narrative report outlining the need for the budget adjustment (increases/decreases in individual lines and/or transfer between funds) with line item level detail along with the adopted budget changes Report to the board of fire commissioners in advance of the meeting at which the budget adjustment will be considered.

### ***Financial Assumptions Used in the Budget Process***

Development of financial assumptions is a key element in Central Whidbey Island Fire & Rescue's (CWIFR's) long-term financial planning process. These assumptions provide a foundation for the district's long term financial plan and serve as guidance in development of the annual budget. Detailed explanation of these financial assumptions is presented in the summary of the district's *Integrated Comprehensive Plan Volume 5-Long Term Financial Plan* included in this budget document (Appendix D).

### ***Revenue and Expense***

The district is primarily funded through property taxes. Increases in the general levy are limited to 1% annually by the *Washington State Constitution*; provided that the district's levy rate is below the \$1.50 maximum for fire districts established in the *Revised Code of Washington (RCW) 52 Fire Protection Districts*. This provides a limited, but predictable increase in revenue. The district's second largest revenue stream has been charges for service through interlocal agreements with the Whidbey Island Public Hospital District (dba WhidbeyHealth), the Town of Coupeville, and Island County.

For the past eleven years, the district has maintained an interlocal agreement with WhidbeyHealth to staff a basic life support (BLS) ambulance. Late in the third quarter of 2019, the district entered into a new interlocal agreement with WhidbeyHealth regarding the terms, conditions, and charges for service resulting in an increase in revenue. Additional detail is provided in the revenue section of this budget document.

The district's long-term financial plan is based on an anticipated 3% average annual increase in expense, which cannot be met in the long-term without voter approved tax revenue increases. However, budgetary increases of less than 3% and greater than anticipated general fund ending balances have allowed the district to extend the timeframe over which it can maintain current service delivery levels without additional revenue. In 2020, increases in revenue related to the district's interlocal agreement with WhidbeyHealth and reductions in expense related to part-time staffing have allowed an increase in full-time staff while remaining within the fiscal parameters defined in the district's long-term financial plan.

Passage of the voter approved bond measure on the November 2017 general election ballot reduced pressure on the general fund for transfers to the capital fund for apparatus and equipment, further extending the duration for which the district may maintain current service levels without an increase in the general levy.

### ***Assessed Valuation and Levy Rate***

In its long-term financial plan the district has anticipated a 5% average annual increase in Assessed Valuation (AV). The taxable assessed valuation of property within the district has increased faster than projected. This has resulted in a corresponding reduction in the district's general levy rate. While not impacting revenue, this places additional space between the general levy rate and the maximum general levy rate for fire districts. This provides a cushion, allowing the district to maintain a 1% annual increase in revenue, even if assessed valuation decreases.

### **Overview of Budget Structure**

The Washington State Auditor prescribes budgeting, accounting and reporting requirements for all local governments (RCW 43.09.200). The *Washington State Budgeting, Accounting, and Reporting System (BARS) Manual for Cities, Counties, and Special Purpose Districts (Cash Basis)* (SAO, 2018) includes a uniform chart of accounts, accounting and budgeting policies, guidance for preparing financial statements and instructions for preparing supplemental schedules required as part of the annual report to the State Auditor (RCW 43.09.230).

The Washington State BARS is designed to allow formal integration of budgeting and accounting for all fund types in a governmental accounting system. The district prepares a comprehensive budget document including all anticipated resources and outlays on an annual basis, including those funds for which appropriated budgets are not required (e.g., compensated absences fund).



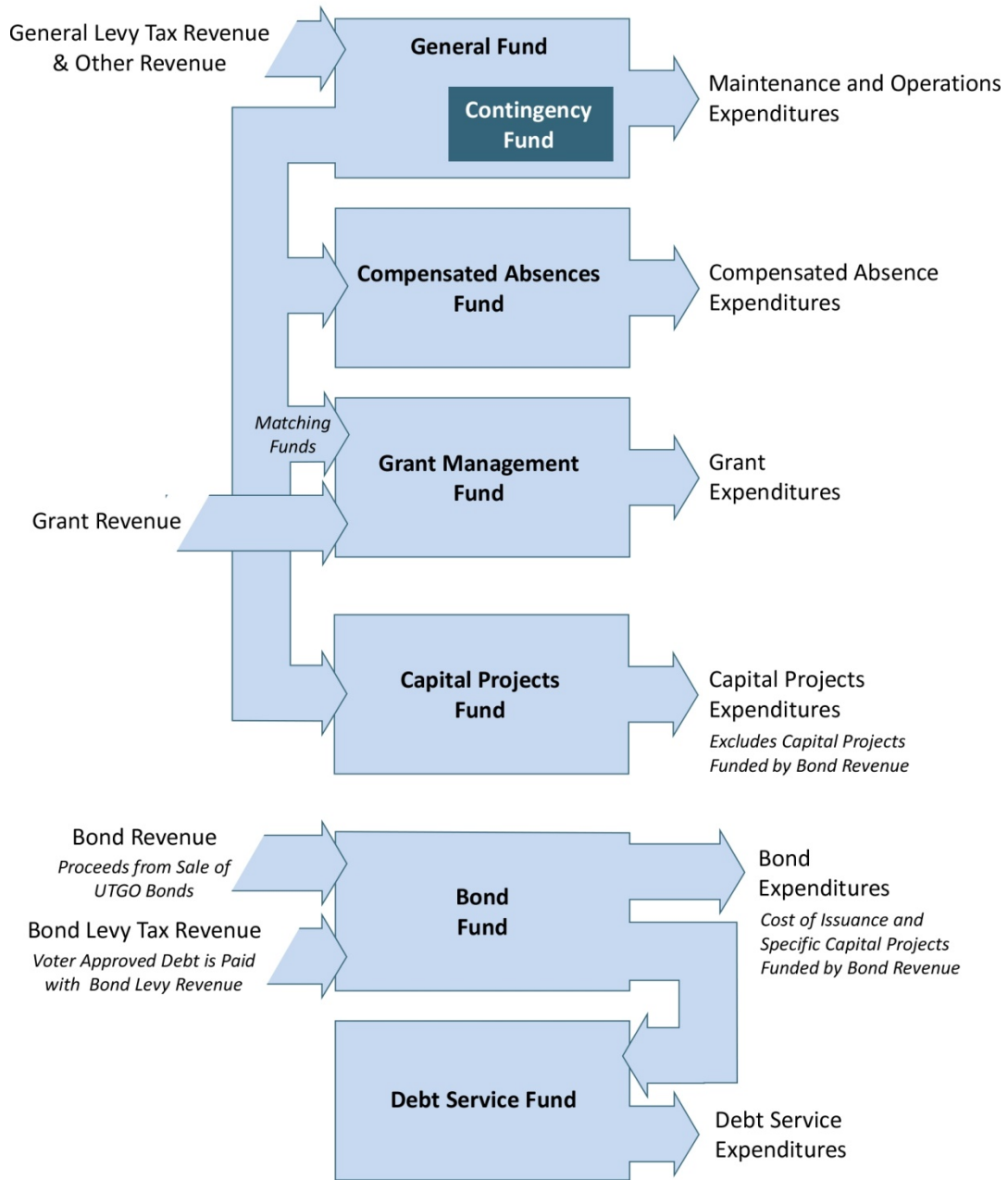
### **Funds**

A fund is an accounting entity with its own self-balancing set of accounts recording cash and/or other sources of revenues against expenditures for specific activities. Managerial/internal funds are used for internal budgeting and are rolled up into the general fund for purposes of budgeting and reporting system (BARS) reporting. The district's finances are allocated to the following funds:

- **General Fund:** The principal operating fund, which is supported by taxes, fees, and other revenues that may be used for any lawful purpose. The fund of the district that accounts for all current expenditures (e.g., personal services, materials and services) not specifically accounted for in other funds.  
  
Included within the general fund, **contingency** is a line item (within the general fund) for emergencies or unforeseen expenditures not otherwise budgeted. CWIFR endeavors to maintain the Contingency at 10% of the operating budget.
- **Compensated Absences Fund:** This fund is used to account for assets held by the district for buyback of accrued annual leave and in the case of executive staff, a specified percentage of unused sick leave from employees at the time of their separation from the district (e.g., retirement). For budgetary reporting within the context of BARS, this managerial fund is rolled up into the general fund.
- **Capital Projects Fund:** A fund established to accumulate assets for future capital purchases and for current capital expenditures. Capital expenditures are for items having a cost greater than \$5000 and a service life of greater than one year (e.g., major equipment, fire apparatus, and fire stations).
- **Bond Fund:** A fund established with the proceeds from sale of unlimited tax general obligation (UTGO) bonds to fund specific capital projects (e.g., renovation and expansion of Station 53 and purchase of three type 1 fire engines). Use of a separate fund for these capital projects facilitates accounting for bond revenue, interest, and expenditures and simplifies required compliance reporting.
- **Debt Service Fund:** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- **Grant Management Fund:** A fund established with a contribution of assets from the state or federal government that are to be used for a specified purpose, activity, or facility. Assets in this fund are maintained in a non-interest-bearing account in compliance with federal grant requirements. For budgetary reporting within the context of BARS, this managerial fund is rolled up into the general fund.

Figure 19 illustrates the relationship between revenue, funds, and expenditures.

Figure 19. Overview of Fund Relationships



### *Divisions*

The district's operating budget is organized in accordance with the Washington State Budgeting, Accounting, and Reporting System (BARS) as prescribed by the Washington State Auditor, and as such, includes the following divisions<sup>3</sup>:

- **Administrative:** Functions or activities related to the leadership and management necessary to ensure effective and efficient delivery of services to the community. Within the budget, this division also includes activities of a general nature associated with multiple service functions (e.g., postage, information technology services, telecommunications).
- **Operations:** Functions and/or activities related to fire suppression, medical, and rescue services.
- **Life-Safety & Community Risk Reduction (CRR):** Functions and/or activities related to reducing risk of harm and preventing loss of life because of fire, accident, illness, and other types of emergencies.
- **Recruitment & Training:** Functions and/or activities related to training, professional development, and recruitment.
- **Facilities:** Functions and/or activities related to rental, repair, operation, and maintenance of land and buildings and equipment related to fixed facilities (e.g., heating, ventilating, and air conditioning systems (HVAC), water systems, electrical backup generators).
- **Fleet Maintenance:** Functions and/or activities related to maintenance and repair of vehicles and other portable equipment.

### *Divisions and Funds*

All divisions are included in the general fund budget. In addition, divisions may have expenditures in other funds. For example, in 2020, the operations division has capital expenditures in the capital projects fund for extrication equipment replacement and the bond fund for purchase of three type 1 fire engines. In addition, the facilities division has expenditures in the bond fund for fire station construction and the administrative division has expenditures for principal and interest for the district's unlimited tax general obligation (UTGO) bond in the debt service fund.

Table 12 illustrates the allocation of budgeted expenditures by division with each Fund for the 2020 budget year.

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<sup>3</sup> Given the district's small size, these divisions are budgetary and not completely organizational (e.g., some members have functional responsibility for a division (e.g., Operations, Facilities), but work within the Administrative or Life Safety/community risk reduction Division. In other cases, a Division is staffed by a single individual (e.g., Recruitment & Training, Fleet Maintenance).

Table 12. 2020 Division/Fund Matrix

Division	Fund					
	General Fund	Capital Projects	Bond Fund	Grants Management	Debt Service	Compensated Absences
Administrative	◆				◆	
Operations	◆	◆	◆			
Life Safety/CRR	◆					
Training & Recruitment	◆					
Facilities	◆		◆			
Fleet Maintenance	◆					

*Note:* Contingency is not allocated to a specific division; use of this line within the general fund is limited to transfers to other funds as approved by the board of fire commissioners.

**Expenditure Categories**

There are three major categories of expenditure by the district:

- Personal Services:** This category includes all expenditures related to our members serving the community. This category may be subdivided into wages and benefits.

**Wages:** Wages includes the salaries of our full-time employees, overtime paid to non-exempt, full-time employees, hourly wages paid to part time employees, and stipends paid to our volunteer members.

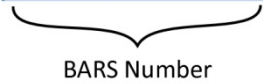
**Benefits:** Benefits include medical and dental insurance for our full-time employees, retirement benefits, social security (this does not apply to employees in the Law Enforcement Officers and Firefighters (LEOFF) pension system) and Medicare.
- Materials & Services:** This category includes all expenditures other than personal services or capital projects. This includes tools and equipment (costing less than \$5,000), expendable supplies, and purchased services.
- Capital Projects:** This category includes items with a purchase price of greater than \$5,000 and a useful life of greater than one year. Major capital items include (but are not limited to) real property, fire apparatus and other vehicles, communications system projects, and information technology infrastructure.

**Budget Layout & BARS Numbers**

The layout of the budget includes major categories of expenditure, the Washington State Auditor’s budgeting and reporting system (BARS) number (for internal reference), and line item description as well as the actual expenditure (two years prior), adjusted budgeted amount (prior year), and budgeted amount (budget year) as illustrated in Figure 20.

Figure 20. Budget Layout

Budget Category Description					Two Years Prior	Prior Year	Budget Year
522	XX	XX	XX	Line Item Description	\$XX,XXX	\$XX,XXX	\$XX,XXX



**Understanding BARS Numbers**

- 522 First Three Digits Identify the Code for Fire Protection
- XX The Second Two Digits Specify the Division (Administration, Operations, etc.)
- XX The Third Two Digits Specify the Character of the Expenditure
- XX The Last Two Digits Identify the Specific Line Item

**Basis of Budgeting and Accounting**

The Washington State Auditor is required by law to prescribe budgeting, accounting, and reporting requirements for local governments. The *Washington State Budgeting, Accounting, and Reporting System (BARS) Manuals* (SAO, 2018) include the prescribed uniform charts of accounts, accounting and budgeting policies, guidance for preparing financial statements and instructions for preparing supplemental schedules required as part of local government annual reports.

Under authority of *Revised Code of Washington (RCW) 43.09.200*, the Washington State Auditor allows local governments the option to report on either a generally accepted accounting principles (GAAP) or cash basis. This option was provided by the legislature in recognition of the amount of effort and resources required for small local governments to fully comply with the requirements of GAAP. Many large local governments report financial information in accordance with GAAP. All other local governments report on a cash basis as prescribed in the budgeting, accounting, and reporting system (BARS) manuals which provide an acceptable alternative to GAAP (SAO, n.d.).

As a fire protection district, CWIFR is permitted by the Washington State Auditor to use cash basis accounting as an other comprehensive basis of accounting (OCBA) (RCW 43.09.020; SAO, 2016). The district has determined that use of cash basis of accounting, rather than accrual accounting as required by GAAP, provides acceptable transparency and most effective use of the district’s fiscal and administrative resources. With cash basis accounting, the district records revenue when revenue is received, and records expenses when they are paid.

While the district uses cash basis accounting, the district’s budget process recognizes property tax revenue on an accrual basis and estimates revenue from other miscellaneous sources.

## Balanced Budget

The district maintains a balanced budget, as appropriations are limited to the total of estimated revenues and the unencumbered fund balances estimated to be available at the close of the current fiscal year as required by *Revised Code of Washington (RCW) 52.16.070*. The total ending balance is anticipated to decrease because of increasing general fund expenses and constitutional limitations on increases in tax revenue. Several options exist to maintain current service levels beyond 2026 while maintaining a balanced budget:

- Limit increases in expense. The district's budget process provides a solid system for ensuring that changes in expense are tied to specific strategic goals, initiatives, and related outcomes. Limited increases over the last several years have significantly improved the district's financial position.
- Identify and develop additional revenue streams. The district continues to explore opportunities to develop additional revenue through Interlocal agreements and shared services.
- Determine at what point it will be necessary to present a lid lift to the district's voters. As intended by the *Washington State Constitution* and related laws regarding property tax limitations, the district's voters have the authority to increase the levy rate to maintain or improve service levels.

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## Revenue

### Overview

Taxes from the regular and bond levies are CWIFR’s largest funding streams, comprising 84.24% of total district revenue. CWIFR also has several interlocal agreements to provide service to WhidbeyHealth, the Town of Coupeville, and Island County which comprise 8.88% of total district revenue. Approximately 3.44% of district revenue is generated from a variety of other sources (e.g., such as investment interest, payments in lieu of taxes, space and facilities rent, grants, and sale of surplus assets). Figure 21 illustrates CWIFR’s revenue distribution and trends.

Figure 21. 2018-2020 Revenue Distribution and Trends

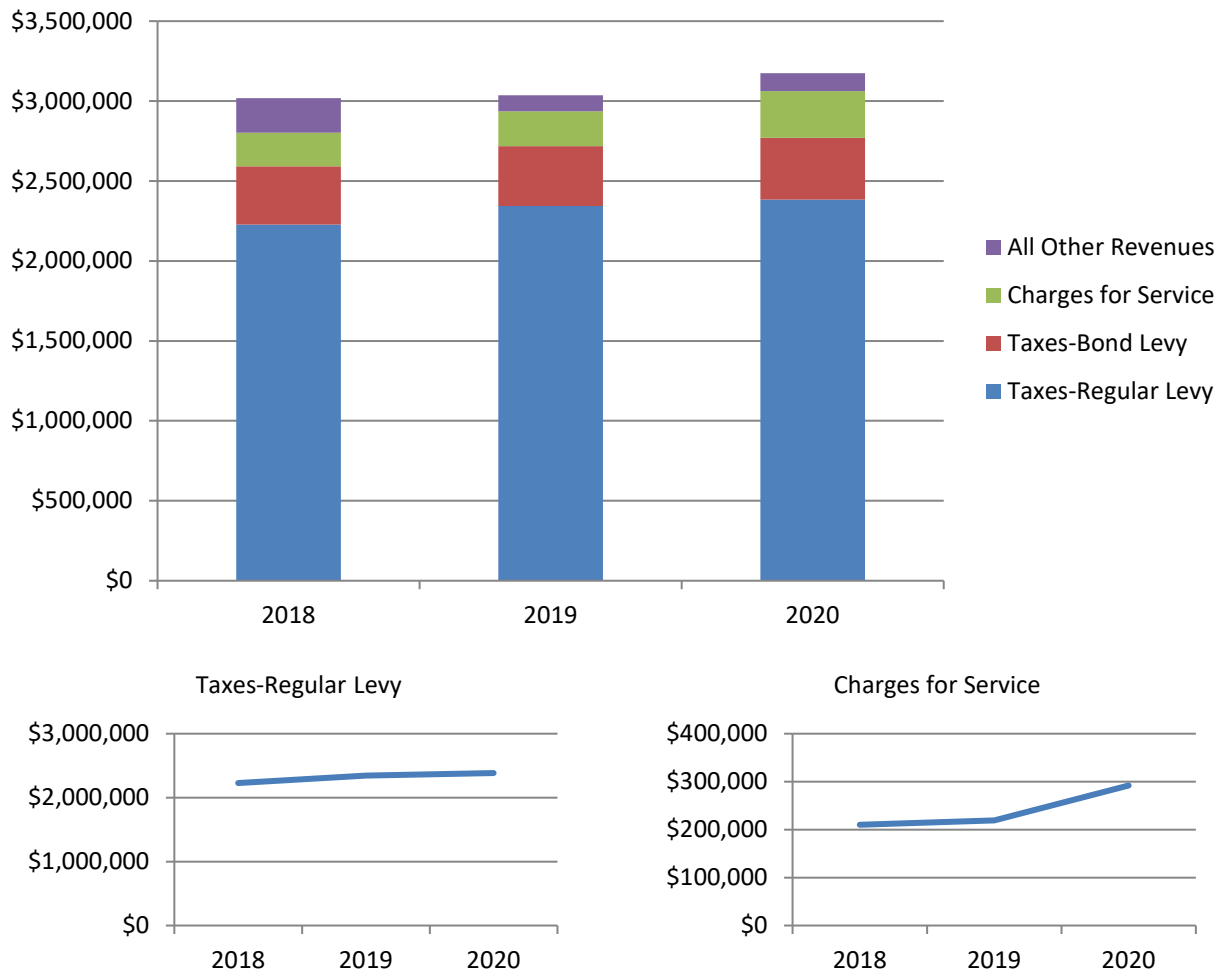


Table 13. Revenue Distribution Detail

Revenue Stream	2018	2019	2020	Percent
Taxes-Regular Levy	\$2,228,270	\$2,344,800	\$2,401,816	69.71%
Taxes-Bond Levy	\$364,112	\$372,700	\$385,300	11.18%
Charges for Service	\$210,114	\$239,144	\$293,000	8.50%
All Other Revenues				
Miscellaneous Revenue	\$197,248	\$81,446	\$172,172	5.00%
State Generated Revenue	\$8,075	\$14,476	\$8,000	0.23%
Other Revenue	\$10,251	\$2,500	\$2,500	0.07%
<b>Total</b>	<b>\$3,233,644</b>	<b>\$3,153,487</b>	<b>\$3,445,460</b>	<b>100%</b>

### Tax Revenue

The *Washington State Constitution* and related laws strictly limit the amount of property tax that local taxing districts can levy. While tax limitations are complex, there are two particularly important limitations for fire districts. First is Initiative 747, passed by the state's voters in 2001 which changed the state constitution to limit annual increases in property taxes levied to 1%, plus revenue from new construction added to the tax rolls in the previous year (Washington State Constitution Amendment 95 Article 7 Section 2). The second important limitation is the maximum regular tax rate for fire districts specified by state law. The *Revised Code of Washington (RCW)* limits fire districts to a maximum regular property tax rate of \$1.50/1,000 of Assessed Value (AV) (RCW 52.16.130, 140, 160).

Central Whidbey Island Fire & Rescue's (CWIFR's) annual property tax levy is distributed across all taxable property within the district. The district's levy rate increases or decreases depending on several factors. New construction adds to the total value of taxable property within the district, further dividing CWIFR's tax levy and lowering the tax rate. Property values also impact tax rate. If assessed property values increase, CWIFR's tax levy is divided by this greater value and the tax rate decreases. On the other hand, if assessed property values decrease, CWIFR's tax levy is divided by this smaller value and the tax rate increases (while the total levy remains the same). If assessed property value decreases further, and the district's levy rate reaches the statutory cap of \$1.50/1,000, revenue will decrease.

The rationale behind the tax structure in the state constitution and related laws is that the costs of delivering essential services such as fire protection, rescue, and emergency medical care is not based on the value of your property. Cost is based on level of service desired by the community, with the shared cost based on property value.

The district's 2019 assessed value (AV) for 2019 tax collection was \$1,907,828,316 which at a levy rate of \$1.23/1,000 AV provided a total property tax levy of \$2,303,485. The total property tax levy (excluding addition of taxes on new construction) can increase a maximum of 1% resulting in a maximum 2020 levy of \$2,344,800. Over the last two years new construction has increased substantially. The Island County Planning and Community Development Department has reported a continuation of this trend (which will result in increased new construction revenue).

In 2018 AV increased 8.35% (for the 2019 tax year). Final data is not yet available for 2019 AV (for the 2020 tax year) but it is likely that the district will see a similar increase as in 2018. Increases in AV will not increase revenue, but will lower the district's general levy rate.

### **Interlocal Agreements**

CWIFR has several interlocal agreements under which the district provides services to other governmental entities. These include an agreement to operate a basic life support (BLS) ambulance for WhidbeyHealth Emergency Medical Services (WH EMS) and agreements with both the Town of Coupeville and Island County to provide fire and life safety inspection services in commercial occupancies. Table 14 illustrates the district's revenue received and projected for receipt from interlocal agreements.

Table 14. Revenue from Interlocal Agreements

Interlocal Agreement	2018 Actual Revenue	2019 Adjusted Revenue	2020 Projected Revenue
WH EMS	\$201,495	\$221,124	\$280,000
Coupeville Fire Inspections	\$7144	\$8,000	\$8,000
Island County Fire Inspections	\$0	\$8,000	\$2,000

In 2019, the district renegotiated its interlocal agreement with WhidbeyHealth with a \$78,505 increase in revenue. There is no change in the interlocal agreements with the Town of Coupeville or Island County for fire and life safety inspections. However, anticipated revenue from the agreement with Island County has been reduced by \$6,000 based on the actual number of commercial occupancies inspected and collection rate in 2019.

### **Other Revenue**

In addition to tax receipts and revenue generated from services provided through Interlocal agreements, Central Whidbey Island Fire & Rescue (CWIFR) has multiple small revenue streams. These include payments in lieu of taxes paid by the Coupeville School District and Washington State Parks, revenue from lease of cell tower space at Station 53, proceeds from the sale of non-capital and capital assets declared surplus by the board of fire commissioners, and other miscellaneous revenues.

### **Revenue Impacts**

The increased revenue from the WhidbeyHealth interlocal agreement along with reductions in expense for part-time staffing will allow CWIFR to increase the number of full-time firefighter/emergency medical technicians while remaining in alignment with the district's long term financial plan. Additional discussion of these changes is provided in the operations and community risk reduction division sections of the budget document.

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## General Fund

### General Fund Overview

The general fund is the district's principal operating fund, which is supported by taxes, fees, and other revenues that may be used for any lawful purpose. This fund accounts for all current expenditures (e.g., personal services, materials and services) not specifically accounted for in other funds.

In accordance with the Washington State Auditor's budgeting, accounting, and reporting system (BARS), the district's general fund is subdivided into divisions. These divisions are functional and serve to clearly describe the purpose of appropriated funds.

As discussed in the budget message and illustrated in Table 14, the 2020 adopted district budget is 6.68% higher than in 2019. This increase includes:

- Addition of one full-time firefighter/emergency medical technician (one other position was added in the third quarter of 2019) for a total increase in full-time staffing of two firefighter/emergency medical technicians.
- Compensation increases for the district's part-time staff and full-time staff represented by Local 4299 International Association of Firefighters.

The magnitude of this increase must be considered in light of increased revenue provided by the district's interlocal agreement with WhidbeyHealth and new construction revenue. Given the increase in revenue provided by the WhidbeyHealth interlocal agreement and taxes on new construction, the relative net increase in the adopted budget is 1.73%.

Table 15. General Fund Budget by Division

Division	2018 Actual	2019 Adjusted	2020 Adopted	Change	Distribution
Administrative	\$544,284	\$637,309	\$610,343	-4.23%	23.58%
Operations	\$427,942	\$503,481	\$500,698	-0.55%	19.33%
Community Risk Reduction	\$729,361	\$819,168	\$993,253	21.25%	38.35%
Training	\$167,912	\$210,987	\$224,714	6.51%	8.68%
Facilities	\$57,902	\$93,546	\$91,573	-2.11%	3.54%
Fleet Maintenance	\$138,796	\$163,569	\$169,587	3.68%	6.55%
<b>Total District Budget</b>	<b>\$2,066,196</b>	<b>\$2,428,060</b>	<b>\$2,590,168</b>	<b>6.68%</b>	<b>100.00%</b>

General fund expense can be examined in several ways, by division (Table 14 and Figure 22) or by distribution between personnel costs (e.g., salaries, benefits, wages, and stipends), and materials and services (Figure 23).

Figure 22. Overview of General Fund Expense by Division

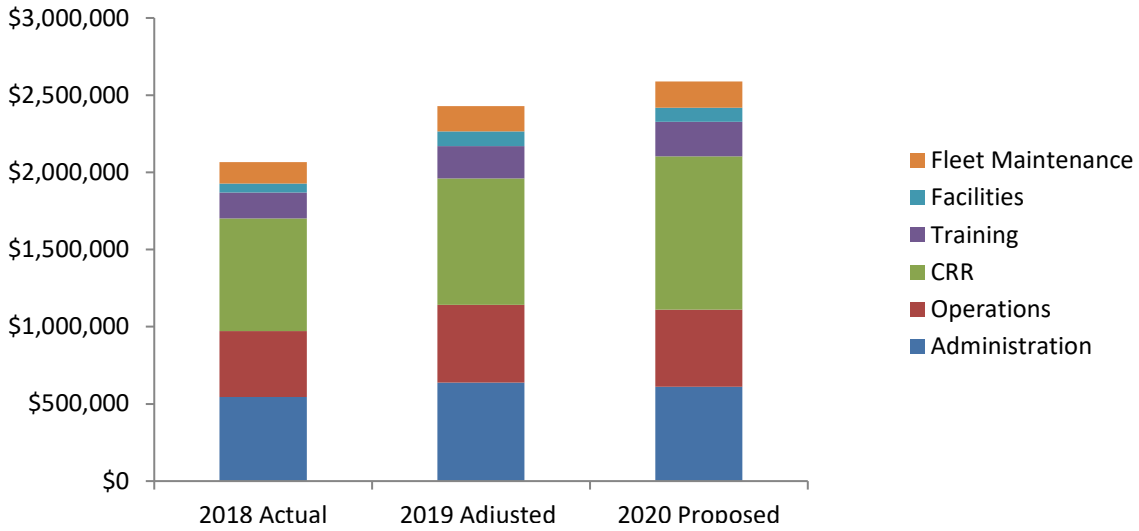


Table 16. General Fund Expense by Division Detail

Division	2018 Actual	2019 Adjusted	2020 Adopted	Change	Distribution
Administration	\$544,284	\$637,309	\$610,343	-4.23%	23.56%
Operations	\$427,942	\$503,481	\$500,698	-0.55%	19.33%
Community Risk Reduction	\$729,361	\$819,168	\$993,253	21.25%	38.35%
Training	\$167,912	\$210,987	\$224,714	6.51%	8.68%
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Fleet Maintenance	\$138,796	\$163,569	\$169,587	3.68%	6.55%
<b>Total District Budget</b>	<b>\$2,066,196</b>	<b>\$2,428,060</b>	<b>\$2,590,168</b>	<b>6.68%</b>	<b>100.00%</b>

Figure 23. General Fund Expense by Category

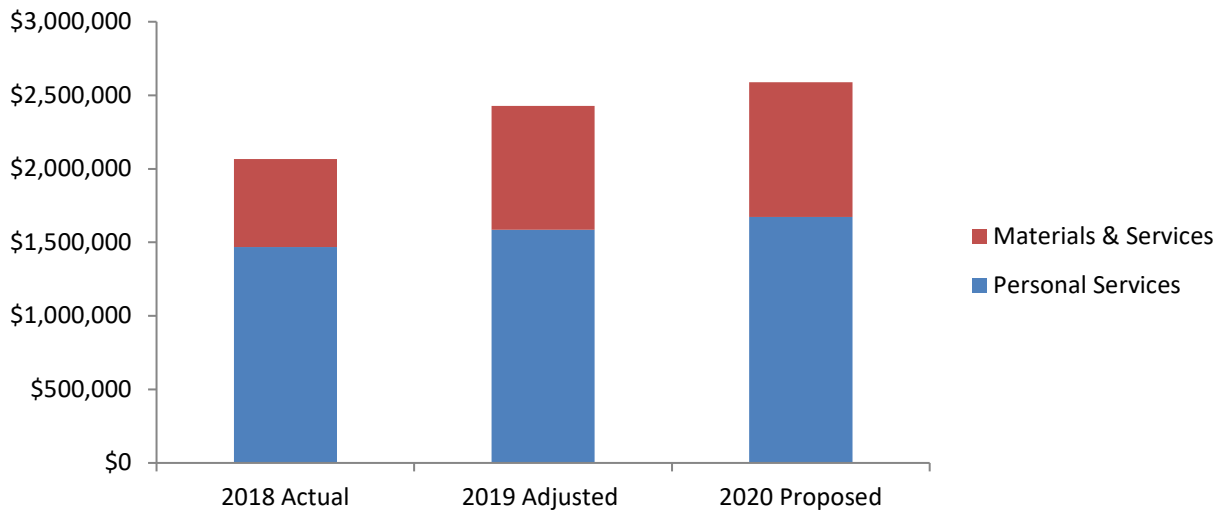


Table 17. General Fund Expense by Category Detail

Expense	2018 Actual	2019 Adjusted	2020 Adopted	Change	Distribution
Personal Services	\$1,468,300	\$1,586,487	\$1,672,177	5.40%	64.56%
Materials & Services	\$597,896	\$841,573	\$917,991	9.08%	35.44%
Total District Budget	\$2,066,196	\$2,428,060	\$2,590,168	6.68%	100.00%



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## **Administrative Division**

The administrative division provides leadership and management necessary to ensure effective and efficient delivery of services to the community.

The administrative division is responsible for the following major programs and functions.

- Strategic planning
- Accreditation
- Budgeting and fiscal management
- Human resources

### ***Personnel Summary***

Administrative division staffing is comprised three and one-half full time equivalents (FTE); the fire chief, deputy chief, finance officer, and office assistant and a volunteer geographic information specialist. The fire chief and deputy chief also have operational responsibility, but from a budget perspective are accounted for within the administrative division.

### ***Strategic Goals & Initiatives***

While the administrative division has an overall responsibility for implementation of the district's strategic plan, the following goals are of significance to this division.

- Be fiscally responsible and operate with transparency.
- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.
- Ensure adequate and sustainable funding.

In addition, the administrative division directly supports the district's strategic goals to

- Reduce incident frequency and severity.
- Ensure adequate staffing.
- Maintain adequate infrastructure to support operations.

### ***Performance Measures***

Table 18 identifies the administrative division's strategic performance measures. Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.

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Table 18. Administrative Division Performance Measures

Community Perspective						
Strategic Goal	Outcome Measure	District Performance				
The Administrative Division has no Performance Measures in the Community Perspective						
Fiscal Stewardship Perspective						
Strategic Goal	Outcome Measure	District Performance				
Be fiscally responsible and operate with transparency	Percentage change in beginning fund balance for: <ul style="list-style-type: none"> <li>• General fund</li> <li>• Capital projects fund</li> <li>• Compensated absences fund</li> </ul>	Year	2016	2017	2018	
		General fund	12.73%	6.59%	9.23%	
		Capital projects fund	18.64%	25.08%	6.53%	
		Compensated absences fund	6.92%	7.33%	5.84%	
Be fiscally responsible and operate with transparency	Expenditure, operating position, debt, and unfunded liabilities indicators from Brown’s 10 Point Test (Maher, C. & Nollenberger, K., 2009). <ul style="list-style-type: none"> <li>• Total expenditure per capita (Expenditure Indicator-Brown’s 10 Point Test)</li> <li>• Operating surplus or deficit/operating revenues percentage (operating position indicator-Brown’s 10 Point Test)</li> <li>• General fund balance/general fund revenues percentage (operating position indicator-Brown’s 10-Point Test)</li> <li>• Long term debt/assessed value (AV) percentage (debt indicator-Brown’s 10 Point Test)</li> <li>• Debt service/operating revenues percentage (debt indicator-Brown’s 10 Point Test)</li> <li>• % fully funded contingency</li> <li>• % fully funded capital projects fund</li> <li>• % fully funded compensated absences fund (unfunded liability indicator-Brown’s 10 Point Test)</li> </ul>	Year	2016	2017	2018	
		Expenditure/capita	\$231.46	\$244.68	247.32	
		Cash flow/revenue	23.75%	19.74%	10.08%	
		GF balance/revenue	105.05%	110.02%	119.97%	
		LT Debt/AV	n/a	4.44%	0.38%	
		Debt service/operating revenue	n/a	n/a*	12.06%	
		% funded contingency	100%	100%	100%	
		% funded capital	44.47%	44.47%	123.14%	
		% funded compensated absences fund	7.86%	11.31%	11.31%	
		* Debt service on the district’s unlimited tax general obligation (UTGO) bond began in 2018.				

Table 18. Administrative Division Performance Measures (Continued)

Fiscal Stewardship Perspective (Continued)						
Strategic Goal	Outcome Measure	District Performance				
Be fiscally responsible and operate with transparency	Website self-assessment transparency score (Special District Transparency Checklist)	Year	2016	2017	2018	
		Web Transparency	55%	100%	100%	
	<ul style="list-style-type: none"> <li>• District overview</li> <li>• Authorizing statute</li> <li>• Budget</li> <li>• Meetings</li> <li>• Elected officials</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative officials</li> <li>• Audits</li> <li>• Procurements/contracts</li> <li>• Public records</li> <li>• Revenue</li> </ul>				
	<b>Discussion:</b> The district continues to work towards improvement of transparency. Update and revision of the district’s website in 2020 will provide a one-stop-shop for transparency data to simplify public access to this information.					
	Achievement of the Government Finance Officers Distinguished Budget Presentation Award	Year	2016	2017	2018	
		Receiving award	Yes	Yes	Yes	
Be fiscally responsible and operate with transparency	Successful financial audit by the State Auditor <i>Financial and accountability audits are conducted on a biannual basis for preceding two years.</i>	Year	2016	2017	2018	
		Successful audit	Yes	Yes	Yes	
	<b>Discussion:</b> The district successfully completed its financial audit addressing 2017 and 2018 and is scheduled for its next audit in 2021.					
	General obligation bond rating (Standard & Poor’s).	Year	2016	2017	2018	
	Bond rating	No Data	AAA	AAA		
<b>Discussion:</b> The district received a bond rating of AAA by Standard and Poor’s in December of 2017 and continues to maintain this rating. This AAA rating reflects the district’s strong financial position, sound financial policies, and demonstrated fiscal responsibility.						

Table 18. Administrative Division Performance Measures (Continued)

Fiscal Stewardship Perspective (Continued)						
Strategic Goal	Outcome Measure	District Performance				
Be fiscally responsible and operate with transparency	Mean fiscal responsibility score (1-5 Scale) on the district's biennial community survey.	Year	2016	2017	2018	
		Fiscal responsibility	4.66	4.75	No Data	
	Mean transparency score (1-5 Scale) on the district's biennial community survey.	Proposed performance measure				
<p><b>Discussion:</b> In 2016, the district implemented a customer survey (based on users of emergency response services) which included a question asking if "the district was a good steward of public funds. The district experienced a cyber-attack in late 2018 that compromised this data. Work continues to re-implement a customer and community survey process.</p>						
Internal Process Perspective						
Strategic Goal	Outcome Measure	District Performance				
Identify and apply best practice to achieve continuous improvement to maximize effectiveness, efficiency, and value	Achievement of Accreditation from the Commission on Fire Accreditation International (CFAI)	Year	2016	2017	2018	
		Accredited agency	No	No	No	
	<p><b>Discussion:</b> The district currently has Registered Agency Status and will consider moving to Applicant Agency Status when fully compliant with all critical criteria for accreditation.</p>					
	Progress towards accreditation as indicated by:	Year	2017	2018	2019	
<ul style="list-style-type: none"> <li>Percentage completion of the Commission on Fire Accreditation International (CFAI) Fire and Emergency Services Self-Assessment (FESSAM)</li> </ul>	FESSAM completion	No Data	No Data	56.35%		
	Critical criteria	No Data	No Data	52.94%		
<ul style="list-style-type: none"> <li>Percentage compliance with CFAI Accreditation Criteria (Critical, Non-Critical, and Total).</li> </ul>	Non-critical criteria	No Data	No Data	29.97%		
	Total criteria	No Data	No Data	64.68%		
<p><b>Discussion:</b> The district has made considerable progress in completing the CFAI Fire and Emergency Services Self-Assessment with 56.35% of performance indicator narratives completed as of budget preparation. Completion of description, assessment, and plan for each performance indicator will aid the district in bringing work practices, documentation, and performance into compliance with these criteria. The district experienced a cyber-attack in late 2018 that partially compromised this data and slowed progress on completion of the self-assessment.</p>						

Table 18. Administrative Division Performance Measures (Continued)

Internal Process Perspective (Continued)					
Strategic Goal	Outcome Measure	District Performance			
Identify and apply best practice to achieve continuous improvement of maximize effectiveness, efficiency, and value	Case examples of best practice implementation [QUALITATIVE]	Chief Hartin served on the revision team for the 10 <sup>th</sup> Edition of the Fire and Emergency Services Self-Assessment Manual as a subject matter expert in Category 4 Financial Practices.			
Resource Perspective					
Strategic Goal	Outcome Measure	District Performance			
Ensure adequate and sustainable funding	General fund beginning balance as a percentage of budgeted general fund expenses.	Year	2016	2017	2018
		GF beginning balance/expense	105.48%	129.81%	134.37%
	Revenue Indicators from Brown’s 10 Point Test (Maher, C. & Nollenberger, K., 2009) and Levy Rate Indicator.	Year	2016	2017	2018
	<ul style="list-style-type: none"> <li>Total revenue per capita (Revenue Indicator-Brown’s 10 Point Test)</li> <li>Intergovernmental revenues/total revenues percentage (Revenue Indicator-Brown’s 10 Point Test)</li> <li>Property tax/total revenues percentage (Revenue Indicator-Brown’s 10 Point Test)</li> <li>Actual levy rate/ maximum levy rate (\$1.50 (Operating Position Indicator added to the 10 Point Test<sup>4</sup>))</li> </ul>	Revenue/capita	\$303.55	\$304.84	348.23\$
		Intergovernmental revenues/total revenues	8.54%	8.49%	6.96%
		Property tax/total revenues	89.06%	89.67%	73.83%
		Actual levy rate/maximum levy rate	89.88%	89.73%	87.09%

<sup>4</sup> The enterprise fund operating position indicator in Brown’s 10 Point Test is not used (as the district does not have enterprise funds). The percentage of maximum levy rate has been substituted as a relevant operating position indicator.



### *Accomplishments*

Major administrative accomplishments in 2019 included the following:

- **Cyber-Attack Recovery:** In November 2018, the district experienced a cyber-attack that compromised a significant amount of data and resulted in failure of the district's server. Replacement of hardware, reconfiguration of the district's network, and partial data recovery to restore administrative operations required a major commitment of staff time and resources. In addition to restoration of existing systems, the district configured its server with multiple virtual machines backed up to the Microsoft Azure cloud service to permit rapid restoration of service in the event of compromise or failure. While causing considerable disruption and loss, recovery addressed the district's strategic goals to ensure adequate infrastructure to support operations and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, recovery also supported achievement of CFAI Criterion 9 Administrative Support Services and Office Systems, specifically, Critical Criteria 9C Administrative Support Services and 9C3 Technological Resources.
- **Fire & Emergency Service Self-Assessment Manual:** The district continued the formal process of self-assessment using the Commission on Fire Accreditation (CFAI) Fire and Emergency Services Self-Assessment Manual (CFAI, 2015). Description, appraisal, and plan (single page) were completed for 62.35% of the critical criteria and 56.35% of the total performance measures specified in the self-assessment manual. This accomplishment made significant progress towards the district's strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this accomplishment supported achievement of all CFAI Critical Criterion and Performance Indicators.
- **Staffing Study:** In the second quarter of 2019, a staff study was completed to examine Central Whidbey Island Fire & Rescue's interlocal agreement with WhidbeyHealth and related part-time firefighter/emergency medical technician staffing program. This study analyzed impacts and causal factors influencing recruitment and retention of part-time staff, and staffing options to provide the highest level of service, given revenue related the interlocal agreement with the hospital district. This accomplishment supported the district's strategic goal to ensure adequate staffing. In addition, this accomplishment supported achievement of CFAI Criterion 5A Community Risk Reduction, 5E Fire Suppression, and 5F Emergency Medical Services, specifically as related to adequacy of staffing, specifically Critical Criteria 5A.3, 5E.1, and 5F.1.
- **Succession Plan:** The district completed a draft succession plan to address anticipated turnover at the executive level including recruitment and transition in the position of finance officer in August 2019. The first element in the plan was successfully implemented with recruitment of a new finance officer, completion of transition training, and development of preliminary plans to ensure sufficient redundancy in this function through cross training existing staff in critical finance functions. This accomplishment addressed district's strategic goal to ensure adequate staffing. In addition, this accomplishment supported achievement of CFAI Criterion 5B Recruitment, Selection, Retention, and Promotion, specifically Critical Criteria 7B.3 Recruitment, Selection, and Promotion.

- **Renegotiation of the Interlocal Agreement with WhidbeyHealth:** For eleven years, Central Whidbey Island Fire & Rescue (CWIFR) has maintained an interlocal agreement with WhidbeyHealth to staff a basic life support (BLS) ambulance for the hospital's Emergency Medical Services (EMS) Department. This agreement had been level funded from 2013 to 2019. The district was successful in renegotiating the terms of this agreement to provide a \$79,505 increase in revenue for providing this service to the hospital and the Central Whidbey community. This accomplishment addresses the district's strategic goal to ensure adequate and sustainable funding. In addition, this accomplishment supported achievement of Commission on Fire Accreditation (CFAI) Criterion 5A Community Risk Reduction, 5E Fire Suppression, and 5F Emergency Medical Services, specifically as related to adequacy of staffing, specifically Critical Criteria 5A.3, 5E.1, and 5F.1.

### **Projects**

Major projects in 2020 include the following:

Two projects previously completed in 2018 must be repeated due to loss of electronic documents in the district's November 2018 cyber-attack. Some of the data related to these projects were

- **Financial Practices Standard Operating Guidelines (SOGs):** Redevelop SOGs addressing use of district resources, revenue, investment, financial reserves, debt, grants & grant management, financial risk management, transparency and accountability, and general financial guidance. This accomplishment will address the district's strategic goal to be fiscally responsible and operate with transparency. In addition, this accomplishment will support achievement of CFAI Accreditation Criterion 4B Financial Practices (Performance Indicators 4B.9 Grant Program Policies and 4B.10 Fee Policies).
- **Administrative Support Services Standard Operating Guidelines (SOG):** Redevelop SOGs addressing dissemination and release of information to the public and the maintenance, availability, retention and destruction of district records in accordance with local, state and federal legal mandates. This accomplishment will address the district's strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this accomplishment will support achievement of CFAI Accreditation Criterion 9C Administrative Support Services (Performance Indicators 9C.4 Public Information and C.7 Public Records).
- **Fire & Emergency Service Self-Assessment Manual:** Finalize the written description, appraisal, and plan (single page) for remaining performance measures specified in the self-assessment manual. This project will address the district's strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this initiative supports achievement of all CFAI Accreditation Criteria.

- **Assessment of Occupational Safety, Health and Risk Management:** Identify a district risk management officer; evaluate workplace hazards, document risk reduction efforts, and near-miss incident reporting. This project will address the district’s strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this initiative addresses Commission on Fire Accreditation International (CFAI) Accreditation Criterion 7F: Occupational Safety, Health and Risk Management (Performance Indicators 7F.1 Health and Safety Officer, 7F.2 Workplace Hazard Assessment, 7F.3 Workplace Risk Reduction, 7F.6 Near Miss Reporting).
- **Member Assistance Program:** Expansion of the current program to provide members with a greater variety of avenues and assistance with mental health issues. This project will address the district’s strategic goal of identifying and applying best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this accomplishment addresses CFAI accreditation Criterion 7G Wellness/Fitness Program (Performance Indicator 7G.4 Member Assistance Program).

#### **2020 Division Budget**

In addition to expenses that are exclusively administrative in nature (e.g., finance officer’s salary and benefits), the administrative division budget includes expenses that would be difficult to allocate across two or more divisions (such as the deputy chief’s salary and benefits and information technology services). Table 19 outlines the administrative division budget.

Table 19. Administrative Division Budget

Administrative Salaries & Wages					2018 Actual	2019 Adjusted	2020 Adopted
522	10	11	01	Fire Chief Salary	\$110,963	\$121,100	\$121,100
522	10	11	02	Deputy Chief Salary	\$94,036	\$96,260	\$96,260
522	10	11	03	Finance Officer Salary	\$60,877	\$74,750	\$69,000
522	10	11	07	Command Duty Officer Stipend	\$10,995	\$11,284	\$11,284
522	10	12	04	Office Assistant Wages	\$12,094	\$16,276	\$18,314
522	10	13	05	Commissioner Wages	\$13,908	\$17,178	\$13,338
522	10	13	06	District Secretary Wages	\$1,456	\$1,872	\$1,872
522	10	19	01	Fire Chief Def Comp	\$9,987	\$10,899	\$10,899
522	10	19	02	Deputy Chief Def Comp	\$8,463	\$8,663	\$8,663
522	10	19	03	Finance Officer Deferred Compensation	\$2,435	\$2,990	\$2,760
522	10	20	01	Fire Chief Longevity	\$0	\$610	\$3,633
522	10	20	02	Deputy Chief Longevity	\$0	\$0	\$0
522	10	20	03	Finance Officer Longevity	\$0	\$3,738	\$0
<b>Sub Total</b>					<b>\$325,214</b>	<b>\$365,620</b>	<b>\$357,124</b>
Administrative Benefits							
522	10	21	01	Fire Chief (Medicare Only)	\$1,773	\$1,923	\$1,976
522	10	21	02	Deputy Chief (Medicare Only)	\$1,504	\$1,549	\$1,549
522	10	21	03	Finance Officer (FICA/Medicare)	\$4,614	\$6,106	\$5,490
522	10	21	04	Office Assistant (FICA/Medicare)	\$925	\$936	\$1,401
522	10	21	05	Commissioners (FICA/Medicare)	\$1,064	\$1,393	\$1,020
522	10	21	06	District Secretary (FICA/Medicare)	\$111	\$97	\$143
522	10	21	07	Command Duty (Medicare Only)	\$90	\$110	\$0
522	10	22	01	Fire Chief (L&I)	\$873	\$964	\$1,053
522	10	22	02	Deputy Chief (L&I)	\$529	\$714	\$780
522	10	22	03	Finance Officer (L&I)	\$274	\$375	\$389
522	10	22	04	Office Assistant (L&I)	\$158	\$188	\$195
522	10	22	05	Commissioners (L&I)	\$22	\$65	\$26
522	10	22	06	District Secretary (L&I)	\$2	\$10	\$10
522	10	22	07	Command Duty (L&I)	\$0	\$25	\$0
522	10	23	01	Fire Chief (Medical/Dental)	\$14,395	\$16,194	\$16,194
522	10	23	02	Deputy Chief (Medical/Dental)	\$20,696	\$22,524	\$22,524
522	10	23	03	Finance Officer (Medical/Dental)	\$15,502	\$16,980	\$8,239
522	10	24	01	Fire Chief (LEOFF)	\$6,387	\$7,283	\$7,343
522	10	24	02	Deputy Chief (LEOFF)	\$5,505	\$5,813	\$5,706
522	10	24	03	Finance Officer (PERS)	\$7,751	\$10,454	\$9,228
522	10	24	05	Office Assistant (PERS)	\$1,540	\$2,088	\$2,355
522	10	28	04	Employee Assistance Program	\$1,135	\$984	\$984
<b>Sub Total</b>					<b>\$84,852</b>	<b>\$96,774</b>	<b>\$86,605</b>

Table 19. Administrative Division Budget (Continued)

Administrative Office & Operating Supplies					2018 Actual	2019 Adjusted	2020 Adopted
522	10	31	01	Office Supplies	\$4,744	\$5,000	\$5,000
522	10	31	02	Computer Software	\$9,947	\$10,480	\$9,645
522	10	31	04	Uniforms - Admin & Commissioners	\$828	\$2,300	\$2,300
522	10	31	05	Copy Fees	\$4,262	\$5,820	\$5,400
522	10	31	06	Books & Publications	\$80	\$100	\$100
522	10	31	07	Member Recognition	\$398	\$760	\$760
<b>Sub Total</b>					<b>\$20,259</b>	<b>\$24,460</b>	<b>\$23,205</b>
Administrative Small Tools & Minor Equipment (<\$5,000)							
522	10	35	01	Computer Hardware	\$3,205	\$4,200	\$4,200
522	10	35	02	Office Equipment	\$0	\$0	\$0
522	10	35	03	Furniture	\$177	\$0	\$0
<b>Sub Total</b>					<b>\$3,382</b>	<b>\$4,200</b>	<b>\$4,200</b>
Services & Pass-Through Payments							
522	10	40	01	Non-Legislative Election Fees	\$0	\$0	\$0
522	10	40	02	Legislative Election Fees	\$0	\$2,000	\$2,000
522	10	40	03	Sales Tax (Not Paid with Purchase)	\$1,709	\$2,000	\$2,000
<b>Sub Total</b>					<b>\$1,709</b>	<b>\$4,000</b>	<b>\$4,000</b>
Administrative Professional Services							
522	10	41	01	Legal	\$978	\$3,000	\$3,000
522	10	41	02	Accounting	\$2,442	\$2,589	\$2,700
522	10	41	03	Recruitment & Testing	\$0	\$1,760	\$860
522	10	41	04	Medical & Psychological	\$0	\$360	\$360
522	10	41	05	Vaccinations	\$0	\$120	\$120
522	10	41	06	Information Technology	\$22,578	\$23,454	\$27,454
522	10	41	07	MRSC	\$135	\$460	\$480
522	10	41	08	Consulting	\$0	\$5,500	\$2,500
522	10	41	09	Accreditation	\$0	\$570	\$570
<b>Sub Total</b>					<b>\$26,132</b>	<b>\$37,813</b>	<b>\$38,044</b>
Administrative Communications							
522	10	42	01	Postage & Shipping	\$1,751	\$1,600	\$1,600
522	10	42	02	Internet Domain Name	\$60	\$60	\$60
522	10	42	03	Telephone	\$8,545	\$8,160	\$8,160
522	10	42	04	Cellular Telephones	\$2,656	\$2,700	\$2,700
522	10	42	05	Cable/Internet	\$5,432	\$6,672	\$6,468
522	10	42	06	Newsletter (Mail House)	\$6,642	\$10,500	\$10,500
<b>Sub Total</b>					<b>\$25,086</b>	<b>\$29,692</b>	<b>\$29,488</b>

Table 19. Administrative Division Budget (Continued)

Travel, Lodging, & Meals					2018 Actual	2019 Adjusted	2020 Adopted
522	10	43	01	Commissioners Travel	\$0	\$300	\$300
522	10	43	02	Staff Travel	\$323	\$1,500	\$1,500
<b>Sub Total</b>					<b>\$323</b>	<b>\$1,800</b>	<b>\$1,800</b>
Administrative Advertising							
522	10	44	01	Legal Advertising	\$2,444	\$2,500	\$2,500
522	10	44	03	Admin Recruitment	\$0	\$400	\$400
<b>Sub Total</b>					<b>\$2,444</b>	<b>\$2,900</b>	<b>\$2,900</b>
Administrative Operating Rentals & Leases							
522	10	45	01	Copier	\$4,528	\$4,560	\$4,560
522	10	45	03	Miscellaneous Equipment Rental	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$4,528</b>	<b>\$4,560</b>	<b>\$4,560</b>
Administrative Insurance							
522	10	46	01	Liability/Umbrella	\$40,214	\$45,085	\$49,636
<b>Sub Total</b>					<b>\$40,214</b>	<b>\$45,085</b>	<b>\$49,636</b>
Repair & Maintenance							
522	10	48	01	Equipment R&M (Computer)	\$0	\$0	\$0
522	10	48	02	Equipment R&M (Office Equipment)	\$0	\$0	\$0
522	10	48	03	Equipment R&M (Miscellaneous)	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Miscellaneous							
522	10	49	01	Professional Memberships	\$5,008	\$4,884	\$5,085
522	10	49	02	Subscriptions	\$1,533	\$1,646	\$1,646
522	10	49	03	Commissioner Off-Site Expense	\$0	\$200	\$200
522	10	49	04	Staff Off-Site Expense	\$190	\$200	\$200
522	10	49	05	On-Site Meeting Expense	\$851	\$450	\$450
522	10	49	06	Recognition/Awards Dinner	\$200	\$300	\$300
522	10	49	07	Investment/Miscellaneous Bank Fees	\$975	\$1,300	\$600
522	10	49	08	Finance Charges	\$361	\$500	\$300
522	10	49	09	Investment Fee (Capital)	\$0	\$0	\$0
522	10	49	10	Administrative Audit	\$1,024	\$10,925	\$0
<b>Sub Total</b>					<b>\$10,143</b>	<b>\$20,405</b>	<b>\$8,781</b>

**Total Administrative Division Budget**

**\$544,284**

**\$637,309**

**\$610,343**

### **Major Expenditures/Changes**

The administrative division budget decreased by 4.23% in 2020 primarily due to reduction in finance officer compensation related to a one month overlap of the retiring finance officer and newly hired finance officer in 2019. In addition, the district does not have the expense of a bi-annual financial and accountability audit by the Washington State Auditor in 2020 (the next audit will be in 2021).

## Operations Division

The operations division delivers emergency services to the community to reduce the severity of incidents related to fires, illnesses, injuries, and other hazards within the community. The operations division is responsible for the following major programs and functions:

- Fire suppression
- Emergency medical services
- Marine rescue and shipboard firefighting (land based)
- Technical rescue
- Hazardous materials
- Domestic preparedness
- Wellness/fitness program

### *Personnel Summary*

The operations division is comprised of our part-time and volunteer firefighters and volunteer company officers. Volunteer staffing levels within the operations division are anticipated to remain stable in 2020. Part-time staffing will be reduced from four and one-half full-time equivalent with ten part-time personnel to three FTE with six part-time personnel. This reduction in part-time staffing is offset by two full-time firefighter/emergency medical technicians in the community risk reduction division. The district's full-time company officers and firefighters are assigned to the community risk reduction division but also have an operational role in responding to emergency incidents. Table 20 delineates the distribution of operations division staffing.

Table 20. 2020 Operations Staffing by Rank/Role

Classification	Volunteer	Part-Time
Support Services (Operations)	10.00	0.00
Firefighter	15.00	6.00
Lieutenant	2.00	0.00
Captain	1.00	0.00
<b>Total Staff</b>	<b>28.00</b>	<b>6.00</b>

In addition to members rank or role, they may hold additional one or more qualifications based on certification or training and qualification as illustrated in Table 21.

Table 21. 2018 Operations Staffing by Qualification

Qualification	Volunteer	Part-Time
Emergency Medical Technician-Basic	9.00	6.00
Light Apparatus Operator	27.00	6.00
Heavy Apparatus Operator-Engine	16.00	6.00
Heavy Apparatus Operator-Water Tender	12.00	6.00
Marine Rescue	11.00	6.00
Rope Rescue	10.00	6.00

### ***Strategic Goals***

The following strategic goals are of significance to the operations division.

- Reduce incident frequency and severity.
- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.

In addition, the operations division directly supports district's strategic goals to:

- Be fiscally responsible and operate with transparency.
- Ensure adequate staffing.
- Maintain adequate infrastructure to support operations.

### ***Performance Measures***

Table 22 identifies the operations division's strategic performance measures. Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.



Table 22. Operations Division Performance Measures

Community Perspective					
Strategic Goal	Outcome Measure	District Performance			
Reduce incident frequency and severity	Percentage of structure fires beyond the room of origin on arrival confined to the building of origin [lag]	Year	2016	2017	2018
		Confined to the building of origin	100.00%	80.00%	73.63
	Percentage of structure fires confined to the room or area of origin [Lag]	Confined to the room or area of origin	33.00%	50.00%	72.72
	Cardiac arrest save rate (Utstine criteria) [lag]	Proposed performance measure			
	<i>Discussion:</i> Anecdotal data shows an increase in the district’s cardiac arrest save rate (patient self-reporting). Data on cardiac arrest save rate (discharge from the hospital neurologically intact) is not currently available.				
	Extent to which CWIFR meets its adopted standard of coverage (SOC) [lead]	Proposed performance measure			
	<ul style="list-style-type: none"> <li>90<sup>th</sup> percentile response time first unit (all emergency incidents)</li> <li>90<sup>th</sup> percentile response time for minimum response force for building fire &amp; cardiac arrest (MRF)</li> <li>90<sup>th</sup> percentile response time for effective response force fire &amp; cardiac arrest</li> <li>Percentage turnout of on-call staff on structure fires (day/night)</li> </ul>				
<i>Discussion:</i> The district’s SOC is under development and has not yet been adopted by the board of fire commissioners. Data is currently being collected that will allow reporting on this measure after adoption of the SOC.					

Table 22. Operations Division Performance Measures (Continued)

Fiscal Stewardship Perspective					
Strategic Goal	Outcome Measure	District Performance			
The Operations Division has no performance measures in the fiscal stewardship perspective					
Internal Process Perspective					
Strategic Goal	Outcome Measure	District Performance			
Identify and apply best practice to achieve continuous improvement, maximize effectiveness, efficiency, and value	Case examples of best practice implementation [qualitative/lead]	New type 5 wildland fire engines and related equipment will have been procured prior to the end of 2019 to address the increasing threat of wildland and urban interface fires within the district. These apparatus and equipment allocation were designed to meet state and national standards as well as specific terrain and vegetation conditions within the district and surrounding response area.			
Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Ensure adequate staffing	Retention rate:	Year	2016	2017	2018
	<ul style="list-style-type: none"> <li>% of volunteer members with greater than 24 months service</li> <li>% of part-time members with greater than 24 months service</li> </ul>	Volunteer >24 months	58%	44%	44%
		PT > 24 months	40%	40%	30%
<p><b>Discussion:</b> Volunteer longevity remained stable between 2017 and 2018. Part-time longevity decreased due to turnover. part-time firefighter/emergency medical technicians are typically hired by other agencies as Full-Time Employees. However, in 2018 one part-time firefighter/emergency medical technician transitioned to Volunteer Status due to attending school to become certified as a Paramedic.</p>					

Table 22. Operations Division Performance Measures (Continued)

Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Ensure adequate staffing	Average on-duty staffing (day/bight)	Year	2016	2017	2018
	Average on-call staffing (day/night)	On-duty/1000 day	5.48	4.99	5.83
		On-duty/1000 night	3.59	3.28	3.50
		On-call /1000 day	No data	No data	No data
		On-call/1000 night	No data	No data	No data
<p><b>Discussion:</b> Average on-duty staffing increased slightly due to higher average part-time staffing levels than in 2017. Some part-time firefighters do not live in or near the district and are not available in on-call status when not on duty. The district’s current staffing data system makes it difficult to differentiate between part-time staff that are on-call when they are off duty and those who are not. Efforts are ongoing to improve this element of data collection.</p>					
Strategic Goal	Performance Driver	District Performance			
Ensure adequate staffing	Percentage of incidents in which the following Standard of Coverage response standards are met: <ul style="list-style-type: none"> <li>• Minimum company staffing</li> <li>• Minimum Response Force</li> <li>• Effective Response Force</li> </ul>	Proposed performance measure.			
	<p><b>Discussion:</b> The district’s SOC is under development and has not yet been adopted by the board of fire commissioners. Data is currently being collected that will allow reporting on this measure after adoption of the SOC.</p>				

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### **Accomplishments**

Major operational accomplishments in (2019) include the following:

- **Standard Equipment Inventory:** Standard equipment will be purchased in 2019 upon receipt of new Type 6 Engines. Standard equipment inventory for type 1 engines was identified for all type 1 engines (implementation will occur upon receipt of new type 1 engines in 2020). This project will address the district's strategic goal of reducing incident frequency and severity as well as Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6E Tools and Equipment (Performance Indicator 6E.1 Tool and Equipment Inventory and Distribution).
- **Health Insurance Portability and Accountability Act (HIPAA) Compliance:** HIPAA compliance and continued training of personnel of its importance are an essential component of our emergency medical service (EMS) delivery. A HIPAA compliance and policy evaluation, along with the development of an annual training program, will be assessed to enhance our knowledge and procedures regarding best practices related to EMS delivery and HIPAA compliance. This project addresses the district's strategic goal of identifying and applying best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this project addresses CFAI Criterion 5F Emergency Medical Services (Critical Criteria 5F.5 HIPAA Compliance).

Establishment of a Continuous Quality Improvement (CQI) program was deferred to 2020 due to staff and resource limitations.

### **Projects**

Major projects in 2020 Include:

- **Continuous Quality Improvement (CQI) Program.** This program will be expanded to include selected review of Patient Care Reports (PCRs) for EMS calls, as well as including overall participation of volunteer, part-time, and full-time members to continue improvement of incident and patient care documentation. This project addresses the district's strategic goal of identifying and applying best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this project addresses CFAI Accreditation Criterion 5F Emergency Medical Services (Performance Indicator 5F.6 Independent Review of Patient Records).
- **Standard Equipment Inventory:** Standardized inventory in place for new type 1 engines (contingent upon when apparatus are received). This project will address the district's strategic goal of reducing incident frequency and severity as well as Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6E Tools and Equipment (Performance Indicator 6E.1 Tool and Equipment Inventory and Distribution).

### **2020 Division Budget**

Table 23 outlines the operations division budget.

Table 23. Operations Division Budget

Operations Salaries, Wages, & Stipends					2018 Actual	2019 Amended	2020 Adopted
522	20	10	03	Part-Time Firefighter Wages	\$151,960	\$159,743	\$153,180
522	20	11	01	Callback Overtime	\$5,322	\$8,724	\$9,363
522	20	13	01	Project Overtime	\$1,274	\$987	\$1,059
522	20	18	04	VIP Annual Pay	\$2,625	\$3,450	\$6,260
522	20	19	04	Quarterly Stipend	\$20,300	\$46,650	\$43,050
<b>Sub Total</b>					<b>\$181,480</b>	<b>\$219,553</b>	<b>\$212,912</b>
Operations Benefits							
522	20	21	01	OT Callback (Medicare)	\$96	\$126	\$136
522	20	21	03	PT FF (FICA/Medicare)	\$11,620	\$15,204	\$11,718
522	20	21	04	Volunteer FF (FICA/Medicare)	\$1,754	\$3,674	\$3,772
522	20	22	01	Overtime L&I	\$265	\$313	\$358
522	20	22	03	PT FF L&I	\$17,075	\$22,250	\$17,423
522	20	23	02	PT FF (Life Insurance)	\$130	\$226	\$135
522	20	24	03	PT FF (PERS)	\$19,344	\$22,002	\$19,699
522	20	26	01	Volunteer FFs (Pension & Medical)	\$1,918	\$1,860	\$1,740
522	20	26	03	VFIS Accident & Sickness Coverage	\$3,289	\$3,398	\$3,398
522	20	26	04	Life Insurance (Trusteed Plans)	\$297	\$358	\$55
<b>Sub Total</b>					<b>\$55,788</b>	<b>\$69,411</b>	<b>\$58,434</b>
Operations Office & Operating Supplies							
522	20	31	01	Fire Supplies	\$6,098	\$2,910	\$3,940
522	20	31	02	EMS Supplies	\$2,941	\$6,760	\$6,760
522	20	31	03	Special Operations Supplies	\$0	\$0	\$0
522	20	31	04	Small Equipment Supplies	\$625	\$3,050	\$3,050
522	20	31	05	Marine Supplies	\$199	\$705	\$700
522	20	31	06	Uniforms (PT & Vol)	\$13,134	\$19,480	\$19,846
522	20	31	07	Computer Software	\$2,729	\$2,300	\$2,300
522	20	31	08	Tech Rescue Supplies	\$0	\$433	\$433
522	20	31	09	Office Supplies	\$48	\$0	\$0
522	20	31	10	Hazmat Supplies	\$582	\$803	\$803
<b>Sub Total</b>					<b>\$26,355</b>	<b>\$36,441</b>	<b>\$37,832</b>
Operations Fuel							
522	20	32	01	Motor Fuel	\$23,163	\$25,800	\$25,800
<b>Sub Total</b>					<b>\$23,163</b>	<b>\$25,800</b>	<b>\$25,800</b>

Table 23. Operations Division Budget (Continued)

Small Tools & Minor Equipment (<\$5,000)				2018 Actual	2019 Adjusted	2020 Adopted	
522	20	35	01	Fire Equipment	\$6,300	\$10,616	\$20,000
522	20	35	02	EMS Equipment	\$0	\$2,250	\$2,250
522	20	35	03	Tech Rescue Equipment	\$305	\$1,100	\$2,000
522	20	35	04	Communications Equipment	\$2,643	\$2,500	\$2,500
522	20	35	05	Personal Protective Equipment	\$45,561	\$39,994	\$44,409
522	20	35	06	Miscellaneous Equipment	\$553	\$0	\$0
522	20	35	07	Computer Equipment	\$0	\$300	\$0
522	20	35	08	Hazmat Equipment	\$5,172	\$952	\$952
522	20	35	09	Marine Equipment	\$0	\$3,265	\$4,300
<b>Sub Total</b>				<b>\$60,533</b>	<b>\$60,977</b>	<b>\$76,411</b>	
<b>Professional Services</b>							
522	20	41	01	Breathing Air Testing	\$995	\$1,940	\$1,940
522	20	41	02	SCBA Testing	\$3,868	\$5,195	\$3,680
522	20	41	03	Recruitment & Testing	\$4,511	\$2,485	\$2,730
522	20	41	04	Medical & Psychological	\$9,215	\$11,870	\$12,630
522	20	41	05	Vaccinations	\$0	\$1,420	\$1,420
<b>Sub Total</b>				<b>\$18,588</b>	<b>\$22,910</b>	<b>\$22,400</b>	
<b>Communications</b>							
522	20	42	01	ICOM Dispatch Charges	\$40,076	\$43,128	\$43,128
522	20	42	02	ICOM Other Charges	\$3,125	\$0	\$0
522	20	42	03	Data Cards for MDCs	\$2,108	\$4,200	\$4,200
<b>Sub Total</b>				<b>\$45,309</b>	<b>\$47,328</b>	<b>\$47,328</b>	
<b>Operating Rentals &amp; Leases</b>							
522	20	45	01	Equipment Rental	\$0	\$0	\$0
<b>Sub Total</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Repair &amp; Maintenance</b>							
522	20	48	02	Communications Equipment R&M	\$2,582	\$7,085	\$3,956
522	20	48	03	Fire Equipment R&M	\$1,138	\$750	\$750
522	20	48	04	Marine Equipment R&M	\$9,628	\$2,600	\$3,850
522	20	48	05	Hazmat Equipment R&M	\$0	\$0	\$0
522	20	48	06	PPE Equipment R&M	\$3,092	\$7,056	\$7,056
522	20	48	07	EMS Equipment R&M	\$35	\$1,870	\$2,270
522	20	48	08	Tech Rescue Equipment R&M	\$0	\$900	\$900
<b>Sub Total</b>				<b>\$16,475</b>	<b>\$20,261</b>	<b>\$18,782</b>	

Table 23. Operations Division Budget (Continued)

Miscellaneous Services					2018 Actual	2019 Adjusted	2020 Adopted
522	20	49	01	Miscellaneous Services	\$0	\$0	\$0
522	20	49	02	Incident Rehab & Meals	\$252	\$800	\$800
<b>Sub Total</b>					<b>\$252</b>	<b>\$800</b>	<b>\$800</b>

**Total Operations Division Budget** **\$427,942**      **\$503,481**      **\$500,698**

**Major Expenditures/Changes**

The adopted operations division budget decreased 0.55% in comparison to the 2019 adjusted budget. This change is largely the result of a reduction from four and one-half full-time equivalent (FTE) part-time firefighter/emergency medical technicians to three FTE.



## Community Risk Reduction Division

The community risk reduction (CRR) division works with community partners to reduce the risk of harm from fires, illness, injury, and other hazards in the community. CRR programs include

- Fire safety inspections of commercial buildings
- Fire safety plan review
- Public education programs
- Fire investigation
- Water supply (hydrant inspection and testing)
- Pre-incident planning
- Home safety surveys and Firewise USA® wildland/urban interface surveys

### Personnel Summary

One full-time firefighter/emergency medical technician was added to the community risk reduction division in 2019 and another will be added in 2020. These staffing increases were funded by an increase in the revenue from the district's interlocal agreement with WhidbeyHealth and reduction in part-time staffing in the operations division.

Staffing of the CRR division is comprised of three full-time lieutenants, one of whom serves as the division Manager and five full-time firefighters (three on 24-hours on/48-hours off shift work and the other two working 12-hour days with four days on and four days off). CRR division staffing is illustrated in Table 24.

Table 24. 2019 CRR Division Staffing

Classification	Volunteer	Part-Time	Full-Time
Company Officer/EMTs	0.00	0.00	3.00
Firefighter/EMTs	0.00	0.00	5.00
Support Services (GIS)	0.00	0.00	0.00
Support Services (CRR)	0.00	0.00	0.00
<b>Total Staff</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>

Full-time personnel assigned to this division are certified as fire inspectors and the division manager is also a certified public educator. In addition to CRR, members assigned to this division also respond to emergency incidents and serve in operational roles for delivery of fire suppression, rescue, and emergency medical services. CRR division operational qualifications are illustrated in Table 25.

Table 25. 2019 CRR Division Staffing by Qualification

Qualification	Volunteer	Part-Time	Full-Time
Emergency Medical Technician-Basic	0.00	0.00	8.00
Light Apparatus Operator	0.00	0.00	8.00
Heavy Apparatus Operator-Engine	0.00	0.00	8.00
Heavy Apparatus Operator-Water Tender	0.00	0.00	8.00
Marine Rescue	0.00	0.00	8.00
Rope Rescue	0.00	0.00	8.00

### ***Strategic Goals***

The following strategic goals are of significance to the community risk reduction (CRR) division.

- Reduce incident frequency and severity.
- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.

In addition, the CRR division directly supports the district's strategic goals to:

- Be fiscally responsible and operate with transparency.
- Maintain adequate infrastructure to support operations.

### ***Performance Measures***

Table 26 identifies the community risk reduction division's strategic performance measures.

Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.

Table 26. Community Risk Reduction Division Performance Measures

Community Perspective					
Strategic Goal	Outcome Measure	District Performance			
Reduce incident frequency and severity	Change in total calls for service/1000 population [Lag]	Year	2016	2017	2018
	<ul style="list-style-type: none"> <li>• Fire incidents/1000 population (NFIRS 100)</li> <li>• Emergency medical responses/1000 population (NFIRS 300)</li> <li>• Total incidents/1000 population</li> </ul>	Fire incident rate	5.38	5.20	5.07
		EMS incident rate	91.16	107.31	102.20
		Total incident rate	160.33	183.20	185.54
	<b>Discussion:</b> It is difficult to discern significant trends examining a three-year period due to the small sample size. Examining incident rate data over a fifteen-year period shows that the total incident rate is increasing more than twice as fast as population, largely due to the increase in emergency medical service incident rate. Fire incident rate has decreased over the same fifteen-year period, but saw a dramatic increase in 2015 and a slight decline in subsequent years..				
	Percentage change in the rate of incident occurrence (incidents/1000 population) for risks identified as high frequency (e.g., ground level falls) or high criticality (e.g., structure fires and cardiac arrest) [Lag]	Year	2016	2017	2018
		Structure fire	1.47%	-0.35%	0.00%
	Cardiac arrest	80.00%	11.11%	-2.86%	
	Ground level falls	No Data	No Data	No Data	
<b>Discussion:</b> It is important to note that the high risk incidents (structure fires and cardiac arrests) are an extremely small data set (n=9 for structure fires in 2018, n=10 for cardiac arrest in 2017). In addition, work is ongoing to improve the quality of data related to both cardiac arrest and ground level falls.					
Example of programs focusing on highest risks within the community. [qualitative/lead]	CWIFR placed a specific home safety survey and smoke and carbon monoxide alarm installation emphasis on homes built prior to 1984, when hard wired smoke detectors were first required.				
Discussion: The district’s focused home safety survey program had limited impact, in part due to staffing limitations and also resulting from the door-to-door approach used to reach the occupants of these homes. This program is currently being evaluated to determine a more effective strategy to ensure that pre-1984 homes have working smoke and where appropriate, carbon monoxide alarms.					

Table 26. Community Risk Reduction Division Performance Measures (Continued)

Community Perspective						
Strategic Goal	Outcome Measure	District Performance				
Reduce incident frequency and severity	Percentage of district population receiving CPR Training (Hands-Only or Certification) annually [lead]	Year	2016	2017	2018	
		% Receiving training	4.20%	2.31%	2.23%	
	<b>Discussion:</b> In 2018, the district failed to meet its goal of training more than 10% of the district’s population in CPR on an annual basis with a three-year average of 2.91%. Increasing the percentage of the district’s population receiving CPR Training will necessitate coordination with WhidbeyHealth EMS and Coupeville School District (tracking the training provided by our partners) and improved marketing.					
	Percentage of homes (dwelling units) receiving a safety survey annually [lead]	Year	2016	2017	2018	
		% of homes	1.04%	0.66%	0.47%	
	<b>Discussion:</b> This program was implemented in 2016. In 2018 the district received a grant for home safety surveys in homes built prior to 1984. District personnel visited 120 occupancies built prior to 1984, but had limited success in gaining access to perform surveys.					
	Number of contacts and referrals related to community risks [lead]	Proposed performance measure.				
	<b>Discussion:</b> The district continues to work to develop a methodology to track contacts and referrals.					
Percentage of community members correctly identifying major fire, accident, and health risks [lead]	Proposed performance measure.					
<b>Discussion:</b> The district continues work to identify an effective means for conducting a broad-based community survey.						
Fiscal Stewardship Perspective						
Strategic Goal	Outcome Measure	District Performance				
The community risk reduction (CRR) division has no performance measures in the fiscal stewardship perspective						

Table 26. Community Risk Reduction Division Performance Measures (Continued)

Internal Process Perspective		
Strategic Goal	Outcome Measure	District Performance
Identify and apply best practice to achieve continuous improvement, maximize effectiveness, efficiency, and value	Case examples of best practice implementation [qualitative/lead]	In 2019, a full-time firefighter/emergency medical technician met the requirements for qualification as an International Association of Arson Investigators (IAAI) fire investigation technician (FIT). In addition a lieutenant began training as a fire investigation technician. This will allow the district to ensure investigation of fires to determine origin and cause.
Resource Perspective		
Strategic Goal	Outcome Measure	District Performance
The community risk reduction (CRR) division has no Performance Measures in the Resource Perspective		

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### **Accomplishments**

Major community risk reduction division accomplishments in 2019 include the following:

- **Fire Investigation:** Two members were certified as International Association of Arson Investigators fire investigation technician (IAAI-FIT). In addition, the district established a relationship with the Region 3 Arson Task Force to allow Central Whidbey Island Fire & Rescue (CWIFR) FITs to participate in regional investigations. This project addressed the district's strategic goal to reduce incident frequency and severity, and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 5C Fire Investigation on a comprehensive basis.
- **Fire Inspection Records Management System:** Cleaned and updated location and occupancy information for upload into the ImageTrend fire inspection records management system (RMS). Fire inspection report templates have been built within the ImageTrend RMS. This project will address the district's strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 5A Community Risk Reduction Program (Performance Indicator 5A.6 Frequency of Inspections).
- **Preplanning:** Development of a comprehensive preplan program is comprised of multiple elements. 1) target hazard preplanning implementation of a system to provide ease of access for responding resources; 2) long and gated access driveway preplans; and 3) water supply preplans for areas without hydrants or with inadequate hydrant supply. Progress has been made in each of these areas in 2019.
  - Geographic information system (GIS) layers for target hazard preplans have been developed with data input for hydrants, Knox Box locations, fire department connections, and additional data for some high hazard occupancies. Work continues to provide ease of access to this data during response (e.g., computer aided dispatch (CAD) integration).
  - Hydrants and Knox Box locations have been imported from the GIS into IamResponding which provides ease of access for all members using this information via station monitors, tablets, and/or smartphones.
  - Water tender fill points and water supply areas were identified to simplify and maximize the effectiveness of tender shuttle operations.

These interrelated projects addressed the district's strategic goal to reduce incident frequency and severity, and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 2B Risk Assessment and Response Strategies (Critical Criteria 2B.3 Determination and Documentation of Categories and Classes of Risks, and Performance Indicator 2B.5, Fire Protection Systems, and

3B.6 Critical Infrastructure) and Criterion 9A Water Supply (Performance Indicator 9A.4 Water Supply Maps and 9A.8 Water Supply Preplans).

### *Projects*

Major projects in 2020 include:

Work remains to be done in establishing Interlocal agreements with Island County, Town of Coupeville, and member agencies of the Region 3 Arson Task Force (Whatcom, San Juan, Skagit, and Island Counties) to clarify and formalize role and responsibility for fire investigation within the district and mutual support in this discipline.

- **Fire Investigation:** Establish interlocal agreements with the Town of Coupeville and Island County to clarify roles and responsibilities related to fire investigation. This project addressed the district's strategic goal to reduce incident frequency and severity, and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 5C Fire Investigation on a comprehensive basis.
- **Fire Inspection Records Management System:** Implement use of the ImageTrend fire inspection records management system (RMS). This project will address the district's strategic goal to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 5A Community Risk Reduction Program (Performance Indicator 5A.6 Frequency of Inspections).
- **Plans Review:** Central Whidbey Island Fire & Rescue (CWIFR) will develop, document, and implement a formal process for fire code plans review in conjunction with Island County and the Town of Coupeville. This project addresses the district's strategic goal of reducing incident frequency and severity and identifying and applying best practice to achieve continuous improvement of effectiveness, efficiency, and value. This project addresses CFAI Accreditation Criterion 5A Community Risk Reduction (CRR) (Performance Indicators 5A.4 Plan Review) and Criterion 9A Water Supply (Critical Criteria 9A.1 Determination of Minimum Flow Requirements).
- **Preplanning:** CWIFR will transition target hazard preplanning from a project to an ongoing process to develop and maintain currency of the district's data on critical infrastructure and target hazards. In addition, the district will begin the project of developing data on long driveways and gated occupancies. These interrelated projects addressed the district's strategic goal to reduce incident frequency and severity, and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, it addresses CFAI Accreditation Criterion 2B Risk Assessment and Response Strategies (Critical Criteria 2B.3 Determination and Documentation of Categories and Classes of Risks, and Performance Indicator 2B.5, Fire Protection Systems, and 3B.6 Critical Infrastructure) and Criterion 9A Water Supply (Performance Indicator 9A.4 Water Supply Maps and 9A.8 Water Supply Preplans).



**2019 Division Budget**

Table 27 outlines the CRR division budget.

Table 27. Community Risk Reduction Division Budget

CRR Salaries, Wages, & Stipends					2018 Actual	2019 Amended	2020 Adopted
522	30	10	01	Full-Time FF/LT/CAPT	\$470,018	\$483,915	\$608,024
522	30	10	03	PT FF Salary (CRR)	\$0	\$363	\$408
522	30	10	04	Volunteer Stipend (CRR)	\$0	\$2,400	\$2,400
522	30	11	01	Qualification Incentive	\$704	\$2,078	\$4,003
522	30	12	01	Shift Coverage Overtime	\$23,022	\$46,016	\$22,809
522	30	13	01	Project Overtime	\$4,625	\$10,834	\$7,200
522	30	15	01	Education Incentive	\$5,172	\$6,817	\$6,496
522	30	16	01	FF/LT Holiday Pay	\$21,031	\$21,375	\$22,144
522	30	17	01	FT FF/LT/CAPT AIC Pay	\$2,266	\$3,365	\$3,486
522	30	18	01	FT FF/LT/CAPT Def Comp	\$18,790	\$19,357	\$24,321
522	30	19	01	Longevity	\$11,268	\$15,456	\$18,127
522	30	20	01	Assignment Incentive	\$0	\$0	\$1,737
<b>Sub Total</b>					<b>\$556,896</b>	<b>\$611,976</b>	<b>\$721,156</b>
<b>CRR Benefits</b>							
522	30	21	01	FT FF/LT/CAPT (Medicare)	\$7,840	\$8,737	\$10,080
522	30	21	03	PT FF (FICA/Medicare) (CRR)	\$0	\$28	\$31
522	30	21	04	Volunteer (FICA/Medicare) (CRR)	\$0	\$184	\$184
522	30	22	01	FT FF/LT/CAPT (L&I)	\$23,160	\$28,191	\$42,305
522	30	22	03	PT FF L&I (CRR)	\$0	\$46	\$46
522	30	23	01	FT FF/LT/CAPT (Medical & Dental)	\$101,674	\$116,690	\$158,748
522	30	24	01	FT FF/LT/CAPT (LEOFF)	\$30,410	\$33,880	\$38,288
522	30	24	03	PT FF (PERS) (CRR)	\$0	\$47	\$53
<b>Sub Total</b>					<b>\$163,084</b>	<b>\$187,802</b>	<b>\$249,734</b>
<b>CRR Office &amp; Operating Supplies</b>							
522	30	31	01	Office Supplies	\$0	\$250	\$0
522	30	31	02	Fire Prevention	\$59	\$3,120	\$3,670
522	30	31	03	Fire Public Education	\$1,059	\$1,930	\$770
522	30	31	04	EMS Public Education Supplies	\$3,103	\$3,090	\$3,090
522	30	31	05	Fire Investigation Supplies	\$0	\$500	\$500
522	30	31	06	Pre-Incident Supplies	\$1,020	\$2,400	\$1,660
522	30	31	07	Books & Publications	\$0	\$300	\$675
522	30	31	08	Computer Software	\$1,841	\$3,200	\$4,200
522	30	31	09	Uniforms	\$2,109	\$3,600	\$3,600
<b>Sub Total</b>					<b>\$9,191</b>	<b>\$18,390</b>	<b>\$18,165</b>

Table 27. Community Risk Reduction Division Budget (Continued)

CRR Small Equipment & Tools (<\$5,000)					2018 Actual	2019 Adjusted	2020 Adopted
522	30	35	01	Computer Hardware	\$0	\$0	\$1,788
522	30	35	02	Office Equipment	\$0	\$100	\$0
522	30	35	03	Pre-Incident Equipment (CRR)	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$100</b>	<b>\$1,788</b>
CRR Professional Services							
522	30	41	01	Legal	\$0	\$0	\$0
522	30	41	02	Plans Review	\$0	\$0	\$235
522	30	41	03	Life Safety Consulting	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$235</b>
CRR Travel, Lodging, & Meals							
522	30	43	01	Life Safety Meetings	\$0	\$0	\$1,440
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$1,440</b>
CRR Operating Rentals & Leases							
522	30	45	01	Equipment Rental	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
CRR Repair & Maintenance							
522	30	48	01	Equipment R&M (Miscellaneous)	\$0	\$200	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$200</b>	<b>\$0</b>
CRR Miscellaneous Services							
522	30	49	01	Professional Memberships	\$190	\$700	\$735
522	30	49	02	Life Safety Meeting Expense	\$0	\$0	\$0
522	30	49	03	Subscriptions	\$0	\$0	\$0
522	30	49	04	Community Risk Reduction Grant	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$190</b>	<b>\$700</b>	<b>\$735</b>

Total CRR Division Budget

\$729,361

\$819,168

\$993,253

**Major Expenditures/Changes**

The community risk reduction (CRR) division budget increased 21.25% in comparison to 2019. This substantial increase was largely due to the addition of two additional full-time firefighter/emergency medical technicians and to a lesser extent due to compensation increases in the *2019-2021 Collective Bargaining Agreement between the Central Whidbey Island Fire & Rescue and Local 4299 International Association of Firefighters (IAFF) (CWIFR & Local 4299, 2019)*.

## Training and Recruitment Division

The training and recruitment division ensures that the district has adequate volunteer, part-time, and full-time staff and that our members have the competence necessary to serve our community. Competence in this sense is holistic, including the technical and interpersonal competence that reflects the district's values of *professionalism, integrity, compassion, and excellence*.

The training and recruitment division is responsible for the following major programs and functions.

- Recruitment, retention and promotion
- Fire training
- Emergency medical training
- Special operations (marine, technical rescue, and hazmat) training
- Apparatus operator training
- Officer development training and professional development
- Human resources/occupational safety training
- Best practice research

### *Personnel Summary*

The training and recruitment division is staffed by a captain. While staffed with a single person, this division draws on the other divisions as needed to meet the professional development and recruitment needs of the district.

### *Strategic Goals*

The following strategic goals are of significance to the training and recruitment division.

- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.
- Ensure adequate staffing.

In addition, the training and recruitment division directly supports the district's strategic goal to be fiscally responsible and operate with transparency.

### *Performance Measures*

Table 28 identifies the training and recruitment division's strategic performance measures. Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.

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Table 28. Training and Recruitment Division Performance Measures

Community Perspective					
Strategic Goal	Outcome Measure	District Performance			
The training and recruitment division has no performance measures in the community perspective					
Fiscal Stewardship Perspective					
Strategic Goal	Outcome Measure	District Performance			
The training and recruitment Division has no Performance Measures in the fiscal stewardship perspective					
Internal Process Perspective					
Strategic Goal	Outcome Measure	District Performance			
Identify and apply best practice to achieve continuous improvement to maximize effectiveness, efficiency, and value	Case examples of best practice implementation [qualitative/lead]	In 2019, the district began training personnel to the operational level in structural collapse. This initiative addresses response to structural collapse related to earthquakes which are the district's most significant natural hazard.			
Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Ensure adequate staffing	Percentage of members qualified to test for promotion to the next highest organizational level	Year	2016	2017	2018
	<ul style="list-style-type: none"> <li>Full-time lieutenant→full-time captain</li> </ul>	Full-time Captain	0.00%	0.00%	0.00%
	<ul style="list-style-type: none"> <li>Full-time firefighter→full-time lieutenant</li> </ul>	Full-Time Lieutenant	33.00%	33.00%	33.00%
	<ul style="list-style-type: none"> <li>Part-Time firefighter→full-time firefighter (FF)</li> </ul>	PT to Full-Time FF	60.00%	100.00%	100.00%
	<ul style="list-style-type: none"> <li>Volunteer firefighter→full-time FF</li> </ul>	Vol to Full-Time FF	17.64%	16.00%	21.05%
	<ul style="list-style-type: none"> <li>Volunteer firefighter→part-time FF</li> </ul>	Vol PT FF	17.64%	16.00%	21.05%
	<ul style="list-style-type: none"> <li>Volunteer firefighter→volunteer lieutenant</li> </ul>	Volunteer Lieutenant	17.64%	12.00%	6.25%
	<b>Discussion:</b> The district anticipates that one full-time lieutenant will qualify for promotion to captain and one additional full-time firefighter will qualify for promotion to Lieutenant in 2020. Work continues on qualification of volunteer firefighters for promotion to the position of volunteer lieutenant.				

Table 28. Training and Recruitment Division Performance Measures (Continued)

Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Ensure adequate staffing	Percentage of officers holding professional designation from the Commission on Professional Credentialing (CPC) or Institution of Fire Engineers (IFE). <ul style="list-style-type: none"> <li>• Chief fire officer (CFO)/Member IFE (MIFireE)</li> <li>• Chief emergency medical services officer (CEMSO)</li> <li>• Fire officer (FO)/Graduate IFE (GIFireE)</li> </ul>	Year	2015	2016	2018
		CFO/MIFireE	11.11%	11.11%	11.11%
		CEMSO	11.11%	11.11%	0.00%
		FO/GIFireE	11.11%	11.11%	11.11%
		Total % designees	33.33%	33.33%	22.22%
		Chief Hartin holds CFO designation and Fellow Grade (FIFireE) within the IFE (higher level designation than MIFireE).			
Ensure adequate staffing	Percentage of members meeting individual performance standards.	Proposed performance measure.			
Ensure adequate staffing	Percentage of companies meeting performance standards.	Proposed performance measure.			

### **Accomplishments**

Major training and recruitment accomplishments in 2019 include the following:

- **Wildland Firefighter Qualification & Certification:** Delivered on-line and hands on training program meeting the didactic requirements for qualification at the wildland firefighter 2 level. The fire chief, two company officers, and two firefighters were certified as Type 2 Wildland firefighters. This project addressed the district's strategic goal of ensuring adequate staffing. In addition, the project began the process of addressing Commission on Fire Accreditation International (CFAI) Accreditation Criterion 5K Wildland Fire Services (Critical Criteria 5K.4 Training and Certification).
- **Technical Rescue:** Trained all members to the confined space, and trench rescue awareness level. In addition, one Company Officer completed Rescue Systems 1. The district now has two Chief Officers, one Company Officer, and one firefighter trained to the collapse rescue operations level (NFPA, 2013c; NFPA 2014). This project focused on the district's strategic goal to reduce incident frequency and severity. In addition, it addresses CFAI Accreditation Criterion 5G Technical Rescue (Performance Indicator 5G.2 Technical Rescue Training & Operational Standards).
- **Professional Development:** Completed certification as a senior evaluator and began the process of qualification as a test control officer for Washington State Fire Training. This ensures the district is able to provide certified firefighters at a reasonable cost to the district. This project addresses the district's strategic goal of ensuring adequate staffing. In addition, it addresses CFAI Accreditation Criterion 8B Training and Education Program Performance (Critical Criteria 8B.3 Evaluation of Individual and Crew Performance).

### **2020 Projects**

The following three projects were extended or moved from 2019 to 2020:

- **Probationary Member Program:** Develop a standard orientation process to ensure new members (volunteer, part-time, and full time) receive adequate orientation and introduction upon entry and throughout their probationary period. This project focuses on the district's strategic goal of ensuring adequate staffing. This project also addresses CFAI Accreditation Criterion 7B Recruitment, Retention, Selection and Promotion. Orientation Program (Performance Indicator 7B.5 Orientation Critical Criterion 7B.6 Probationary Period).
- **Technical Rescue:** Continue the process of training sufficient personnel (minimum of six) to the collapse rescue operations level (NFPA, 2013c; NFPA 2014) to staff a type III collapse rescue squad meeting the guidelines specified in the *Puget Sound Region Structural Collapse Rescue Annex* (WA DEM, 2014) by the end of 2021. This project focuses on the district's strategic goal to reduce incident frequency and severity. In addition, it addresses CFAI Accreditation Criteria 5G Technical Rescue (5G.2 Technical Rescue Training & Operational Standards).

- Individual and Company Performance Standards:** Develop a Standard Operating Guideline (SOG) for the district’s Individual and Company Standards Program. This project will address the district's strategic goal of ensuring adequate staffing. In addition, this project focuses on CFAI Accreditation 8A Training and Education Program Requirements (8A.4 Defined Minimum Training Standards), and CFAI Accreditation Criterion 8B Training and Education Program Performance (Critical Criteria 8B.3 Evaluation of Individual and Crew Performance and Performance Indicator 8B.4 Assessment of Training Reliability).

**2020 Division Budget**

Table 29 outlines the training and recruitment division budget.

Table 29. Training and Recruitment Division Budget

Training Salaries & Wages					2018 Actual	2019 Amended	2020 Adopted
522	45	11	01	FT CAPT	\$85,151	\$88,217	\$91,392
522	45	12	01	Training Overtime	\$1,726	\$2,417	\$2,504
522	45	13	01	Training Education Incentive	\$1,703	\$1,764	\$1,828
522	45	14	01	Project Overtime (Captain)	\$0	\$1,208	\$1,252
522	45	15	01	Fully Qualified Incentive	\$0	\$0	\$0
522	45	16	01	Longevity	\$2,555	\$3,529	\$3,656
522	45	17	01	AIC Differential	\$0	\$0	\$0
522	45	19	01	FT CAPT (Def Comp)	\$3,406	\$3,529	\$3,656
<b>Sub Total</b>					<b>\$94,540</b>	<b>\$100,664</b>	<b>\$104,287</b>
Training Benefits							
522	45	21	01	FT CAPT (Medicare Only)	\$1,279	\$1,684	\$1,380
522	45	22	01	FT CAPT (L&I)	\$2,889	\$5,010	\$4,356
522	45	23	01	FT CAPT (Medical/Dental)	\$14,966	\$16,743	\$16,743
522	45	24	01	FT CAPT (LEOFF)	\$5,675	\$5,980	\$5,425
<b>Sub Total</b>					<b>\$24,809</b>	<b>\$29,417</b>	<b>\$27,904</b>
Training Office & Operating Supplies							
522	45	31	01	Office Supplies	\$83	\$50	\$50
522	45	31	02	Fire Training-Supplies	\$748	\$300	\$0
522	45	31	03	EMS Training -Supplies	\$0	\$754	\$1,102
522	45	31	04	Special Ops Training-Supplies	\$0	\$0	\$640
522	45	31	05	Officer Develop Training-Supplies	\$0	\$0	\$0
522	45	31	06	Other Training-Supplies	\$122	\$0	\$800
522	45	31	07	Computer Software	\$1,675	\$350	\$0
522	45	31	08	Books & Publications	\$985	\$1,026	\$1,026
522	45	31	09	Uniforms - Training	\$297	\$500	\$500
522	45	31	10	CRR Training-Supplies	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$3,909</b>	<b>\$2,980</b>	<b>\$4,118</b>



Table 29. Training and Recruitment Division Budget (Continued)

Training Fuel					2018 Actual	2019 Adjusted	2020 Adopted
522	45	32	01	Training Propane	\$0	\$400	\$400
<b>Sub Total</b>					<b>\$0</b>	<b>\$400</b>	<b>\$400</b>
Training Small Tools & Equipment (<\$5000)							
522	45	35	01	Fire Training Sm Tools & Equipment	\$410	\$1,200	\$200
522	45	35	02	EMS Training Small Tools & Equipment	\$1,119	\$375	\$125
522	45	35	03	Special Ops Training	\$0	\$0	\$2,500
522	45	35	04	Officer Development	\$0	\$0	\$0
522	45	35	05	Computer Hardware	\$0	\$0	\$2,600
522	45	35	06	Safety Equipment	\$0	\$0	\$0
522	45	35	07	Station Furniture	\$0	\$450	\$0
522	45	35	08	CRR Training-Small Tools & Equipment	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$1,529</b>	<b>\$2,025</b>	<b>\$5,425</b>
Training Services & Pass-Through Payments							
522	45	40	01	Permits	\$0	\$0	\$50
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$50</b>
Training Professional Services							
522	45	41	01	Consulting Services	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Training Travel, Lodging, & Meals (TLM)							
522	45	43	01	Fire Training Travel, Lodging, & Meals (TLM)	\$1,340	\$3,600	\$0
522	45	43	02	EMS Training TLM	\$0	\$1,270	\$0
522	45	43	03	Special Ops Training TLM	\$0	\$2,000	\$2,000
522	45	43	04	Officer Develop Training TLM	\$1,067	\$7,660	\$7,500
522	45	43	05	Other Training TLM	\$6,110	\$5,704	\$6,696
522	45	43	06	Commissioner Training TLM	\$8,866	\$7,884	\$8,390
522	45	43	07	CRR Training TLM	\$221	\$755	\$2,450
522	45	43	08	Vision Training TLM	\$955	\$2,000	\$1,000
<b>Sub Total</b>					<b>\$18,559</b>	<b>\$30,873</b>	<b>\$28,036</b>
Advertising							
522	45	44	01	Recruitment Advertising	\$0	\$1,000	\$1,000
<b>Sub Total</b>					<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>
Operating Rentals & Leases							
522	45	45	01	Learning Management System	\$5,845	\$9,680	\$10,480
522	45	45	02	Equipment Rental	\$0	\$0	\$1,500
<b>Sub Total</b>					<b>\$5,845</b>	<b>\$9,680</b>	<b>\$11,980</b>
Training Repair & Maintenance							
522	45	48	01	Equipment R&M (Miscellaneous)	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Table 29. Training and Recruitment Division Budget (Continued)

Training Miscellaneous					2018 Actual	2019 Adjusted	2020 Adopted
522	45	49	01	Fire Training Registrations	\$4,710	\$5,000	\$5,000
522	45	49	02	EMS Training Registrations	\$2,634	\$4,490	\$3,540
522	45	49	03	Special Ops Training Registrations	\$0	\$1,800	\$3,000
522	45	49	04	Officer Develop Training Registrations	\$2,950	\$8,020	\$9,054
522	45	49	05	Other Training -Registrations	\$3,872	\$4,473	\$7,854
522	45	49	06	Commissioner Training Registrations	\$3,410	\$2,795	\$3,185
522	45	49	07	Tuition	\$581	\$5,000	\$7,500
522	45	49	08	Professional Memberships	\$320	\$120	\$130
522	45	49	09	Subscriptions	\$0	\$0	\$0
522	45	49	10	Vision Training	\$243	\$1,000	\$1,000
522	45	49	11	CRR Training Registrations	\$0	\$1,250	\$1,250
<b>Sub Total</b>					<b>\$18,720</b>	<b>\$33,948</b>	<b>\$41,513</b>

**Total Training Division Budget** **\$167,912**    **\$210,987**    **\$224,714**

#### *Major Expenditures/Changes*

Overall, the adopted training and recruitment division budget increased 6.51%. This increase was distributed across multiple lines in the training and recruitment division budget. A majority of the increase resulted from the expense of professional development to meet established district goals and objectives. Compensation increases in the *2019-2021 Collective Bargaining Agreement between the Central Whidbey Island Fire & Rescue and Local 4299 International Association of Firefighters (IAFF)* (CWIFR & Local 4299, 2019) had a lesser impact on the training and recruitment division budget.

## **Facilities Division**

The facilities division maintains and minimizes the long-term operational cost of the district's real property and physical facilities such as fire stations and related infrastructure.

The facilities division is responsible for the following major programs and projects:

- Facilities maintenance
- Energy efficiency
- Facilities planning

### ***Personnel Summary***

While separate from a functional and budgetary perspective, the facilities division is entirely staffed by personnel from the community risk reduction division. Managed by a lieutenant, each shift is responsible for one of the district's fire stations with shared responsibility for Station 52 (the district's warehouse).

### ***Strategic Goals***

The following strategic goals are of significance to the facilities division.

- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.
- Maintain adequate infrastructure to support operations.

In addition, the facilities division directly supports the district's strategic goal to be fiscally responsible and operate with transparency.

### ***Performance Measures***

Table 30 identifies the facilities division's strategic performance measures. Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.

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Table 30. Facilities Division Performance Measures

Community Perspective					
Strategic Goal	Outcome Measure	District Performance			
The facilities division has no performance measures in the community perspective					
Fiscal Stewardship Perspective					
Strategic Goal	Outcome Measure	District Performance			
The facilities division has no performance measures in the fiscal stewardship perspective					
Internal Process Perspective					
Strategic Goal	Outcome Measure	District Performance			
Identify and apply best practice to achieve continuous improvement, maximize effectiveness, efficiency, and value	Case examples of best practice implementation [qualitative/lead]	Fire Stations are designated by the building code as essential facilities. This designation is given to buildings that are intended to remain operational during extreme environmental conditions such as wind, snow, and earthquakes. In 2019, the district completed the design and installation of of a backup power generator at Station 51. This capital project was jointly funded between Central Whidbey Island Fire and Rescue and Whidbey Island Hospital district (dba Whidbey Health). This project helps assure that Station 51 will remain operational to serve our public during extreme environmental events.			
Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Maintain adequate infrastructure to support operations	Repair/preventative maintenance expenditure	Year	2016	2017	2018
		Repair expense	68.30%	81.00%	33.88%
	Percentage of repair work orders closed within 30 days of receipt.	Year	2016	2017	2018
		Completion	50.00%	25.00%	80.00%
	Percentage of preventative maintenance (PM) completed within the quarter in which it was scheduled.	Year	2016	2017	2018
		Completion	No data	No data	84.59%

Table 30. Facilities Division Performance Measures

Resource Perspective		
Strategic Goal	Performance Driver	District Performance
Maintain adequate infrastructure to support operations	Facilities codes and standards compliance [qualitative/lead]	All district facilities are compliant with code requirements at the time that they were constructed. The most significant deficiency related to compliance with current codes includes provision of diesel exhaust extraction systems at all three stations. These capital facilities projects are addressed in the district's capital projects plan.

### **Accomplishments**

Major facilities accomplishments in 2019 included the following:

- **Renovation and Expansion of Station 53:** Carletti Architects was selected to develop a final building design, development of plans and specifications, and a bid process to select a contractor for this major facilities project. This project focuses on the district's strategic goal to maintain adequate infrastructure to support operations. In addition, it addresses Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities on a comprehensive basis.
- **Station 54 Repair:** New gutters were installed, parking lot lights were replaced by high efficiency LED lighting, and failed multi-pane glazing in the apparatus room doors was replaced (this project will continue in 2020 due to cost). These projects focused on the district's strategic goal to maintain adequate infrastructure to support operations. In addition, they addressed Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities (Performance Indicator 6B.2 Buildings and Grounds).
- **Station 51 Generator:** A backup power generator was installed at Station 51 to provide emergency backup power to both the fire station and Whidbey Health EMS offices. This project focuses on the district's strategic goal to maintain adequate infrastructure to support operations. In addition, it addresses Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities (Critical Criteria 6B.3 Code Compliance and Upgrades for Safety). Cost for this capital project was shared between CWIFR and Whidbey Health with each agency paying 50% of the total cost.

### **Projects**

Major projects in 2020 include the following:

- **Station 53 Apparatus Plan During Construction:** With the assistance of the operations division, develop a plan for apparatus storage and deployment during the construction of Station 53. This project focuses on the district's strategic goal to maintain adequate infrastructure to support operations. In addition, it addresses Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities (Performance Indicator 6B.1 Adequate Space).
- **Station 51 & 54 Repair:** Continue replacement of failed multi-pane glazing in the apparatus room doors was replaced (this project was continued from 2019 due to cost). This project will address the district's strategic goal to maintain adequate infrastructure to support operations. In addition, they addressed Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities (6B.2 Buildings and Grounds).
- **Renovation and Expansion of Station 53:** Permitting will be completed with Island County, the project put to bid, bid awarded, and construction started. This project focuses on the district's strategic goal to maintain adequate infrastructure to support operations. In addition, it

addresses Commission on Fire Accreditation International (CFAI) Accreditation Criterion 6B: Fixed Facilities on a comprehensive basis.

**2020 Division Budget**

Table 31 outlines the facilities division budget.

Table 31. Facilities Division Budget

Facilities Intergovernmental Payments					2018 Actual	2019 Amended	2020 Adopted
522	50	20	01	Forest Protection Tax	\$135	\$155	\$150
<b>Sub Total</b>					<b>\$135</b>	<b>\$155</b>	<b>\$150</b>
Facilities Salaries & Wages							
522	50	30	01	Project Overtime	\$0	\$987	\$1,059
<b>Sub Total</b>					<b>\$0</b>	<b>\$987</b>	<b>\$1,059</b>
Facilities Office & Operating Supplies							
522	50	31	01	Janitorial Supplies	\$420	\$2,000	\$2,000
522	50	31	02	Station 51 Operating Supplies	\$724	\$900	\$1,350
522	50	31	03	Station 52 Operating Supplies	\$100	\$200	\$200
522	50	31	04	Station 53 Operating Supplies	\$1,171	\$2,400	\$2,250
522	50	31	05	Station 54 Operating Supplies	\$424	\$600	\$800
522	50	31	06	Training Center	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$2,839</b>	<b>\$6,100</b>	<b>\$6,600</b>
Facilities Fuel							
522	50	32	01	Training Propane	\$0	\$0	\$0
522	50	32	03	Station 51 Propane	\$3,982	\$10,000	\$8,000
522	50	32	07	Station 52 Propane	\$0	\$500	\$500
522	50	32	10	Station 53 Propane	\$4,739	\$4,000	\$4,500
522	50	32	13	Station 54 Propane	\$3,342	\$5,000	\$5,500
<b>Sub Total</b>					<b>\$12,064</b>	<b>\$19,500</b>	<b>\$18,500</b>
Facilities Small Tools & Equipment							
522	50	35	01	Facilities Furniture	\$0	\$900	\$1,000
522	50	35	02	Facilities Equipment & Tools	\$867	\$3,140	\$1,200
522	50	35	03	Grounds Equipment	\$884	\$1,800	\$1,200
522	50	35	04	Fitness Equipment	\$361	\$1,500	\$1,500
<b>Sub Total</b>					<b>\$2,112</b>	<b>\$7,340</b>	<b>\$4,900</b>
Intergovernmental Professional Services							
522	50	40	01	Station 51 Water Heater Inspection	\$0	\$155	\$155
522	50	40	02	Station 53 Water Heater Inspection	\$0	\$124	\$124
522	50	40	03	Station 54 Water Heater Inspection	\$0	\$155	\$155
<b>Sub Total</b>					<b>\$0</b>	<b>\$434</b>	<b>\$434</b>



Table 31. Facilities Division Budget (Continued)

Facilities Professional Services					2018 Actual	2019 Adjusted	2020 Adopted
522	50	41	01	Burn Building Inspection	\$0	\$0	\$0
522	50	41	02	Generator Testing & Maintenance	\$2,233	\$1,500	\$2,400
522	50	41	04	Fire & Security Systems	\$3,759	\$4,000	\$4,400
522	50	41	05	Fire Extinguishing Inspection	\$539	\$600	\$600
522	50	41	06	Pest Control Services	\$1,075	\$2,100	\$2,100
<b>Sub Total</b>					<b>\$7,606</b>	<b>\$8,200</b>	<b>\$9,500</b>
Facilities Operating Rentals & Leases							
522	50	45	01	Equipment Rental	\$0	\$300	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$300</b>	<b>\$0</b>
Facilities Utilities							
522	50	47	01	Station 51 Electric	\$3,860	\$5,200	\$5,500
522	50	47	02	Station 51 Garbage	\$211	\$2,100	\$2,000
522	50	47	03	Station 51 Water	\$627	\$1,000	\$1,000
522	50	47	04	Station 52 Electric	\$277	\$350	\$600
522	50	47	05	Station 52 Garbage	\$0	\$0	\$0
522	50	47	06	Station 53 Electric	\$8,982	\$5,000	\$5,000
522	50	47	07	Station 53 Garbage	\$2,921	\$1,900	\$2,000
522	50	47	08	Station 54 Electric	\$2,097	\$3,600	\$3,600
522	50	47	09	Station 54 Garbage	\$0	\$0	\$0
522	50	47	10	Training Center Electric	\$644	\$1,200	\$1,200
522	50	47	11	Landfill Fees	\$2,067	\$2,000	\$2,000
522	50	47	12	Station 53 Water	\$1,865	\$1,800	\$1,800
522	50	47	13	Station 54 Water	\$480	\$480	\$480
<b>Sub Total</b>					<b>\$24,032</b>	<b>\$24,630</b>	<b>\$25,180</b>
Facilities Repair & Maintenance							
522	50	48	01	Station 51 Repair & Maintenance	\$4,439	\$8,200	\$9,200
522	50	48	02	Station 52 Repair & Maintenance	\$162	\$500	\$1,000
522	50	48	03	Station 53 Repair & Maintenance	\$2,516	\$4,000	\$4,850
522	50	48	04	Station 54 Repair & Maintenance	\$1,998	\$11,200	\$8,200
522	50	48	05	Training Center	\$0	\$2,000	\$2,000
<b>Sub Total</b>					<b>\$9,115</b>	<b>\$25,900</b>	<b>\$25,250</b>

**Total Facilities Division Budget**

**\$57,902**

**\$93,546**

**\$91,573**

### **Major Expenditures/Changes**

Facilities division expenditures in the adopted 2020 facilities division budget decreased 2.11% from the expenditures in the 2019 adjusted budget. This reduction is primarily due to a reduction in expenditures for facilities small tools and equipment.

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### **Fleet Maintenance Division**

The fleet maintenance division inspects, maintains, and repairs the district's apparatus to ensure operational reliability and minimize the ongoing expense for fire apparatus, other vehicles, and equipment.

The fleet maintenance division is responsible for the following major programs and projects.

- Fleet Maintenance program management
- Apparatus inspection and testing
- Preventative maintenance
- Repair
- Specifications for apparatus and support vehicle purchase

### ***Personnel Summary***

The fleet maintenance division is staffed by a firefighter/mechanic who manages the district's fleet maintenance program, serves as a mechanic, and maintains an operational role as a firefighter/emergency medical technician.

### ***Strategic Goals***

The following strategic goals are of significance to the fleet maintenance division.

- Identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value.
- Maintain adequate infrastructure to support operations.

In addition, the fleet maintenance division directly supports the district's strategic goal to be fiscally responsible and operate with transparency.

### ***Performance Measures***

Table 32 identifies the fleet maintenance division's strategic performance measures. Performance measures shaded light yellow are proposed (data collection strategies under development or data may not yet be available). These performance measures are included to show future directions and continued development of the district's performance management processes.

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Table 32. Fleet Maintenance Division Performance Measures

Community Perspective					
Strategic Goal	Outcome Measure	District Performance			
The fleet maintenance division has no performance measures in the community perspective					
Fiscal Stewardship Perspective					
Strategic Goal	Outcome Measure	District Performance			
The fleet maintenance division has no performance measures in the fiscal stewardship perspective					
Internal Process Perspective					
Strategic Goal	Outcome Measure	District Performance			
Identify and apply best practice to achieve continuous improvement, maximize effectiveness, efficiency, and value	Case examples of best practice implementation [qualitative/lead]	CWIFR’s fleet maintenance division manager maintains qualification as a master emergency vehicle technician (EVT) for fire apparatus and ambulances. As such he is only one of 84 EVT’s in Washington state and 504 nationwide with this qualification.			
Resource Perspective					
Strategic Goal	Performance Driver	District Performance			
Maintain adequate infrastructure to support operations	Percentage of apparatus in-service time by kind and type.	Year	2016	2017	2018
		Type 1 engines	93%	96%	92%
		Type 1 tenders	99%	99%	99%
		Type 6 engines	99%	98%	99%
		<b>Discussion:</b> Apparatus in-service times are maintained or improved by following <i>National Fire Protection Association (NFPA) 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus</i> (NFPA, 2017) and manufacturers recommended maintenance schedules.			

Table 32. Fleet Maintenance Division Performance Measures (Continued)

Resource Perspective (Continued)		
Strategic Goal	Performance Driver	District Performance
Maintain adequate infrastructure to support operations	Total apparatus maintenance cost/replacement cost (Fleet Condition Index)	Proposed performance measure
Maintain adequate infrastructure to support operations	Planned fleet maintenance cost/unplanned repair cost.	Proposed performance measure
Maintain adequate infrastructure to support operations	Fleet codes and standards compliance. [qualitative/lead]	Proposed performance measure

### *Accomplishments*

Major fleet maintenance division accomplishments in 2019 included:

- **Parts Inventory System:** A specific location was established at the district's logistics facility and the necessary infrastructure installed for storage of apparatus parts and expendable supplies. This was a first step towards a defined inventory and system of accountability for parts used in maintenance and repair of vehicles and apparatus. This project supports the district's strategic goals to maintain adequate infrastructure and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this project also addressed CFAI Accreditation Criterion 6D Apparatus Maintenance (Performance Indicator 6D.2 Apparatus Maintenance and Repair Facility).
- **Type 5 Wildland Engines:** Developed specifications and managed procurement of two type 5 engines as specified in the district's capital projects plan. Managed surplus and sale of the two existing type 6 Engine apparatus. This project focuses on the district's strategic goals to maintain adequate infrastructure to support operations and be fiscally responsible and operate with transparency. This accomplishment also addressed CFAI Accreditation Criterion 6C Apparatus, Vehicles, and Maintenance on a comprehensive basis.
- **Type 1 Engines:** Developed specifications for three type 1 engines, integrating staff input based on experience with existing apparatus as well as operational and maintenance requirements. This project focuses on the district's strategic goals to maintain adequate infrastructure to support operations and be fiscally responsible and operate with transparency. This project also addressed CFAI Accreditation Criterion 6C Apparatus, Vehicles, and Maintenance on a comprehensive basis.

### *Projects*

Major Projects in 2020 include the following:

- **Type 1 Engines:** Procure three type 1 engines by the end of the fourth quarter of 2020 to meet apparatus replacement requirements. Manage surplus and sale of three existing type 1 engines. This project focuses on the district's strategic goals to maintain adequate infrastructure to support operations and be fiscally responsible and operate with transparency. This project also addresses CFAI Accreditation Criterion 6C Apparatus, Vehicles, and Maintenance on a comprehensive basis.
- **Parts Inventory System:** Complete the creation of a physical system for parts inventory by creating numeric bins and locations that will be integrated with our existing fleet maintenance software. This project supports the district's strategic goals to maintain adequate infrastructure and to identify and apply best practice to achieve continuous improvement of effectiveness, efficiency, and value. In addition, this project will address the CFAI Accreditation Criterion 6D Apparatus Maintenance (Performance Indicator 6D.2 Apparatus Maintenance and Repair Facility).

- Staffing Level Assessment:** Implement a method to be able to track time being spent on Fleet management, training, and miscellaneous tasks. Data from our fleet software identifies how many direct labor hours are associated with physically working on the fleet. Analysis of these data sets will assist in identification of required staffing levels based on fleet size and maintenance requirements. This project addresses the district’s strategic goal to ensure adequate staffing and CFAI Accreditation Criterion 6D Apparatus Maintenance (Performance Indicators 6D.3 Staffing and 6D.4 Supervision).

**2019 Division Budget**

Table 33 outlines the fleet maintenance division budget.

Table 33. Fleet Maintenance Division Budget

Fleet Maintenance Salaries & Wages					2028 Actual	2019 Amended	2020 Adopted
522	60	11	01	FT FF Mechanic	\$80,929	\$83,842	\$86,861
522	60	12	01	FT FF Mechanic (Vehicle Maint O/T)	\$0	\$1,149	\$1,190
522	60	13	01	FT FF Mechanic (Educational Incentive)	\$1,619	\$1,677	\$1,737
522	60	14	01	FT FF Mechanic (Other Overtime)	\$0	\$0	\$0
522	60	15	01	Fully Qualified Incentive	\$0	\$0	\$0
522	60	16	01	Longevity	\$0	\$0	\$0
522	60	19	01	FT FF Mechanic (Def Comp)	\$3,237	\$3,354	\$3,474
<b>Sub Total</b>					<b>\$85,785</b>	<b>\$90,022</b>	<b>\$93,262</b>
Fleet Maintenance Benefits							
522	60	21	01	FT FF Mechanic (Medicare Only)	\$1,193	\$1,248	\$1,295
522	60	22	01	FT FF Mechanic (L&I)	\$2,950	\$3,742	\$4,278
522	60	23	01	FT FF Mechanic (Medical & Dental)	\$21,304	\$23,942	\$23,942
522	60	24	01	FT FF Mechanic (LEOFF)	\$4,658	\$4,888	\$4,971
<b>Sub Total</b>					<b>\$30,106</b>	<b>\$33,820</b>	<b>\$34,486</b>
Fleet Maintenance Office and Operating Supplies							
522	60	31	01	Apparatus R&M Supplies	\$1,840	\$3,012	\$3,174
522	60	31	02	Computer Software	\$870	\$1,000	\$2,650
522	60	31	03	Computer Hardware	\$204	\$0	\$0
522	60	31	04	Uniforms - Mechanic	\$577	\$500	\$500
522	60	31	05	Office Supplies	\$0	\$300	\$300
<b>Sub Total</b>					<b>\$3,491</b>	<b>\$4,812</b>	<b>\$6,624</b>
Fleet Maintenance Small Tools & Minor Equipment							
522	60	35	01	Personal Protective Equipment	\$36	\$165	\$285
522	60	35	02	Fleet Maintenance Tools	\$3,434	\$3,000	\$3,000
522	60	35	03	Computer Equipment	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$3,470</b>	<b>\$3,165</b>	<b>\$3,285</b>
Fleet Maintenance Travel, Lodging, & Meals							
522	60	43	01	Fleet Maintenance Meetings	\$70	\$250	\$250
<b>Sub Total</b>					<b>\$70</b>	<b>\$250</b>	<b>\$250</b>



Table 33. Fleet Maintenance Division Budget (Continued)

Fleet Maintenance Operating Rentals & Leases					2018 Actual	2019 Adjusted	2020 Adopted
522	60	45	01	Equipment Rental	\$0	\$500	\$500
<b>Sub Total</b>					<b>\$0</b>	<b>\$500</b>	<b>\$500</b>
Fleet Repair & Maintenance							
522	60	48	01	Apparatus R&M	\$15,874	\$31,000	\$31,180
<b>Sub Total</b>					<b>\$15,874</b>	<b>\$31,000</b>	<b>\$31,180</b>
Fleet Maintenance Miscellaneous							
522	60	49	01	Miscellaneous	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Total Fleet Maintenance Division Budget** **\$138,796**    **\$163,569**    **\$169,587**

**Major Expenditures/Changes**

The fleet maintenance division budget increased 3.68%. Compensation increases in the *2019-2021 Collective Bargaining Agreement between the Central Whidbey Island Fire & Rescue and Local 4299 International Association of Firefighters (IAFF)* (CWIFR & Local 4299, 2019) were the major factor influencing the fleet maintenance division budget.

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## General Fund Contingency

Contingency is a budgeted line item within the general fund. The purpose of contingency is to provide a reserve for unanticipated, but critical expenses or for expenses that were anticipated but not known in detail during budget preparation. The board of fire commissioners has established policy that contingency be funded in the amount of 10% of anticipated operating expenses. For the purposes of budgetary reporting within the context of the Budgeting, Accounting, and Reporting System (BARS), contingency is reported as part of the general fund.

Since establishment of contingency in 2012, the district funds this line at 10% of budgeted operating expenses. Transfer of funds from contingency to other lines within the general fund requires an affirmative vote of the board of fire commissioners

No transfers were made from contingency in 2018. Transfers from contingency to other lines in the general fund in 2019 were related to the following:

- Expense of compensation increases related to renegotiation of the collective bargaining agreement with Local 4299 International Association of Firefighters (retroactive to January 1, 2019)
- Hiring one additional full-time firefighter/emergency medical technician on October 1, 2019 based on an increase in revenue from the district's interlocal agreement for staffing a basic life support (BLS) ambulance for WhidbeyHealth.
- Shift coverage overtime expense related to a long-term illness/pending workers compensation claim, reduction in part-time staffing and to maintain qualified apparatus operators while new part-time staff are trained and evaluated as apparatus operators.

These factors resulted in a general fund contingency transfer of \$76,401 as follows:

Table 34. Third Quarter 2019 Contingency Transfers

CRR Salaries, Wages, & Stipends					2019 Adopted	2019 Adjusted	Contingency Transfer
522	30	10	01	Full-Time FF/LT	\$453,905	\$483,915	\$30,011
522	30	10	03	PT FF Salary (CRR)	\$363	\$363	\$0
522	30	10	04	Volunteer Stipend (CRR)	\$2,400	\$2,400	\$0
522	30	11	01	Fully Qualified Incentive	\$2,006	\$2,078	\$72
522	30	12	01	Shift Coverage Overtime	\$25,251	\$46,016	\$20,765
522	30	13	01	Project Overtime	\$10,457	\$10,834	\$376
522	30	15	01	Education Incentive	\$6,052	\$6,817	\$765
522	30	16	01	FF/LT Holiday Pay	\$20,632	\$21,375	\$743
522	30	17	01	FT FF/LT AIC Pay	\$3,248	\$3,365	\$117
522	30	18	01	FT FF/LT Def Comp	\$18,156	\$19,357	\$1,200
522	30	19	01	Longevity	\$11,189	\$15,456	\$4,267
<b>Sub Total</b>					<b>\$553,659</b>	<b>\$611,975</b>	<b>\$58,316</b>

Table 34. Third Quarter Contingency Transfer (Continued)

CRR Benefits					2019 Adopted	2019 Adjusted	Contingency Transfer
522	30	21	01	FT FF/LT (Medicare)	\$7,847	\$8,737	\$890
522	30	21	03	PT FF (FICA/Medicare) (CRR)	\$28	\$28	\$0
522	30	21	04	Volunteer (FICA/Medicare) (CRR)	\$184	\$184	\$0
522	30	22	01	FT FF/LT (L&I)	\$28,191	\$28,191	\$0
522	30	22	03	PT FF L&I (CRR)	\$46	\$46	\$0
522	30	23	01	FT FF/LT (Medical & Dental)	\$110,865	\$116,690	\$5,825
522	30	24	01	FT FF/LT (LEOFF)	\$30,496	\$33,880	\$3,384
522	30	24	03	PT FF (PERS) (CRR)	\$47	\$47	\$0
<b>Sub Total</b>					<b>\$177,703</b>	<b>\$186,426</b>	<b>\$10,099</b>
Training Salaries & Wages							
522	45	11	01	FT CAPT	\$85,151	\$88,217	\$3,065
522	45	12	01	Training Overtime	\$2,333	\$2,417	\$84
522	45	13	01	Training Education Incentive	\$1,703	\$1,764	\$61
522	45	14	01	Project Overtime (Captain)	\$1,166	\$1,208	\$42
522	45	15	01	Fully Qualified Incentive	\$0	\$0	\$0
522	45	16	01	Longevity	\$2,555	\$3,529	\$974
522	45	17	01	AIC Differential	\$0	\$0	\$0
522	45	19	01	FT CAPT (Def Comp)	\$3,406	\$3,529	\$123
<b>Sub Total</b>					<b>\$96,314</b>	<b>\$100,664</b>	<b>\$4,349</b>
Training Benefits							
522	45	21	01	FT CAPT (Medicare Only)	\$1,622	\$1,684	\$62
522	45	22	01	FT CAPT (L&I)	\$5,010	\$5,010	\$0
522	45	23	01	FT CAPT (Medical/Dental)	\$16,743	\$16,743	\$0
522	45	24	01	FT CAPT (LEOFF)	\$5,748	\$5,980	\$232
<b>Sub Total</b>					<b>\$29,123</b>	<b>\$29,417</b>	<b>\$293</b>
Fleet Maintenance Salaries & Wages							
522	60	11	01	FT FF Mechanic	\$80,929	\$83,842	\$2,913
522	60	12	01	FT FF Mechanic (Fleet Maintenance O/T)	\$1,109	\$1,149	\$40
522	60	13	01	FT FF Mechanic (Educational Incentive)	\$1,619	\$1,677	\$58
522	60	14	01	FT FF Mechanic (Other Overtime)	\$0	\$0	\$0
522	60	15	01	Fully Qualified Incentive	\$0	\$0	\$0
522	60	16	01	Longevity	\$0	\$0	\$0
522	60	19	01	FT FF Mechanic (Def Comp)	\$3,237	\$3,354	\$117
<b>Sub Total</b>					<b>\$86,893</b>	<b>\$90,021</b>	<b>\$3,128</b>

Table 34. Third Quarter Contingency Transfer (Continued)

Fleet Maintenance Benefits					2019 Adopted	2019 Adjusted	Contingency Transfer
522	60	21	01	FT FF Mechanic (Medicare Only)	\$1,203	\$1,248	\$45
522	60	22	01	FT FF Mechanic (L&I)	\$3,742	\$3,742	\$0
522	60	23	01	FT FF Mechanic (Medical & Dental)	\$23,942	\$23,942	\$0
522	60	24	01	FT FF Mechanic (LEOFF)	\$4,718	\$4,888	\$170
<b>Sub Total</b>					<b>\$33,605</b>	<b>\$33,821</b>	<b>\$216</b>

**Total** **\$977,298** **\$1,052,324** **\$76,401**

No contingency expenditures are anticipated in 2020.

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## Capital Projects Fund

### Capital Projects Plan

Capital assets are items having a cost greater than \$5,000 and a service life of greater than one year (e.g., major equipment, fire apparatus, and fire stations). In addition, items with a unit price less than \$5,000, but purchased in large enough quantity to reach the \$5,000 threshold have been combined into capital projects. Purchase of Automatic External Defibrillators (AEDs) is one example of this type of project. Prior to 2020, purchase of fire hose and related equipment was included as a capital project. However, as this project is an annual expense and funds were not accumulated over time for fire hose replacement; this project was returned to the general fund as a line item expense.

There are many benefits that result from an effective capital planning process. The process of prioritizing capital investments can make sure key assets are repaired or replaced before their end of service life or critical failure. In addition, a sound capital projects plan allows us to engage our community in understanding the costs and benefits of maintaining capital infrastructure.

### *Integrated Comprehensive Plan*

Planning for capital projects is a component of the Central Whidbey Island Fire & Rescue's (CWIFR's) integrated comprehensive plan (ICP). Volume 6 of the ICP (CWIFR, 2018c) establishes a long-term, prioritized schedule of capital investments to ensure that the district has sufficient resources to fulfill its mission and critical assets are refurbished or replaced before they reach their end of useful life. This plan identifies capital projects scheduled over the next ten years. The capital projects plan supports the district's strategic goals to:

- Maintain adequate infrastructure to support operations
- Be fiscally responsible and operate with transparency

The capital projects plan is updated on an annual basis to extend the timeline one additional year and eliminate completed projects. The capital projects plan provides a basis for development of the district's annual capital budget.

For several years CWIFR deferred significant capital projects pending completion of the district's strategic plan and clarification of financial strategies. Based on direction provided by the board of fire commissioners to replace equipment when required and achieve sufficient funding for planned capital projects, the following approach was taken in developing the district's capital projects plan:

- Take a proactive approach to improving operational capability and maintenance of adequate infrastructure to support district operations
- Begin the process of replacing staff vehicles and apparatus that have or would soon reach their end of life
- Reduce the district's total vehicle inventory and increase the effectiveness and efficiency
- Avoid unscheduled capital projects resulting from malfunction and equipment failure

Download CWIFR *Integrated Comprehensive Plan (ICP) Volume 6-Capital Projects* or review the plan on-line at the district’s website ([www.cwfire.org](http://www.cwfire.org)).

**Capital Planning Calendar and Work Flow**

As specified in *Standard Operating Guideline (SOG) 1.4.1 Integrated Comprehensive Planning (2018x)* and *Standard Operating Guideline 1.4.7 Capital Projects (CWIFR, 2017q)*, capital planning is an ongoing process in which the district’s capital plan is reviewed and updated on an annual basis. Annual review and extension of the capital plan ensures that it remains current, continues to address critical needs of the district, and maintains a 10-year planning horizon.

As illustrated in Table 35, the annual capital plan review and revision process is completed between January and May.

Table 35. Capital Planning Calendar

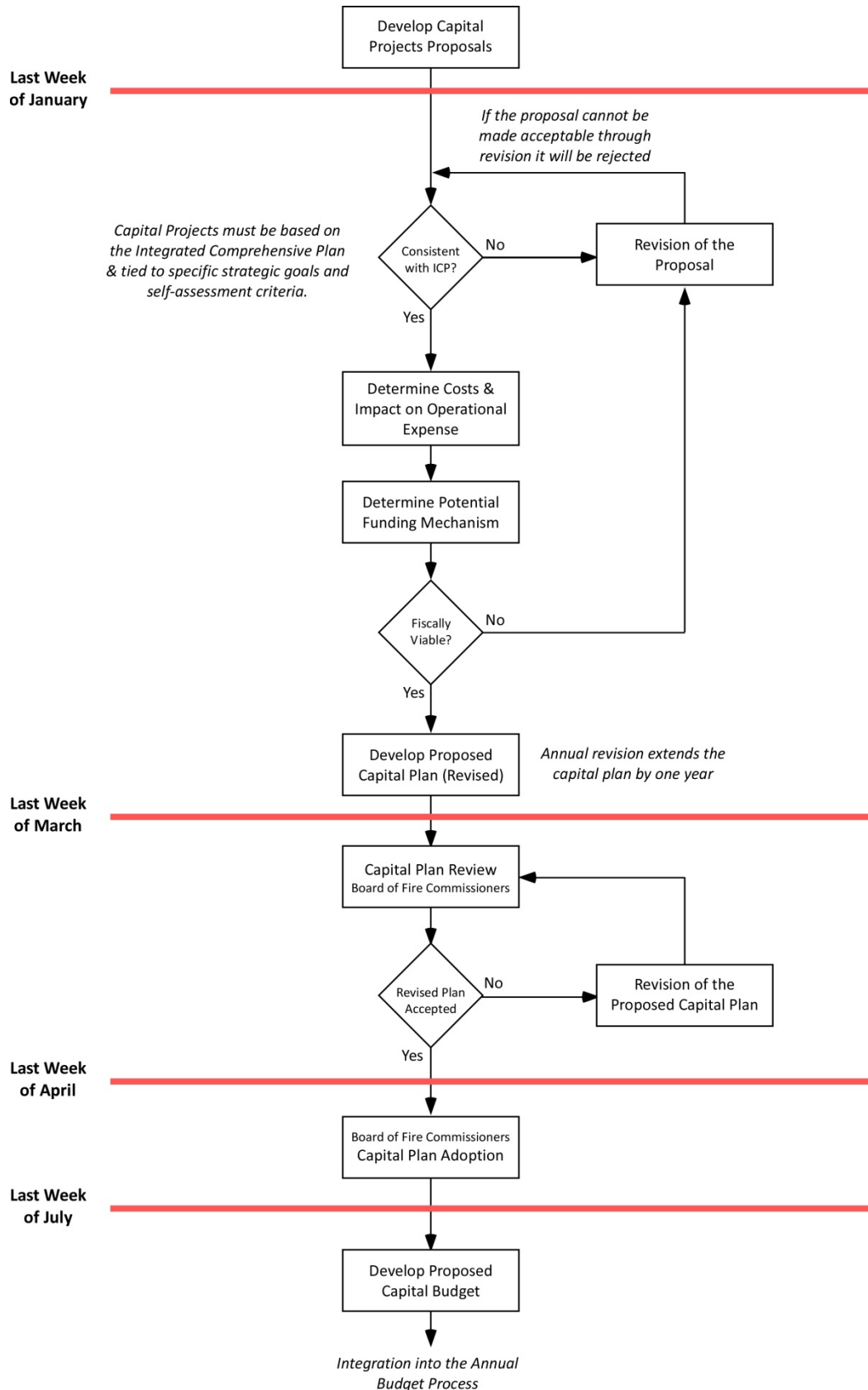
Month	Activity
January	Submittal of new capital projects (annual/as needed)
February	Review & assess proposed new or revised capital projects based on strategic goals, initiatives, fire and emergency services self-assessment, & fiscal viability Develop revised capital plan
March	
April	Board of fire commissioners review of revised capital plan Revision of the capital plan based on board direction
May	Adoption of the capital plan by resolution

Capital projects identified for the current budget year in the *Integrated Comprehensive Plan (ICP)-Volume 6 Capital Projects Plan (CWIFR, 2018c)* form the basis for the district’s capital projects fund budget.

The process for addition of capital projects as well as review and revision of the existing capital projects plan is illustrated in Figure 24.



Figure 24. Capital Planning Process



## Overview of the Capital Projects Fund

Prior to establishing the capital projects fund in 2012, the district's finances were managed using a single fund (general fund) and capital purchases were made using the unappropriated balance of the fund. The district established the capital projects fund to increase transparency and accountability of fiscal resources used for capital projects.

Historically, the district has maintained an extremely conservative philosophy regarding funding for apparatus and equipment purchases by operating on a pay as you go basis. Using this approach, apparatus and equipment are amortized on a straight-line basis and funds are accumulated in the capital projects fund in anticipation of future purchases and cash is paid at the time of purchase. However, in 2017 the district implemented a policy that debt may be considered for major capital projects such as fire station construction and purchase of apparatus. The district also established the bond fund to ensure accountability and transparency for bond revenue and related capital projects. Additional information on the bond fund and projects funded with debt is provided in the bond fund section of this budget document.

The capital projects schedule presented in Table 33 is based on transfer of sufficient funds to the capital projects fund in future years to provide a sufficient cash flow and fund balance to fund future purchases of apparatus, capital equipment, and some capital facilities projects inclusive of inflation in the cost of capital projects. The district's *Integrated Comprehensive Plan Volume 6-Capital Projects Plan (CWIFR, 2018c)* provides additional detail on the schedule of capital expenditures.

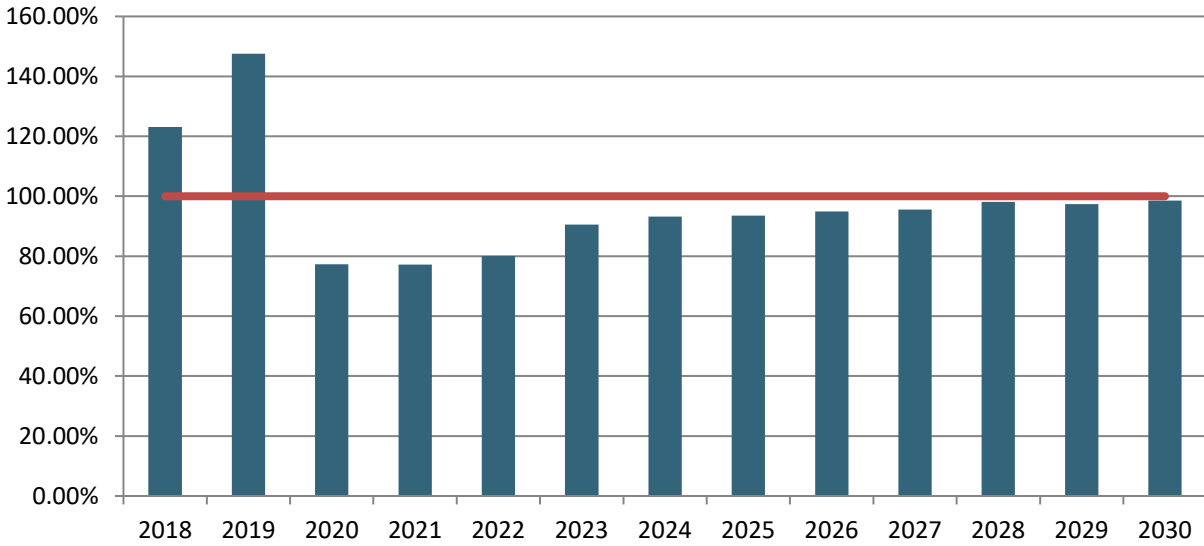
### *Fund Balance and Trends*

Two of the district's fiscal performance measures relate directly to the capital projects fund:

- Percentage change in the capital projects fund (ending) balance on an annual basis
- Percentage of full funding of the capital projects fund based on straight line amortization of the future expense of capital projects (inclusive of inflation).

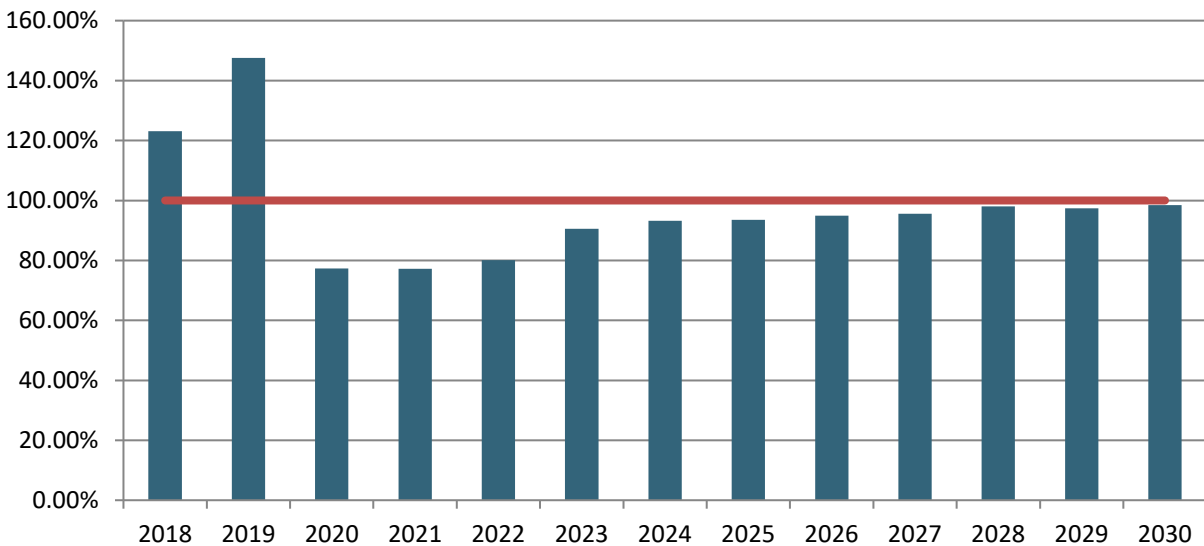
Figures 25 and 26 illustrate historical and projected values for these two measures.

Figure 25. Percentage Change in Capital Projects Ending Fund Balance 2018 through 2030



As illustrated in Figure 25, the percentage change in the ending fund balance varies considerably based on capital projects funded within the given year with significant decreases in fund balance in years where large or multiple projects are budgeted and increases in years where few or no projects are budgeted.

Figure 26. Percentage Full Funding of the Capital Projects Fund 2018 through 2030



As illustrated in Figure 26, the capital projects fund is currently funded in excess of 100% based on straight line amortization of the future expense of planned capital projects. However, fund balance will drop below 100% of the straight line amortized cost of future projects in 2020 and will increase on an annual basis through 2028.

### ***Considerations***

The capital projects fund has sufficient funding for the district's projected apparatus and equipment needs and current funding has allowed the district to fund several important facility projects to improve the health and safety of our members. However, Central Whidbey Island Fire & Rescue (CWIFR) has a number of identified capital facilities needs that are not currently programmed in the capital projects plan and will eventually need to be funded.

### **2020-2030 Capital Projects Plan**

The capital projects plan examines anticipated capital projects that will occur over a ten year period.

### ***Capital Projects Plan Changes***

Several capital projects will be added to the capital projects plan in 2020. These projects are not new in the sense that they are for replacement of existing equipment that was not previously included in the amortization schedule for capital assets and in the capital projects plan. These include replacement of the district's utility terrain vehicle (UTV) and the four wheel drive tractor used for grounds maintenance at district facilities.

One capital project was removed from the capital projects plan in 2020. Purchase fire hose and related equipment was funded as a capital project as the total annual cost exceeded \$5000. However, individual sections of hose or purchases of a given size hose fall below the threshold for capital projects. As hose replacement is an annual expense (based on the age of hose and hose test results), this project was moved to a line item in the operations division budget within the general fund.

### ***Current Projects***

Table 36 outlines projects included in the district's current capital projects that are funded by the capital projects fund. Projects funded by the bond fund are addressed in the bond fund section of the budget document. Additional detail on funding for major capital projects is provided in the district's long term financial plan (summary of which is provided in Appendix D).

Table 36. 2019-2029 Capital Projects Schedule

Apparatus		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
594 22 64 20	Replace Apparatus 0703 (A53) with R53	\$69,640												
594 22 64 34	Replace Apparatus 0601 & 0602 (B53 & B54)		\$348,145											
594 22 64 40	Apparatus 1502 (M5) Cabin Seating Replacement		\$27,000											
574 22 64 02	Replace Apparatus 1301 (\$591)				\$17,500									
594 22 64 16	Replace Apparatus 9501 (\$593 Fleet Services)				\$120,000									
594 22 64 41	Replace Kubota Tractor				\$19,515									
594 22 64 15	Replace Apparatus 9402 (R51)					\$106,206								
594 22 64 42	Replace Apparatus 0201 (Gator & Trailer)					\$19,169								
574 22 64 36	Replace Apparatus 1201 (R53)										\$92,211			
594 22 64 37	Replace Apparatus 1501 (Command Vehicle C505)													\$94,211
594 22 64 12	Replace Apparatus 1402) (Command Vehicle C502)												\$94,211	
<b>Equipment</b>														
594 22 64 14	Hose & Appliances	\$14,900	\$9,135	<i>To GF in 2020</i>										
594 22 64 39	Patient Simulator	\$9,100												
594 22 64 31	Extrication Equipment Replacement			\$45,000										
594 22 64 21	SCBA/Cylinder Replacement			\$299,500										
594 22 64 05	Replace/Upgrade AEDs					\$29,931								
594 22 64 43	Fit Test Machine									\$14,859				
594 22 64 19	Thermal Imager (TI) Replacement										\$38,047			
<b>Technology Infrastructure</b>														
594 22 64 33	Radio Communications System <sup>5</sup>													
594 22 64 11	Server Replacement	\$17,000							\$19,528					
594 22 64 38	Firewall Replacement	\$5,600												
594 22 64 24	IT Infrastructure Improvements <sup>6</sup>													
594 22 63 11	Telephone System Replacement		\$20,000											
<b>Facilities</b>														
594 22 63 08	Station 51 Backup Power Generator		\$45,000	<i>50% WH Share</i>										
594 22 63 12	Access, Fire & Security System Replacement		\$10,000											
594 22 63 09	Station 51 Exhaust Removal System				\$80,500									
594 22 63 10	Station 54 Exhaust Removal System				\$80,500									
594 22 63 07	Replace Roof Covering Burn Building/Tower				\$6,000									
<i>Not Scheduled</i>	Station 51 Renovation & Expansion													
<i>Not Scheduled</i>	Station 54 Renovation & Expansion													
<b>Total Expenditures</b>		\$116,240	\$466,280	\$355,500	\$324,015	\$155,306	\$0	\$0	\$19,528	\$14,859	\$130,258	\$0	\$94,211	\$94,211

<sup>5</sup> Radio communications infrastructure improvements are funded at \$10,000 per year with specific projects to be identified in the district's technology plan (under development)

<sup>6</sup> Information technology improvements are funded at \$4,000 per year with specific projects to be identified in the district's technology plan (under development)

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## Capital Projects Budget

Table 37 illustrates the 2019 capital projects budget.

Table 37. 2019 Capital Projects Budget

Apparatus		2018 Actual	2019 Adjusted	2020 Adopted
594 22 64 20	Replace Apparatus 0703 (A53) with R53	\$69,640		
594 22 64 34	Replace Apparatus 0601 & 0602 (B53 & B54)		\$348,145	
594 22 64 40	Apparatus 1502 (M5) Cabin Seating Replacement		\$27,000	
Equipment				
594 22 64 39	Patient Simulator	\$9,100		
594 22 64 31	Extrication Equipment Replacement			\$45,000
594 22 64 21	SCBA/Cylinder Replacement			\$299,500
Technology Infrastructure				
594 22 64 11	Server Replacement	\$17,000		
594 22 64 38	Firewall Replacement	\$5,600		
594 22 63 11	Telephone System Replacement		\$20,000	
Facilities				
594 22 63 08	Station 51 Backup Power Generator		\$52,000 <sup>7</sup>	
594 22 63 12	Access, Fire & Security System Replacement		\$10,000	
<b>Total Expenditures</b>		\$116,240	\$466,280	\$344,500

## Capital Projects & Justification

The following section of the budget document provides the description, purpose, and justification for each capital project in the current year. In addition, each project is tied to the specific strategic goals supported by each investment in capital infrastructure.

<sup>7</sup> Total cost \$56,000 with 50% cost share with Whidbey Island Hospital District (dba WhidbeyHealth), net cost to the district \$26,000. Revenue from WhidbeyHealth cost share to the general fund with interfund transfer to the capital projects fund.

**Extrication Equipment 594 22 64 31**

**Description:** This project will replace the district's existing hydraulic rescue tools (cutters, spreaders, rams, combination tools, and power units) with a lighter weight system having greater cutting and lifting capacity. Tools would be similar to those illustrated in Figure 27.

Figure 27. Hydraulic Extrication Equipment



**Purpose & Justification:** The district has a substantial number of hydraulic extrication tools. At present these tools are distributed between each of the district's stations (Rescue 51, Engine 53, Brush 53, and Brush 54). In 2020, the district's extrication equipment will be consolidated on one apparatus, Engine 53. While infrequently used, hydraulic spreaders, cutters, and rams are essential tools when presented with patients pinned in a vehicle or trapped under a heavy object. A number of the district's tools have exceeded their projected useful life and newer automotive technology has given rise to the need for tools with greater spreading and cutting strength.

Over the last several years, the technology available in hydraulic rescue tools has changed considerably. In addition to gasoline engine powered hydraulic pumps providing power to tools through hydraulic lines, high performance tools with self-contained, lithium ion battery powered hydraulic pumps have become available.

Prior to this purchase, the district will conduct a thorough assessment of the current technology available for hydraulic rescue tools to ensure that this project provides the greatest tactical capability within the specified fiscal constraints.

Additional detail is provided in the districts *Integrated Comprehensive Plan Volume 6-Capital Projects Plan* (CWIFR, 2018c) Appendix C-Extrication Equipment Replacement Plan.



**Strategic Goal & Initiative:** This project supports the district’s strategic goal to maintain adequate infrastructure to support operations [resources] and the related initiative to maintain the district’s apparatus and equipment to minimize operational cost over their lifecycle. In addition, this project supports the district’s strategic goal to reduce incident frequency and severity [community] and the related initiative to improve operational capability to address community risks.

**CFAI Performance Indicator:** This project supports CFAI performance indicator 6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency’s needs.

Table 38. Funding for Capital Project 594 22 64 31

Funding Source	Amount
Debt	
Capital Projects Fund	\$45,000
Grant Funding (Specify)	
Other	
Total	\$45,000

**Estimated Change in Operational Expense:** This project would reduce ongoing operational expense for maintenance and repair by reducing the total tool inventory and age of tools in use.

**SCBA and Cylinder Replacement 594 22 64 21**

**Description:** Replace all of the districts self-contained breathing apparatus (SCBA) and SCBA cylinders and add two additional SCBA, four rescue air supplies, and 15 spare cylinders to the district’s inventory.

Figure 28. SCBA and Cylinders



**Priority:** High

**Purpose & Justification:** The district purchased new high-pressure SCBA in 2005. At that time, composite self-contained breathing apparatus (SCBA) cylinders had a working life of 15 years (although new cylinders may be purchased with a 30-year working life). In addition, SCBA technology has changed dramatically in the last 10 years and this pace of change will likely continue. The SCBA manufacturer does not provide the ability to upgrade from significantly older models to current standards, necessitating schedule replacement. Unlike some other types of equipment, it is essential to maintain a single, common type of SCBA to simplify training requirements and maximize safety when working in a hazardous environment (e.g., common emergency procedures). This is a significant factor in the decision to replace all units at one time (rather than a phased in approach).

Additional detail is provided in the districts *Integrated Comprehensive Plan Volume 6-Capital Projects Plan* (CWIFR, 2018c) Appendix D-Self-Contained Breathing Apparatus Replacement Plan.

**Strategic Goal and Initiative:** This project supports the district’s strategic goal to maintain adequate infrastructure to support operations [resources] and the related initiative to maintain the district’s apparatus and equipment to minimize operational cost over their lifecycle. In addition, this project supports the district’s strategic goal to reduce incident frequency and severity [community] and the related initiative to improve operational capability to address community risks.

**CFAI Performance Indicator:** This project supports CFAI performance indicator 6F.3 safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency’s needs.

Table 39. Funding for Capital Project 594 22 64 21

Funding Source	Amount
Debt	
Capital Projects Fund	\$299,500
Grant Funding (Specify)	
Other	
Total	\$299,500

Fire Service Agencies on Whidbey Island (North Whidbey Fire and Rescue, City of Oak Harbor Fire Department, Central Whidbey Island Fire & Rescue, and South Whidbey Fire/EMT) are developing a grant application to fund replacement of self-contained breathing apparatus and improvement of respiratory protection interoperability. Should a grant be received, the matching funds requirement would be met by this line and the unexpended balance retained in the capital projects fund.

**Estimated Change in Operational Expense:** New self-contained breathing apparatus has a 10-year warranty limiting repair expenses. Routine inspection, testing, and preventative maintenance expense will remain the same.

## Bond Fund

### Overview of the Bond Fund

The bond fund was previously established to account for revenues and expenditures related to the district's previous Limited Tax General Obligation (LTGO) bond that was retired in 2011. This fund was designated for bond proceeds from the unlimited tax general obligation (UTGO) bond approved by the voters in the November 2017 General Election for specific capital projects and related expenditures. Use of a separate fund to account for bond revenues and expenditures facilitates accounting and compliance reporting.

Use of voter approved debt to fund major capital projects, inclusive of construction of a replacement facility at Station 53 as well as upgrade of Engines 51, 54, and 512 as they reach their 25-year service life has allowed the district to address both capital and operational needs in the near to mid-term and has laid a solid foundation for meeting the district's longer term fiscal needs (these projects were moved to the bond fund in 2018). In addition, this option maintains the district's regular levy well below \$1.50/1,000 assessed valuation (statutory maximum levy rate for fire districts), providing a buffer should the district experience another period in which assessed value (AV) is reduced below current levels. Reduction in the amount of funds transferred from the general fund to the capital projects fund will allow the district to maintain current service levels through 2025. Note that this scenario removes the three type 1 engines (Engines 51, 54, and 512) from the district's pay as you go strategy for apparatus and equipment. The option exists to modify this action and return one, two, or all three of these apparatus to pay as you go funding following a future increase in revenue.

### 2018-2020 Bond Capital Projects Plan

Table 37 outlines the district's current capital projects that are funded from the bond fund. Distribution of this expenditure by year will be identified on a more specific basis following bid award and scheduling of specific work activity on this project. Additional detail on funding for major capital projects is provided in the district's long-term financial plan (summary provided in Appendix D).

Table 40. 2018-2020 Bond Capital Projects Schedule

Apparatus		2018	2019	2020
594 22 64 22	Type 1 Engine Upgrade (3 Apparatus)			\$1,958,775
Facilities				
Multiple Line Items <sup>8</sup>	Station 53 Replacement	\$83,391	\$270,000	\$3,700,000
<b>Total Expenditures</b>		<b>\$83,391</b>	<b>\$270,000</b>	<b>\$6,023,775</b>

### Bond Capital Projects & Justification

The following section of the budget document provides the description, purpose, and justification for each capital project funded with bond proceeds in the current year. In addition, each project is tied to the specific strategic goals supported by each investment in capital infrastructure.

#### 594 63 22 05 Station 53 Renovation and Expansion

**Description:** This building was originally constructed in 1992 to replace smaller stations in Admirals Cove and Ledgewood. In 2000 the three additional apparatus bays were added, and a single wide manufactured home was located behind the Station to provide limited living quarters for on-duty personnel. This project involves construction and renovation of facilities at Station 53 to accomplish the following:

##### *Response Time Improvement*

- Moving the living quarters and sleep rooms from the singlewide manufactured home behind the station into the main fire station and closer to apparatus (improving turnout time)
- Increasing the number of sleeping rooms to provide six beds (an increase from the current three) to accommodate on-duty volunteers as well as full-time and part-time staffing.

##### *Operational Upgrades*

- Increasing the floor area of the station from approximately 5000 square feet to 10,000 square feet to provide adequate space for operational needs, living quarters, and administration.
- Increased classroom facilities for on-site firefighter training and community use.
- Improved mechanical systems with lower maintenance and operating costs.
- Environmental improvements including lead paint removal and improve septic and storm water systems.
- Sufficient ceiling height in the apparatus maintenance area to permit use of an apparatus lift.

##### *Health and Safety Improvements*

- Diesel exhaust removal system
- Decontamination facilities meeting current standards
- Personal protective equipment storage

<sup>8</sup> Line item detail is provided in the 2020 bond fund Budget.

- Adequate clearance around apparatus
- Fire suppression (sprinkler) system to protect personnel and the taxpayer investment

**Priority:** High

**Purpose & Justification:** Over time staffing and operational demands have outgrown the current facility. As identified in the description of this project, renovation and expansion addresses three key needs, improvement in response time (first unit and effective response force), upgrade of operational capability including provision of adequate space and upgrade of mechanical and environmental systems, and improvements in health and safety.

Additional detail on assessment of the condition of this facility as well as operational limitations and programmatic requirements is provided in the district's Facilities Plan (Rice Fergus Miller, 2015).

**Strategic Goal and Initiative:** Maintain adequate infrastructure to support operations. [Resources] and related initiatives to maintain district facilities to minimize operational cost over their lifecycle and Maintain the district's apparatus and equipment to minimize operational cost over their lifecycle (by providing adequate space to support the fleet maintenance function).

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**CFAI Performance Indicator:** This project addresses the following three CFAI Performance Indicators:

- 6A.1 Development, construction, or purchase of physical resources is consistent with the agency’s goals and strategic plan.
- 6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services and administration).
- 6B.3 (Critical Criteria) Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency’s long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

This project is comprised of multiple sub-projects due to the varied categories of expense (e.g. architectural & engineering professional services, intergovernmental professional services (permits & fees), and capital construction projects).

Table 41. Funding for Capital Projects 594 22 61 05, 594 22 62 01, 594 22 63 01 & 02

Funding Source	Amount
Debt	\$5,417,372
Capital Projects Fund (Multi-Year 2018-2020)	
Grant Funding (Specify)	
Other	
Total	\$5,417,372

**Estimated Change in Operational Expense:** While the station area is being doubled, it is anticipated that the expense of fuel for heating and electrical expense will not increase substantially due to increases in efficiency in electrical and heating, ventilation, and air conditioning (HVAC) systems. Maintenance expenses are anticipated to increase slightly due to increased building floor area. However, much of this floor area increase is in the apparatus room and other work areas, which have relatively minor maintenance requirements in comparison to living quarters, classrooms, and administrative space.

**594 22 64 22, 28, & 29 Upgrade of Apparatus 9404, 9601, & 9602**

**Description:** Apparatus 9401 is a National Incident Management System type 1 engine equipped with a 1500 gpm pump and 1000 gallon water tank. This apparatus also carries 1100’ of 5” supply hose, 1000’ of 3” hose, 500’ of 2” hose, and 500’ of 1-3/4” hose in addition to the standard complement of equipment required for a type 1 engine.

Apparatus 9601 and 9602 are National Incident Management System type 1 engines equipped with 1250 gpm pumps and 750 gallon water tanks. These apparatus also carry 1100’ of 5” supply hose, 1000’ of 3” hose, 300’ of 2” hose, and 500’ of 1-3/4” hose in addition to the standard complement of equipment required for type 1 engines.

This project involves purchase of three type 1 engines and related equipment. This engine would have a pumping capacity of at least 1250 gpm and water tank capacity of at least 700 gallons. These apparatus would be configured similarly to Apparatus 1401 to ensure consistency of the district’s fleet of type 1 engines.

**Priority:** High

**Purpose & Justification:** Apparatus 9401 was purchased in 1994 and will have reached the end of its useful life in 2019. Apparatus 9601 & 9602 were purchased in 1996 and will reach the end of their useful lives in 2021.

Maintenance costs and challenges in obtaining parts have increased as this apparatus has aged. Meeting the district’s response goals and Washington Survey and Rating Bureau (WSRB) requirements for number and distribution of engine companies requires an engine at each of the district’s three stations and one reserve engine.

Bids will be solicited for purchase of these three apparatus at the same time. Combining the procurement process for these three apparatus will reduce the overall purchase price and staff time necessary to complete this project.

**Strategic Goal and Initiative:** This project supports the district’s strategic goal to maintain adequate infrastructure to support operations [Resources] and the related initiative to maintain the district’s apparatus and equipment to minimize operational cost over their lifecycle. In addition, this project supports the district’s strategic goal to reduce incident frequency and severity [Community] and the related initiative to improve operational capability to address community risks.

**CFAI Performance Indicator:** This project supports the following two CFAI performance indicators: 6C.1 (Critical Criteria) Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration). 6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Table 42. Funding for Capital Projects 594 22 64 22, 28, & 29

Funding Source	Amount
Debt	\$1,958,775
Capital Projects Fund	
Grant Funding (Specify)	
Other (Estimated Surplus Value of Apparatus 9401, 9601, & 9602)	60,000
Total	\$1,898,775

**Estimated Change in Operational Expense:** This capital project will reduce operational expenses for apparatus maintenance in the near term due to reduction in age of the district’s fleet of engines. In addition, establishing consistent make and model of apparatus will reduce parts inventory requirements and simplify routine preventative maintenance.

**2020 Bond Fund Budget**

Table 43 illustrates the 2019 bond fund budget.

Table 43. Bond Fund Budget

Professional Services					2018 Actual	2019 Adjusted	2020 Adopted
594	22	61	01	Legal Services	\$32,200		\$0
594	22	61	02	Consulting	\$14,500		
594	22	61	03	Station 53 Architectural & Engineering	\$37,191	\$250,000	\$150,000
<b>Sub Total</b>					<b>\$83,394</b>	<b>\$250,000</b>	<b>\$150,000</b>
Intergovernmental Professional Services							
594	22	62	01	Permits & Fees	\$0	\$20,000	\$40,000
<b>Sub Total</b>					<b>\$0</b>	<b>\$20,000</b>	<b>\$40,000</b>
Facilities							
594	22	63	11	Station 53 Land Work	\$0	\$0	\$700,000
594	22	63	02	Station 53 Construction	\$0	\$0	\$3,000,000
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$3,700,000</b>
Apparatus							
594	22	64	22	Apparatus 9401 Replacement	\$0	\$0	\$652,925
594	22	64	28	Apparatus 9601 Replacement	\$0	\$0	\$652,925
594	22	64	29	Apparatus 9602 Replacement	\$0	\$0	\$652,925
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$1,958,775</b>
<b>Total Bond Fund Budget</b>					<b>\$83,391</b>	<b>\$270,000</b>	<b>\$5,848,775</b>

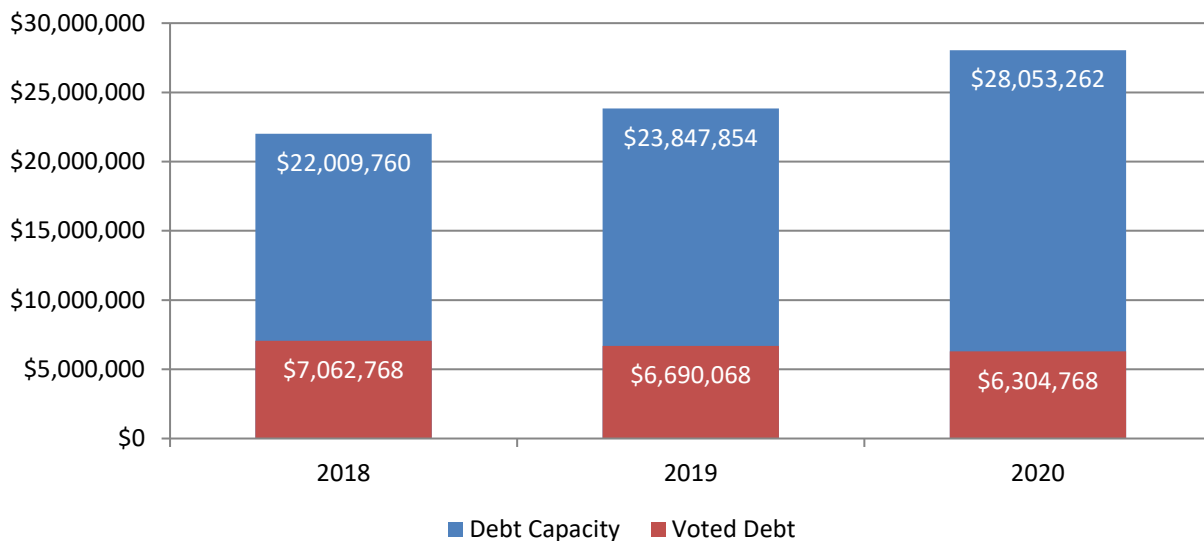
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## Debt Service Fund

### Overview of the Debt Services Fund

The debt service fund was established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. In accordance with the provisions of the *Revised Code of Washington (RCW) 52.16.061 General obligation bonds – Issuance – Limitations*, the district is limited to an amount equal to 0.375 percent of assessed valuation for non-voted debt and 1.25 percent of assessed valuation for voted debt. Any non-voted debt issued counts as part of the overall 1.25 percent limit.

Figure 30. Debt Capacity versus Current Debt



### Debt Service Fund Revenue & Expenditures

This fund was zero-funded following retirement of the district’s limited tax general obligation (LTGO) bond (non-voted debt) in 2011. Beginning in 2018, revenue from the unlimited tax general obligation (UTGO) bond approved by the district’s voters in November 2017 will be deposited in the debt service fund and debt service payments made from the same fund.

The district’s UTGO Bond is structured to provide a relatively stable levy rate over a 20-year period. This assumes a 3.5% increase in assessed valuation (AV) on an annual basis. This is a conservative estimate of increase in AV as historically assessed value has annually increased at an average of 7.59%. If AV increases greater than 3.5%, the levy rate will be reduced slightly over time. If AV increases at less than 3.5%, the bond levy rate will increase slightly over time. Table 44 illustrates the debt service schedule for the district’s 20-Year UTGO Bond. Given the 11.34% increase in assessed valuation (AV) in 2019, it is anticipated that the levy rate for the UTGO Bond will decrease from \$0.22/\$1000 AV to \$.0.20/\$1000 AV in 2020.

Table 44. UTGO Bond Debt Service Schedule

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
6/1/2018			\$109,169	\$109,169	
12/1/2018	\$125,000	2.00%	\$127,600	\$252,600	\$361,769
6/1/2019			\$126,350	\$126,350	
12/1/2019	\$120,000	2.00%	\$126,350	\$246,350	\$372,700
6/1/2020			\$125,150	\$125,150	
12/1/2020	\$135,000	3.00%	\$125,150	\$260,150	\$385,300
6/1/2021			\$123,125	\$123,125	
12/1/2021	\$155,000	3.00%	\$123,125	\$278,125	\$401,250
6/1/2022			\$120,800	\$120,800	
12/1/2022	\$170,000	3.00%	\$120,800	\$290,800	\$411,600
6/1/2023			\$118,250	\$118,250	
12/1/2023	\$190,000	3.00%	\$118,250	\$308,250	\$426,500
6/1/2024			\$115,400	\$115,400	
12/1/2024	\$210,000	3.00%	\$115,400	\$325,400	\$440,800
6/1/2025			\$111,200	\$111,200	
12/1/2025	\$235,000	4.00%	\$111,200	\$346,200	\$457,400
6/1/2026			\$106,500	\$106,500	
12/1/2026	\$260,000	4.00%	\$106,500	\$366,500	\$473,000
6/1/2027			\$101,300	\$101,300	
12/1/2027	\$290,000	4.00%	\$101,300	\$391,300	\$492,600
6/1/2028			\$95,500	\$95,500	
12/1/2028	\$315,000	4.00%	\$95,500	\$410,500	\$506,000
6/1/2029			\$89,200	\$89,200	
12/1/2029	\$345,000	4.00%	\$89,200	\$434,200	\$523,400
6/1/2030			\$82,300	\$82,300	
12/1/2030	\$380,000	4.00%	\$82,300	\$462,300	\$544,600
6/1/2031			\$74,700	\$74,700	
12/1/2031	\$415,000	4.00%	\$74,700	\$489,700	\$564,400
6/1/2032			\$66,400	\$66,400	
12/1/2032	\$450,000	4.00%	\$66,400	\$516,400	\$582,800
6/1/2033			\$57,100	\$57,100	
12/1/2033	\$490,000	4.00%	\$57,100	\$547,100	\$604,200
6/1/2034			\$47,600	\$47,600	
12/1/2034	\$530,000	4.00%	\$47,600	\$577,600	\$625,200
6/1/2035			\$37,000	\$37,000	
12/1/2035	\$570,000	4.00%	\$37,000	\$607,000	\$644,000
6/1/2036			\$25,600	\$25,600	
12/1/2036	\$615,000	4.00%	\$25,600	\$640,600	\$666,200
6/1/2037			\$13,300	\$13,300	
12/1/2037	\$665,000	4.00%	\$13,300	\$678,300	\$691,600

**Debt Service Fund Budget**

The debt service fund will be fully funded through a property tax bond levy. The debt service fund budget is displayed in Table 45.

Table 45. Debt Service Fund Budget

Expenditures		2018 Actual	2019 Budgeted	2020 Adopted
591 22 70 01	UTGO Debt Service	\$361,769	\$372,700	\$385,300
<b>Total Expenditures</b>		\$361,769	\$372,700	\$385,300

## Compensated Absences Fund

### Overview of the Compensated Absences Fund

This fund is used to account for assets held by the district for payment to employees for compensated absences on separation from the district. Compensated absences include:

- Buyback of a specified and limited amount of unused long-term sick leave for executive staff and sick leave for other full-time employees.
- Payment for unused executive staff paid time off (PTO). PTO is provided in lieu of time off for holidays, vacation, and sick leave.
- Payment for unused annual leave (vacation) provided to the district's full-time employees (other than executive staff).

### Compensated Absences Revenue & Expenditures

The compensated absences fund is funded through transfers from the general fund. Initially, fund balance was maintained to provide for long-term sick leave buyback for the district's executive staff. In 2019 the rate of transfer to the compensated absences fund was increased to meet current and future liabilities on a comprehensive basis. In 2019, \$35,360 was transferred from the general fund to the compensated absences fund. In 2020, \$28,016 will be transferred from the general fund to the compensated absences fund.

In 2019, \$35,360 was transferred from the compensated absences fund to the general fund for payment of the finance officer's unused long-term sick leave and paid time.

### Compensated Absences Liabilities

The district's executive staff will be paid for up to 240 hours of long term sick leave at 100% of their hourly rate. In addition, the district also pays full-time employees for unused paid time off (e.g., used by executive staff for annual leave, short term sick leave, and holidays) or vacation (used by other full-time employees). If a position remains vacant for some period of time, the expense resulting from payment for unused PTO or vacation may be offset to some extent by a reduction in wages, health care and retirement expense until the position was filled. However, for firefighters and officers on shift work, vacancy results in increased overtime expense to maintain staffing levels. In addition, the district's current succession plan (CWIFR, 2019) anticipated hiring replacements for key employees in advance of planned retirements to ensure a smooth and effective transition of duties, thus eliminating any savings due to vacancy and adding the cost of overlapping staffing during the transition period.

### *Actual Versus Projected Compensated Absence Liability*

The actual compensated absence liability in a given year is based on individual leave balances in Long Term Sick Leave (executive staff), paid time off (executive staff), and annual leave/vacation (IAFF members). The district's compensated absence liability in 2019 is approximately \$133,000 (actual liability will depend on leave accrual and use in the fourth quarter of the year). This liability is based on



all full-time employees ceasing employment with the district in 2019. Fortunately this is extremely unlikely.

Projected compensated absence liability is based on likely leave balances on separation and the date at which separation occurs. The district's projections are based on the following assumptions:

- Executive staff will have accumulated 240 hours of long-term sick leave prior to retirement.
- Executive staff will have 90% of their maximum paid time off accrual at retirement (maximum carryover plus annual accrual, less anticipated use) at retirement.
- IAFF members will have 60% to 63% of their maximum annual leave accrual (maximum carryover, plus accrual, less anticipated use) at retirement.
- Except for individuals who have stated an anticipated retirement date, members who are in the Law Enforcement Officers and Firefighters (LEOFF) Retirement System will retire at age 52 or 20 years of service whichever comes last.
- Except for individuals who are in the Public Employee Retirement System (PERS) retirement system are anticipated to retire at age 67 unless they have specified an anticipated retirement date.
- Liability is calculated at current salary and wage rates and is adjusted anytime that the district's salary and wage schedule, leave accrual, or long-term sick leave/sick leave buyback changes.

The beginning balance in the compensated absences fund in 2020 is projected to be \$43,914, covering 61.05% of projected compensated absences. The gap between the current balance in this fund and future requirements will be addressed incrementally between the current year and anticipated employee retirement dates. Kavanagh (2018), identifies, incrementally addressing unfunded liabilities as a sound and achievable approach to progressing towards fiscal sustainability. As the district's workforce is relatively far from retirement (with the exception of the executive staff), this approach will allow the district to address this issue and limit impact on service delivery levels.

### **Compensated Absences Budget**

In order to meet the total potential compensated absences liability at potential time of retirement (for each incumbent and their subsequent replacements at current pay rates), \$28,016 will need to be transferred from the general fund to the compensated absences fund in 2020. As illustrated in Table 46 no expenditures are anticipated from the compensated absences fund in 2020.

Table 46. Compensated Absences Fund Budget (Transfer to the General Fund)

Administrative Salaries and Wages					2018 Actual	2019 Adjusted	2020 Adopted
594	10	11	01	Fire Chief Salary	\$0	\$0	\$0
594	10	11	02	Deputy Chief Salary	\$0	\$0	\$0
594	10	11	03	Finance Officer Salary	\$0	\$23,000	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$23,000</b>	<b>\$0</b>
CRR Salaries, Wages & Stipends							
594	30	11	01	Full-Time FF/LT	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Training Salaries & Wages							
594	45	11	01	Full-Time FF/LT	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Fleet Maintenance Salaries & Wages							
594	60	11	01	FT FF Mechanic	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Compensated Absences Fund Budget (Transfer to General Fund)</b>					<b>\$0</b>	<b>\$23,000</b>	<b>\$0</b>

## Grants Management Fund

### Overview of the Grants Management Fund

A fund established with a contribution of assets from the state or federal government that are to be used for a specified purpose, activity, or facility. Assets in this fund are maintained in a non-interest-bearing account in compliance with federal grant requirements.

### Grants Management Revenue & Expenditures

In 2017, the district received a Fire Prevention and Safety Grant from the Department of Homeland Security, Federal Emergency Management Agency in the amount of \$23,734 with a \$1,186 match by the district. This grant provided funding for home safety surveys and installation of smoke and carbon monoxide alarms in homes built prior to 1984. In 2018, the district received a \$25,000 grant from the International Association of Fire Chiefs for volunteer recruitment and retention.

### Grants Management Budget

The grants management fund budget is displayed in Table 47.

Table 47. Grants Management Budget

Salaries & Wages					2018 Actual	2019 Adjusted	2020 Adopted
522	30	10	03	PT FF (CRR Grant) Salary	\$0	\$0	\$0
522	30	10	04	Volunteer (CRR Grant) Stipend	\$0	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Benefits							
522	30	21	03	PT FF (CRR Grant) FICA/Medicare	\$0	\$0	\$0
522	30	21	04	Volunteer (CRR Grant) FICA/Medicare	\$0	\$0	\$0
522	30	22	03	PT FF (CRR Grant) L&I	\$0	\$0	\$0
522	30	24	03	PT FF (CRR Grant) (PERS)	\$40	\$0	\$0
<b>Sub Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Office & Operating Supplies							
522	30	31	10	Supplies (CRR Grant)	\$5,044	\$0	\$0
<b>Sub Total</b>					<b>\$5,044</b>	<b>\$0</b>	<b>\$0</b>
Small Equipment & Tools (<\$5,000)							
522	30	35	04	Equipment (Grant CRR)	\$665	\$0	\$0
522	45	35	08	Training Equipment (IAFC Grant)	\$20,465	\$0	\$0
522	45	35	09	Computer Hardware (IAFC Grant)	\$4,126	\$0	\$0
<b>Sub Total</b>					<b>\$25,256</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Grants Management Budget</b>					<b>\$30,300</b>	<b>\$0</b>	<b>\$0</b>

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Appendix A - Tax Increase and Budget Adoption

Levy Certification



Levy Certification

Submit this document to the county legislative authority on or before November 30 of the year preceding the year in which the levy amounts are to be collected and forward a copy to the assessor.

In accordance with RCW 84.52.020, I, Cheryl Engle, (Name)

Board of Commissioners, for Central Whidbey Island Fire & Rescue #5, do hereby certify to (Title) (District Name)

the Island County legislative authority that the Board of Commissioners (Name of County) (Commissioners, Council, Board, etc.)

of said district requests that the following levy amounts be collected in 2020 as provided in the district's (Year of Collection)

budget, which was adopted following a public hearing held on 11/14/19 (Date of Public Hearing)

Regular Levy: \$3,000,000.00 (State the total dollar amount to be levied)

Excess Levy: \$405,319.74 (State the total dollar amount to be levied)

Refund Levy: \$10,496.18 Total (State the total dollar amount to be levied) \$9008.92 General \$1,487.26 Bond

Signature: Cheryl J Engle

Date: 11/14/19

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REV 64 0100e (w) (2/21/12)

Tax Increase Resolution



Ordinance / Resolution No. 19-005  
RCW 84.55.120

WHEREAS, the Board of Commissioners of Central Whidbey Island Fire District #5 has met and considered  
(Governing body of the taxing district) (Name of the taxing district)  
its budget for the calendar year 2020; and,

WHEREAS, the districts actual levy amount from the previous year was \$ 2,346,805.15; and,  
(Previous year's levy amount)

WHEREAS, the population of this district is  more than or  less than 10,000; and now, therefore,  
(Check one)

BE IT RESOLVED by the governing body of the taxing district that an increase in the regular property tax levy is hereby authorized for the levy to be collected in the 2020 tax year.  
(Year of collection)

The dollar amount of the increase over the actual levy amount from the previous year shall be \$ 23,468.05 which is a percentage increase of 1 % from the previous year. This increase is exclusive of  
(Percentage increase)

additional revenue resulting from new construction, improvements to property, newly constructed wind turbines, solar, biomass, and geothermal facilities, and any increase in the value of state assessed property, any annexations that have occurred and refunds made.

Adopted this 14 day of November, 2019.

Cheryl J. Eagle  
Dan Wilson

If additional signatures are necessary, please attach additional page.

This form or its equivalent must be submitted to your county assessor prior to their calculation of the property tax levies. A certified budget/levy request, separate from this form is to be filed with the County Legislative Authority no later than November 30<sup>th</sup>. As required by RCW 84.52.020, that filing certifies the total amount to be levied by the regular property tax levy. The Department of Revenue provides the "Levy Certification" form (REV 64 0100) for this purpose. The form can be found at: <http://dor.wa.gov/docs/forms/PropTx/Forms/LevyCertf.doc>.

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REV 64 0101e (w) (12/9/14)

Budget Adoption Resolution



**Central Whidbey Island Fire & Rescue**

1164 Race Road  
Coupeville, WA 98239

Professionalism • Integrity • Compassion • Excellence  
(360) 678-3602 [www.cwfire.org](http://www.cwfire.org)

**IN THE MATTER OF** ) **Resolution 19-006**  
**Adopting the Budget for 2020** )

WHEREAS: The Fire Commissioners of Central Whidbey Island Fire & Rescue have made certification of the taxes to levied to the Island County Council;

WHEREAS: The Fire Commissioners of Central Whidbey Island Fire & Rescue establishes an official budget each year to provide operating funds and capital funds.

IT IS HEREBY RESOLVED AS FOLLOWS:

1. That the attached 2020 Budget be hereby adopted as the official budget of Central Whidbey Island Fire & Rescue for calendar year 2020.
2. That the honorable Island County Council be and hereby requested to make a Regular levy for 2020 for Central Whidbey Island Fire & Rescue of \$3,000,000.00.
3. That the Island County Treasurer be and is hereby authorized and directed to deposit and sequester the moneys received from the collection of the tax levy specified in section 2 above in the amount and fund specified below:
  - a. \$3,000,000.00 Regular Levy into the General Fund of Central Whidbey Island Fire & Rescue
  - b. \$405,319.74. Excess Levy in the Bond Fund of Central Whidbey Island Fire & Rescue
  - c. \$10,496.18 Refund Levy into the General Fund of Central Whidbey Island Fire & Rescue.
4. That one copy of this resolution together with the 2020 Budget be delivered to the Island County Council and the Island County Assessor's office.

ADOPTED at the regular meeting of the Central Whidbey Island Fire & Rescue Board of Commissioners, this 14th Day of November, 2019.

\_\_\_\_\_  
Steve Hutchinson, Chairman of the Board

*Cheryl Engle*  
\_\_\_\_\_  
Cheryl Engle, Commissioner

*Paul Messner*  
\_\_\_\_\_  
Paul Messner, Commissioner

Attest: \_\_\_\_\_  
Kim Harpe, District Secretary

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## Appendix B - Glossary of Terms

**Account:** A term used to identify an individual asset, liability, expenditure, revenue, or fund balance.

**Accounting System:** The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

**Accreditation:** Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery by helping fire departments to: 1) Determine community risk and safety needs. 2) Evaluate the performance of the department. 3) Establish a method for achieving continuous organizational improvement.

**Accrual Basis Accounting:** An accounting method under which revenues are recognized on the income statement when they are earned (rather than when the cash is received) and expenses are recognized when incurred (rather than when cash is paid).

**Acting-in-Capacity (AIC):** Working out of classification (e.g., a firefighter working as a lieutenant). Represented full-time employees are paid 5% AIC compensation when working at the next highest classification if they are fully qualified for this position and 3% AIC compensation if they are not fully qualified.

**Actual:** Monies which have already been used or received as opposed to budgeted monies which are estimates of funds that may be spent or received.

**Adopted Budget:** The adopted budget is an annual financial plan approved by a resolution passed by the board of fire commissioners which forms the basis for annual appropriation and expenditure of funds.

**Adverse Opinion:** An auditor's opinion stating that financial statements do not fairly present financial position, results of operations and (when applicable) cash flows in conformity with generally accepted accounting principles (GAAP).

**AIC:** See acting-in-capacity.

**Aid Unit:** A vehicle licensed and equipped to provide basic life support (BLS) emergency medical care. Central Whidbey Island Fire & Rescue (CWIFR) operates one transport capable aid unit (under an interlocal agreement with WhidbeyHealth). In addition, the district has seven licensed aid vehicles (three command units, one type 1 engine, two type 6 engines, and rescue).

**Apparatus Number:** A numerical designation used to identify district vehicles. The first two digits of this number are the year purchased and the second two digits reflect the sequence in which the vehicle was purchased in that year (e.g., 1301 would indicate that this was the first vehicle purchased in 2013).

**Appropriation:** The legal authorization granted by the board of fire commissioners to make expenditures and incur obligations. An appropriation is usually limited in amount and as to the time when it may be expended.

**Assessed Value (AV):** The assessed valuation is the value set for real estate or other property by the County Assessor as a basis for levying property taxes.

**Assets:** Property which has monetary value.

**Audit:** An examination to determine the accuracy and validity of records and reports by an agency whose duty it is to make sure the district conforms with established procedures and policies.

**AV:** See Assessed Value.

**Balanced Budget:** Appropriations limited to the total of estimated revenues and the unencumbered fund balances estimated to be available at the close of the current fiscal year. At the fund level, a balanced budget is defined as funds total resources comprised of beginning fund balance, revenues, and other funds are equal to the total of expenditures, other fund use, and the funds ending balance.

**Bank Qualification:** A designation given to a municipal bond by the issuer if it reasonably expects to issue in the calendar year of such offering no more than \$10 million of bonds of the type required to be included in making such calculation under the internal revenue code. When purchased by a commercial bank for its portfolio, the bank may deduct a portion of the interest cost of carry for the position. A bond that is bank qualified is also known as a qualified tax-exempt obligation.

**BARS:** See budgeting, accounting, and reporting system.

**Basis of Accounting:** A term used to refer to when revenues, expenditures, expenses, and transfers, and the related assets and liabilities, are recognized in the accounts and reported on the financial statements. It relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

**Beginning Cash Balance:** The amount of unexpended funds carried forward from one fiscal year to the next.

**Benefits:** Employer contributions paid by the fire district as part of the conditions of employment. Examples include: health/dental insurance, state public employees' retirement system, and employment security.

**BIAS Finance and Accounting System:** The financing and accounting software suite used by the district. This system provides accounting, budgeting, accounts payable, bank reconciliation, and payroll functions.

**Bond Rating:** a grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters ranging from AAA, which is the highest grade, to C (junk), which is the lowest grade. Different rating services use the same letter grades, but use various combinations of upper- and lower-case letters to differentiate themselves.



**Bond:** A written promise to pay a specific sum of money (principal) at a specified future date along with periodic interest rate. Bonds are typically used for long-term debt to pay for a capital expenditure.

**Budget Adjustment:** A change to a budget adopted in accordance with state law. A budget may be adjusted to increase expenditures/expenses at the fund level by Board approval with or without public notice or public hearing requirements, when unanticipated revenues occur, or emergencies exist.

**Budget Adoption:** Formal action in the form of a resolution by the board of fire commissioners which sets the spending limits for the fiscal year.

**Budget Calendar:** The schedule of key dates involved in the process of adopting and then executing an adopted budget.

**Budget Document:** The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of two parts. The first part contains a message from the budget-making authority, together with a summary of the Adopted expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years' actual revenues, expenditures, and other data used in making the estimates.

**Budget Hearing:** The public hearings conducted by the board of fire commissioners to consider and adopt the annual budget.

**Budget Message:** The opening section of the budget which provides the board of fire commissioners and the Public with a general summary of the most important aspects of the budget in comparison with the current and prior years.

**Budget Policy:** An overall plan to guide present and future courses of action regarding the coordination of revenues and expenditures.

**Budget:** A plan of financial operation embodying an estimate of Adopted expenditures for a given period and the Adopted means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term budget is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary or approved.

**Budgetary Reporting:** The requirement to present budget-to-actual comparisons relating to general purpose external financial reporting. Budgetary reporting is required regarding the basic financial statements for both the general fund (current expense) and individual major special revenue funds with legally adopted annual budgets. Budgetary reporting is also required within the comprehensive annual financial report to demonstrate compliance at the legal level of control for all governmental funds with legally adopted annual budgets.

**Budgeting, Accounting, and Reporting System (BARS):** Stands for budgeting, accounting, reporting system. The manual the State of Washington requires governmental entities (i.e., counties and cities) to use.

**CAD:** See computer aided dispatch system

**Call Provision:** a clause in a bond's indenture granting the issuer (borrower) the right to call, or buy back, all or part of an issue prior to the maturity date of the bond.

**Capital Assets:** Land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, works of art, infrastructure, and all other tangible or intangible assets that are used in operations and have a value of greater than \$5,000 and a useful life greater than one year.

**Capital Budget:** A plan of adopted capital outlays and the means of financing them.

**Capital Outlay:** Fixed assets which have a value of \$5,000 or more and have a useful economic lifetime of more than one year.

**Capital Projects Plan:** A plan for capital expenditures to be incurred each year over a fixed period of years, identifying the expected beginning and ending date, and the amount to be expended in each year and the method of financing those expenditures.

**Capital Projects:** Projects which purchase or construct capital assets.

**CAPT:** See captain

**Captain:** A company officer serving as a second level supervisor who is responsible for managing lieutenants, firefighters, and emergency medical technicians. Volunteer captains are responsible for managing volunteer members assigned to their station. The full-time captain serves as the training and recruitment officer. The full-time captain is also certified as an emergency medical technician, volunteer captains may be certified as emergency medical technicians.

**Cash Basis Accounting:** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**Center for Public Safety Excellence (CPSE):** The Center for Public Safety Excellence (CPSE) promotes the continuous quality improvement of fire and emergency service agencies that serve communities worldwide by providing training and career resource information. As a nonprofit, 501(c)(3) corporation, CPSE supports and encourages agencies and personnel to meet international performance standards through various programs and the work of two commissions: The Commission on Fire Accreditation International (CFAI) and the Commission on Professional Credentialing (CPC).

**CFAI:** See Commission on Fire Accreditation International.

**Chart of Accounts:** The classification system used by a governmental agency to organize the accounting for various funds.

**COLA:** See cost of living adjustment.

**Command Unit:** A vehicle equipped with communications equipment and configured as a mobile office for an officer responsible to function as the incident commander (IC) at incidents requiring multiple resources such as a structure fire, marine rescue, or major vehicle accident.

**Commission on Fire Accreditation International (CFAI):** A CFAI is the component of the Center for Public Safety Excellence responsible for fire department accreditation.

**Commissioner:** Elected official responsible for overall management of the district's affairs. The fire commissioners (as a body) appoint and supervise the fire chief.

**Community Risk Reduction (CRR):** CRR includes proactive and response measures taken by a community to reduce the impact of risk.

**Compensated Absences Fund:** This fund is used to account for assets held by the district for buyback of accrued annual leave and for executive staff, a specified percentage of unused long-term sick leave from the time of employee separation from the district (e.g., retirement).

**Computer Aided Dispatch System:** Computer database system used by the dispatch center to track, manage, and document resource assignments for emergency incidents.

**Consumer Price Index (CPI):** A statistical description of price levels provided by the United States Department of Labor. The index used as a measure of the increase in the cost of living.

**Consumer Price Index for All Urban Consumers (CPI-U):** The all-urban consumer population consists of all urban households in Metropolitan Statistical Areas (MSAs) and in urban places of 2,500 inhabitants or more. Non-farm consumers living in rural areas within MSAs are included, but the index excludes rural consumers and the military and institutional population.

**Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W):** The urban wage earner and clerical worker population consists of consumer units consisting of clerical workers, sales workers, craft workers, service workers, or laborers. (Excluded from this population are professional, managerial, and technical workers; the self-employed; short-term workers; the unemployed; and retirees and others not in the labor force.

**Contingency:** A budgetary reserve set aside within the general fund for emergencies or unforeseen expenditures not otherwise budgeted. For the purposes of budgetary reporting within the context of the Budgeting, Accounting, and Reporting System (BARS), Contingency is rolled up into the general fund

**Cost of Living Adjustment (COLA):** An increase in salaries to offset the adverse effect of inflation on compensation.

**CPI:** See consumer price index.

**CPI-U:** See consumer price index for all urban consumers

**CPI-W:** See consumer price index for urban wage earners and clerical workers

**CPSE:** See Center for Public Safety Excellence.

**CRR:** See community risk reduction.

**Coupon:** The annual interest rate paid on a bond, expressed as a percentage of the face value. Coupon is also referred to as the coupon rate, coupon percent rate, and nominal yield.

**Debt Service Fund:** Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Debt Service:** The annual payment of principal and interest on the district's indebtedness.

**Deficit:** The excess of the liabilities of a fund over its assets or excess of expenditures over revenues during an accounting period.

**Deputy Chief:** Chief officer serving as second in command to the fire chief and is the district's chief operating officer. Central Whidbey Island Fire & Rescue's (CWIFR's) deputy chief supervises the full-time lieutenants and volunteer captains.

**District Secretary:** An appointed position responsible for preparing agendas, keeping minutes, and other administrative tasks for the board of fire commissioners. This function is filled by the finance officer.

**Division:** The term is used to administratively categorize the operational areas of the district (e.g., administrative, operations, community risk reduction, community risk reduction, training and recruitment, facilities, and fleet maintenance).

**Emergency Medical Technician:** An emergency responder certified as an emergency medical technician (EMT) at the basic, intermediate, or paramedic level.

**EMT:** See emergency medical technician

**Engine:** Fire apparatus equipped with a pump, water tank, and hose. CWIFR has two types of fire engines, Type 1 (structural) and Type 6 (wildland). CWIFR's Type 1 engines are designated by the letter "E" and have a 1250 or 1500 gallon per minute pump, 750 or 1,000-gallon water tank and a substantial complement of hose and tools. CWIFR's Type 6 engines are designated by the letter "B" (brush) have a 375 gallon per minute pump, a 300-gallon water tank, and a small complement of hose and tools.

**Excess Levy:** Excess levies are those that impose property taxes over and above the regular property tax levies described previously. They are in excess of the many limits placed on regular levies. Excess levies require not only voter approval; but most also require a 60 percent super majority to be approved.

**Executive Staff:** Senior staff comprised of the fire chief, deputy chief, and finance officer.

**Exempt Employees:** Employees who are exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA). The district fire chief, deputy chief, and finance officer are exempt.

**Expenditures:** Decreases in net current assets. Expenditures include debt service, capital outlays, and those current operating costs which require the use of current assets.

**Facilities Plan:** A strategic level plan examining current facilities and their condition as well as future facilities requirements. Central Whidbey Island Fire & Rescue's (CWIFR's) facilities plan examines facilities requirements based on a 50-year service delivery timeframe.

**FBC:** See Fire Benefit Charge.

**Federal Insurance Contributions Act:** A United States federal payroll (or employment) contribution directed towards both employees and employers to fund Social Security and Medicare.

**FF:** See firefighter.

**FICA:** See Federal Insurance Contributions Act.

**Finance Officer:** A civilian member of the district's executive staff responsible for managing the administrative division. The finance officer supervises part-time office staff.

**Fire Benefit Charge:** The Fire Benefit Charge (FBC) funding method is a voter approved; two-part funding system that balances general purpose taxes and a user fee charged to buildings based on risk and need for service (RCW 52.26.180). It is called a benefit charge because it refers to the benefit of having fire protection available.

**Fire Chief:** Chief executive officer of the district. The fire chief supervises the deputy chief, finance officer, training and recruitment captain, and firefighter mechanic.

**Firefighter/EMT:** A firefighter who is also certified as an emergency medical technician (EMT) basic. Full-time and part-time firefighters are also certified as EMT, volunteer firefighters may be certified as an EMT.

**Firefighter:** Emergency responder certified at least to the firefighter 1 and hazardous materials operational levels.

**Fiscal Year:** Any yearly accounting period, without regard to its relationship to a calendar year. The fiscal year for Central Whidbey Island Fire & Rescue begins on January 1 and ends on December 31.

**Fixed Assets:** Assets intended to be held or used for the long-term, such as land, buildings, and improvements other than machinery, and equipment.

**FTE:** Acronym for full-time equivalent. See full time equivalent.

**Full Time Equivalent:** A numerical expression that indicates a given position's budgeted proportion to a full-time position. A position budgeted at 40 hours per week for 12 months equals one FTE. Other frequently budgeted levels are 20 hours per week (one-half FTE) to show a position that has been split between two funds because the employee's responsibilities directly affect two funds.

**Full-Time:** Employees who are regularly scheduled for 40 hours per week or more are classified as full-time.

**Fund Balance:** Fund balance is the excess of a fund's assets of a fund over its liabilities and reserves.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**GAAP:** See generally accepted accounting principles.

**GAAS:** See generally accepted auditing standards.

**GAGAS:** See generally accepted government auditing standards.

**GASB:** See Governmental Accounting Standards Board.

**General Fund:** The general operating fund of the district. It is used to account for all financial resources except those that are required to be accounted for in other fund types.

**General Obligation Bonds:** Bonds for which the full faith and credit of the issuing government are pledged for payment.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**Generally Accepted Auditing Standards (GAAS):** Measures of the quality of the performance of auditing procedures and the objectives to be attained through their use. They are concerned with the auditor's professional qualities and with the judgment exercised in the performance of an audit. Generally accepted auditing standards have been prescribed by (1) the American Institute of Certified Public Accountants (AICPA), and (2) the U.S. General Accounting Office (GAO) in Standards for Audit of Governmental Organizations, Programs, Activities, and Functions (the Yellow Book).

**Generally Accepted Government Auditing Standards (GAGAS):** Standards established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("Yellow Book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of field work and reporting for financial and performance audits. The GAGAS standards of field work and reporting for financial audits incorporate and build upon GAAS.

**GFOA:** See Government Finance Officers Association.

**Government Finance Officers Association:** The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**Governmental Accounting Standards Board (GASB):** The authoritative accounting and financial reporting standard-setting body for government entities.

**Governmental Fund:** A fund used to account for most of a government's activities, including those that are tax-supported. (also see Fund)

**Grants:** A contribution of assets (usually cash) by one governmental unit or other organization to be used or spent for a specified purpose, activity, or facility. Typically, these contributions are made to local governments from the State and Federal governments.

**ICOM or I-COM:** See Island County Emergency Communications Center.

**Island County Emergency Communications Center (ICOM):** A special purpose, non-proprietary district that provides law enforcement, fire, and medical dispatch services to 10 member agencies and the public within Island County, Washington. ICOM was formed under a cooperative interlocal agreement to provide emergency dispatch services for all the law enforcement, fire, and emergency medical agencies that serve Island County (both Whidbey and Camano Islands).

**Information Technology:** Systems (especially computers and telecommunications) for storing, retrieving, and sending information.

**ILA:** See interlocal agreement.

**Interfund Transfers:** Amounts transferred from one district fund to another (i.e., general fund to capital projects fund or compensated absences fund).

**Interfund:** Activity between the district's funds.

**Intergovernmental Revenue:** Grants, entitlements, shared revenues and payment for goods and services by one government to another.

**Intergovernmental:** Transactions conducted between two or more governments.

**Interlocal Agreement (ILA):** An agreement made between local governments (such as cities, towns, and special purpose districts) in accordance with the *Revised Code of Washington (RCW) 39.34 Interlocal Cooperation Act*.

**Internal Control:** A plan of organization for purchasing, accounting, and other financial activities, which provides that, (1) The duties of employees are subdivided so that no single employee handles a financial action from beginning to end, (2) Proper authorizations from specific responsible officials are obtained

before key steps in the processing of a transaction are completed, and (3) Records and procedures are arranged appropriately to facilitate effective control.

**IT:** See Information Technology.

**Lean Process:** In the public sector, the core idea of Lean process is to maximize community value while minimizing waste.

**Levy Lid Lift:** Initiative Measure No. 747 required state and local governments to limit property tax levy increases to one percent per year, unless an increase greater than this limit is approved by the voters at an election. A levy lid lift is an increase in the levy rate under the provision of *Revised Code of Washington (RCW) 84.55.050* approved by the voters within the boundaries of a specific government (such as a fire protection district).

**Levy Rate:** The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.

**Levy:** (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.

**Levy:** (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities.

**Lid Lift:** See levy lid lift.

**Lieutenant:** A company officer serving as a first level supervisor who is responsible for managing firefighters and emergency medical technicians. Volunteers and Full-Time employees may serve as lieutenants. Full-time lieutenants manage a (budget) division or major program within the operations division. Full-time lieutenants are also certified as Emergency Medical Technicians (EMT), Volunteer lieutenants may be certified as EMTs.

**Limited Tax General Obligation Bond (LTGO):** See non-voted debt.

**Line Item:** A specific item or group of similar items defined by detail in a unique account in the financial records.

**Long Term Financial Plan:** A financial plan that forecasts and strategizes how to meet both current and future needs of the district. CWIFR's long-term financial plan addresses a time horizon of ten years and includes all funds. This plan includes an analysis of the district's financial environment, revenue and expenditure forecasts, debt position and affordability analysis, strategies for achieving and maintaining financial balance and plan monitoring mechanisms.

**LT:** See lieutenant.



**LTGO:** See limited tax general obligation bond.

**MDC:** See mobile data computer.

**Mobile Data Computer:** A laptop or other computer connected to the computer aided dispatch system (CAD) through a cellular connection used to send and receive data between the dispatch center and the field.

**MDT:** See Mobile Data Tablet

**Mobile Data Tablet:** A tablet computer connected to the CAD through a cellular connection used to send and receive data between the dispatch center and the field.

**Non-Exempt Employees:** Employees who are covered by the overtime provisions of the Federal Fair Labor Standards Act (FLSA). All district employees except for the fire chief, deputy chief, and finance officer are non-exempt.

**Non-Represented Employees:** Employees for whom terms and conditions of employment are not bargained by a union are designated as non-represented. CWIFR's executive staff (fire chief, deputy chief, and finance officer) and part-time employees are non-represented.

**Non-Voted Debt:** Non-voted debt is issued on the authority of the board of fire commissioners. The debt service on non-voted debt is paid out of general Fire district revenues. Non-voted debt is referred to as a limited tax general obligation bond (LTGO).

**Object (or Object Code):** Used as expenditure classifications. This term applies to the article purchased or the service obtained. Typical object codes include personnel services (wages and salaries), contracted services (utilities, maintenance contracts, etc.) supplies and materials, and capital outlays.

**OCBA:** See other comprehensive basis of accounting.

**Operating Budget:** This budget presents a plan of current expenditures and the adopted means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

**Operating Revenues:** Those revenues received within the present fiscal year.

**Operating Transfer:** The regular, recurring transfers of cash from one fund (usually the general fund) to another, appropriated through the budget process.

**Other Comprehensive Basis of Accounting (OCBA):** OCBA refers to a system of accounting other than generally accepted accounting principles (GAAP). As a fire protection district, CWIFR is permitted to use the cash basis of accounting as an OCBA.

**Paid Time Off (PTO):** PTO is leave provided to the district's executive staff in place of annual leave, sick leave, and holiday leave.

**Part-Time:** Employees who are regularly scheduled for 35 hours per week or 150.5 hours per month or less are classified as part-time.

**PERS:** See public employees retirement system.

**Program:** A broad function or area of responsibility of government services. It is a basic organizational unit of government that is composed of a group of specific activities and operations directed at attaining a common purpose or goal.

**Proposed Budget:** The proposed budget is an estimate of the future costs, revenues and resources submitted by the fire chief to the board of fire commissioners.

**PTO:** See paid time off.

**PERS:** Acronym for Public Employees Retirement System. See Public Employees Retirement System.

**Public Employees Retirement System:** Retirement system provided for all regular district employees, other than law enforcement and fire fighter personnel, by the State of Washington.

**Represented Employees:** Employees for whom terms and conditions of employment are bargained by a union are designated as represented. Central Whidbey Island Fire & Rescue's (CWIR's) full-time firefighters, lieutenants, and captain are represented by Local 4299 International Association of Firefighters (IAFF).

**Rescue:** A fire apparatus designed to carry a substantial complement of rescue equipment. CWIFR's rescue primarily serves as a breathing air support unit (refilling the air cylinders used with self-contained breathing apparatus) and as a lighting plant (electrical generator and lights).

**Reserve Apparatus:** Apparatus placed in service by the district for use when other apparatus is being maintained or repaired.

**Reserve Fund:** A fund used to segregate a portion of equity as legally set aside for a specific future use.

**Reserve:** 1) A segregation of assets to provide for future use toward a specified purpose. 2) Apparatus maintained by the district for use when other apparatus is being maintained or repaired.

**Revenue Estimate:** A formal estimate of how much revenue will be earned from a specific source for some future period; typically, one year.

**Revenues:** Monies received or anticipated to be received during the year to finance district services. It includes such items as property taxes, interest income, and miscellaneous revenue.

**Salaries and Wages:** Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and seasonal help.

**SCBA:** See self-contained breathing apparatus.

**Self-Contained Breathing Apparatus:** Respiratory protective equipment used to provide self-contained air when working in hazardous atmospheres such as those encountered in fires and hazardous materials incidents.

**Strategic Plan:** A plan that defines organizational strategy, or direction, and provides a basis for making decisions on allocating its resources to pursue this strategy, including its capital and people.

**Target Hazards:** Occupancies or locations that present a significant or unusual risk and/or which may require a large or specialized resource commitment in the event of an emergency incident are designated as target hazards.

**Taxes:** Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against persons or property for current or permanent benefits such as special assessments, or charges for services rendered only to those who pay.

**Transfers:** Internal movements of revenue and expenses among funds in the budget to provide needed sources of funding for expenses incurred on behalf of another fund.

**Type 1 Engine:** A fire engine designed for structural firefighting and other types of response activity meeting National Incident Management System (NIMS) performance and equipment requirements for this type.

**Type 1 Water Tender:** A fire apparatus designed to provide water supply in areas without fire hydrants meeting National Incident Management System (NIMS) performance and equipment requirements for this type.

**Type 5 or 6 Wildland Engine:** A small fire engine designed for vegetation (brush) fires meeting National Incident Management System (NIMS) performance and equipment requirements for these types.

**Unappropriated Fund Balance:** Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the fiscal period.

**Unit Designation:** The unit designation (e.g., E51) identifies the nature of the unit (e.g., engine, water tender, command unit, support vehicle) and the station assignment (e.g., Station 51) or specific unit (e.g., C501 is the fire chief).

**Unlimited Tax General Obligation Bond (UTGO):** See voted debt.

**UTGO:** See unlimited tax general obligation bond

**VFIS:** See Volunteer Fireman's Insurance Services, Inc.

**Volunteer:** Members who volunteer their services. Volunteer members are paid a stipend that is dependent on their rank and role, but not on the number of hours of service provided (if they meet the district's minimum activity standard).

**Volunteer Fireman's Insurance Services, Inc.:** A company providing insurance services for volunteer firefighters.

**Voted Debt:** Voted debt is authorized by the district's voters through an election. The debt service on voted debt is paid from excess property tax levies under *Revised Code of Washington RCW 84.52.056*. Voter approved debt is referred to as an unlimited tax general obligation bond (UTGO).

**Water Tender:** Mobile water supply apparatus with a pump, large water tank and hose. Central Whidbey Island Fire & Rescue's (CWIFR's) water tenders are equipped with a 750 gallon per minute pump and a 2,500-gallon water tank.

**WhidbeyHealth:** See Whidbey Island Public Hospital District.

**Whidbey Island Public Hospital District:** Hospital district on Whidbey Island providing a range of medical services including a level III trauma center, and advanced life support (ALS) ambulance service. The hospital district does business as WhidbeyHealth.

**Working Capital:** The year-end balance of current assets less current liabilities.

## Appendix C - Financial Policies

The district has adopted comprehensive standard operating guidelines to guide budgeting and financial management. These guidelines include policies integrated into Central Whidbey Island Fire & Rescue's *Integrated Comprehensive Plan Volume 5-Long-Term Financial Plan* (CWIFR, 2018b)

### Policy Adoption and Review

In 2012, Central Whidbey Island Fire & Rescue's board of fire commissioners recognized the need for well-defined and clearly stated board policies and established the *Board of Fire Commissioners Policy Manual* (CWIFR, 2018a). This manual clearly defined that the board adopts policy as a guide to decision making by formal action (RCW 52.114.100) and reviews key policies annually.

The *Board of Fire Commissioners Policy Manual* identifies the long-term financial plan (incorporating financial policies) as an important policy document (CWIFR 2018a, p. 2). In addition, the manual states "The Board will review the district's strategic goals, capital projects plan, and other major policies in April of each year and shall provide policy direction to the fire chief in advance of the district's budget development process" (CWIFR, 2018a, p. 19).

### Financial Standard Operating Guidelines

The district revised its financial policies in 2017 to ensure compliance with state and federal law and to reflect best practices identified by the Government Finance Officers Association (GFOA). These updated policies were adopted by the board of fire commissioners on August 10, 2017 (CWIFR, 2017a). These policies were integrated into the district's *Integrated Comprehensive Plan Volume 5-Long Term Financial Plan* (CWIFR, 2018b) by Resolution 17-07 on September 9, 2017.

The district's standard operating guidelines include a statement of purpose, scope, and policies. The district's SOGs addressing financial policy include:

- SOG 1.1.13 Public Records and Retention
- SOG 1.3.1 Budget
- SOG 1.3.2 Procurement
- SOG 1.3.3 Finance and Accounting
- SOG 1.3.4 Travel and Expense Reimbursement
- SOG 1.3.5 Asset Management
- SOG 1.3.6 Use of District Resources
- SOG 1.3.7 Revenue
- SOG 1.3.8 Investment
- SOG 1.3.9 Financial Reserves
- SOG 1.3.11 Debt

- SOG 1.3.12 Grants and Grant Management
- SOG 1.3.13 Financial Risk Management
- SOG 1.3.14 Transparency and Accountability
- SOG 1.3.15 General Financial Guidance
- SOG 1.4.7 Capital Projects Plan

### ***Public Records and Retention***

While not limited to the district's financial records, the following policies established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.1.13 Public Records and Retention* (CWIFR, 2018d) impact directly on financial policy:

- Provide full access to the public records applicable to the fire district's common management functions in accordance with *Revised Code of Washington (RCW) 40.14, RCW 42.56* and *Washington Administrative Code (WAC) 40.14*.
- Provide for inspection and copying of requested public records as provided in this (SOG), unless such records are exempt from disclosure under *RCW 42.56* or other laws under which disclosure is regulated.
- Assist requestors including timely action on requests, while protecting public records from damage and preventing "excessive interference with other essential agency functions."
- Ensure disclosure of public records is managed in a manner that protects against the invasion of an individual's right to privacy and restrict access to its records that are exempt from public disclosure in accordance with *RCW 42.56.100*.
- Ensure protection of district records and prevent improper disclosure of confidential records.
- Destroy records at the end of the retention period specified on the retention schedule.

### ***Budget***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.1 Budget* (CWIFR, 2017d):

- Establish funding priorities to reflect our mission to partner with our community to proactively reduce risk from fire, illness, injury and other hazards.
- Be a good steward of public funds and ensure that budgeting and financial management follow applicable laws and regulations and achieves results that are in the best interest of the district and its taxpayers.
- Conduct the budgeting and financial reporting process in a manner that is transparent and easy for taxpayers to understand.
- Ensure that the district's budgeting process has a direct and strong connection with the strategic plan adopted by the board of fire commissioners.

- Avoid budget decisions or procedures that provide for current operational cost at the expense of future needs.
- Use the Washington State Auditors Budgeting and Reporting System (BARS) codes in budget development and fiscal reporting.
- Maintain a balanced budget, defined as funds total resources comprised of beginning fund balance, revenues, and other funds are equal to the total of expenditures, other fund use, and the funds ending balance.
- Maintain a balanced budget at the division level (administrative, operations, community risk reduction, training and recruitment, facilities, & fleet maintenance).
- The district shall clearly set forth transfers between funds (e.g., general fund and capital projects fund) in the district's annual budget or adjustments.
- Require approval of the board of fire commissioners for transfers between funds, divisions, or between line items within a division.
- Post the Proposed and Adopted district Budgets and any mid-year budget adjustments on the district's website in a timely manner to provide public access.

### **Procurement**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.2 Procurement* (CWIFR, 2017e):

- It is the policy of Central Whidbey Island Fire & Rescue (CWIFR) to be a good steward of public funds. To that end, district expenditures must be for a valid public purpose which benefits the community, is directly related to the district's authorized functions, and which does not have as its primary objective the benefit of a private interest.
- The district will follow the statutory requirements of *Revised Code of Washington (RCW 52) Fire Protection Districts, RCW 39 Public Contracts and Indebtedness* and other relevant state laws and regulations as applicable to fire district procurement.
- In addition, it is the policy of CWIFR to maintain appropriate internal fiscal controls to promote effective and efficient use of resources; to safeguard resources against loss due to waste, mismanagement, abuse, or fraud; and to ensure compliance with applicable state and federal laws, regulations, and fiscal best practices.
- It is the policy of CWIFR that sole source procurements shall be fully justified based on the provisions of *RCW 39.04.280* and documented according to the provisions of this SOG. Sole source procurements not exceeding \$10,000 may be approved by the fire chief. All other sole source purchases must be authorized by Resolution of the board of fire commissioners.
- CWIFR will endeavor to ensure consistency with the Government Finance Officers Association best practices and advisories related to procurement.

### ***Finance and Accounting***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.3 Finance & Accounting* (CWIFR, 2017f):

- Financial and accounting duties and responsibilities shall be separated to the greatest extent possible so that no staff member has sole control over cash receipts, payroll, bank reconciliations, accounts payable, or other accounting functions.
- Finance and accounting policies and procedures shall be consistent with the requirements of the Washington State Auditor's Budgeting and Reporting System (BARS) for entities using cash basis accounting and the best practices recommended by the Government Finance Officers Association (GFOA).
- Access to computer or on-line systems for accounting, personnel, payroll, and banking is controlled by password access. Permissions within each system are set to allow appropriate level of access depending on role and responsibility.
- The district shall maintain a surety bond for commissioners, district secretary, fire chief, deputy chief, & finance officer in an amount equivalent to approximately two months of the district's maintenance and operations expense.
- Financial and accounting policies are reviewed annually by the board of fire commissioners.

### ***Travel and Training Expense and Reimbursement***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.4 Travel and Training Expense and Reimbursement* (CWIFR, 2012):

- CWIFR encourages all members to expand their knowledge, skills, and abilities through professional development programs on a local, state and national or international level. In addition, the district encourages its members to participate as a member of local, state, and national professional organizations.
- It is the policy of Central Whidbey Island Fire & Rescue (CWIFR) to be a good steward of public funds. To that end, district expenditures must be for a valid public purpose which benefits the community, is directly related to the district's authorized functions, and which does not have as its primary objective the benefit of a private interest.
- In addition, it is the policy of CWIFR to maintain appropriate internal fiscal controls to promote effective and efficient use of resources; to safeguard resources against loss due to waste, mismanagement, abuse, or fraud; and to ensure compliance with applicable state and federal laws, regulations, and fiscal best practices.



### ***Asset Management***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.5 Asset Management (CWIFR, 2017g)*:

- It is the policy of Central Whidbey Island Fire & Rescue (CWIFR) to maintain accountability for its assets. The district shall maintain asset records and verify those records by a physical inventory at least annually.
- In addition, it is the policy of the district that the disposal of surplus property is accomplished through efficient and appropriate process compliant with applicable laws and regulations, and that achieves results that are in the best interest of the district and its taxpayers.

### ***Use of District Resources***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.6 Use of District Resources (CWIFR, 2017h)*:

- Be a good steward of public funds and ensure that use of district resources complies with applicable laws and regulations and achieves results that are in the best interest of the district and its taxpayers.
- With the limited exceptions provided in this guideline, members may not use district resources for personal benefit or gain or for the benefit or gain of other individuals or outside organizations.
- The district reserves the right to monitor members' use of district resources including telecommunications and information technology infrastructure and services. Members have no expectation of privacy when using district resources.

### ***Revenue***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.7 Revenue (CWIFR, 2017i)*:

- The district's primary source of revenue is a property tax levy as specified in the *Revised Code of Washington (RCW) Chapter 52.16*. However, the district shall work to develop diversification of revenue to include, but not limited to intergovernmental revenue, and fees for service.
- Consistent with the provisions of Washington State Constitution Article VIII § 7, district services that benefit specific users rather than the community as a whole must be supported by fees and charges. User fees should reflect the direct and indirect cost of providing the service.
- The district will fund current expenditures with current revenues, avoiding the use of one-time funds for ongoing expense, postponing needed expenditures, or depleting reserves to meet current expenses.
- The district will actively seek grant funding for both operating and capital expenditures, provided that the grant is consistent with the district's mission and goals, provides a benefit that

exceeds cost, and does not commit the district to long-term tax funded expenditures following the completion of the grant period.

- If necessary to meet cash flow requirements, interfund loans shall be paid back in the near term and not result in a change in fund equity.

### **Investment**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.8 Investment* (CWIFR, 2017j):

- It is the policy of Central Whidbey Island Fire & Rescue (CWIFR) to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the cash flow demands of the district and conforming to all state and local statutes governing the investment of public funds.
- Management responsibility for the investment program is delegated to the district's finance officer under the supervision of the fire chief.
- Pursuant to the *Revised Code of Washington (RCW) 52.16.010* the Island County Treasurer serves as the financial agent for the district. As such, the Island County Treasurer receives and disburses district revenues, and invests financial assets as directed by the district's finance officer (CWIFR, 1986, 2009).
- Pursuant to the provisions of *Revised Code of Washington (RCW) Chapter 36.29.020*, if the board of fire commissioners determines the necessity to redeem or sell any of the purchased securities before their ultimate maturity date, the Board shall by resolution, direct the Island County Treasurer to take that action.
- The district's finance officer will review the Island County Investment Policy (Island County Treasurer, 2017) whenever the county makes policy changes (but in any case, no less than annually) and shall determine if changes in this standard operating guideline are necessary.

### **Financial Reserves**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.9 Financial Reserves* (CWIFR, 2017k).

- The board of fire commissioners shall be responsible for establishing and managing all district Fund accounts and minimum fund set-asides and minimum balances. Changes to set-asides and fund balances require action by the board of fire commissioners.
- The district shall strive to maintain adequate fund balances and reserves to provide cash flows to meet operating and capital expenses, while also providing the financial ability to address economic downturn and system emergencies. Operating expenditures shall include salaries, benefits, supplies, services, intergovernmental and interfund expenses, capital outlays and transfers.

- Central Whidbey Island Fire & Rescue (CWIFR) will maintain a beginning general fund balance of at least 33% of budgeted maintenance and operations expenditures to provide funds for operation prior to receipt of subsequent year's tax revenue.
- CWIFR will maintain a contingency beginning balance in the amount of 10% of budgeted maintenance and operations expenditures. Contingency will be used for unanticipated or exceptional unbudgeted expenditures only with the approval of the board of fire commissioners.
- An adequate balance will be maintained in the capital projects fund to provide for the scheduled replacement of district vehicles and capital equipment at the end of their useful lives.
- At each fiscal year end the remaining dollars left in each fund that are undesignated and unencumbered constitute available reserves of the district. These fund balances will be included in the annual budget.

### **Debt**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.11 Debt* (CWIFR, 2017I):

- Consider community needs; the district's current and projected long-term fiscal position and overall cost to the district's taxpayers in determining if debt should be issued by the district.
- Long-term debt or bond financing shall not be used to finance current operating expenditures.
- Central Whidbey Island Fire & Rescue (CWIFR) may consider issuance of debt consistent with the provisions of the *Revised Code of Washington (RCW) 52.16.080* for major capital projects as defined in SOG 1.3.10 Capital Projects.
- The district may contract indebtedness as provided by the Revised Code of Washington (RCW) 52.16 and Article VIII of the Washington State Constitution. Bonds evidencing indebtedness shall be issued and sold in accordance with Chapter 39.46. Refunding bonds shall be issued in accordance with *RCW 39.53*.
- The district shall issue and manage debt in accordance with the limitations and constraints imposed by federal rules and regulations including the Internal Revenue Code of 1986, as amended; the Treasury Department regulations there under; and the *Securities Acts of 1933 and 1934*.
- The district shall seek to maintain and improve its current bond rating through sound financial management, long range financial planning, continuous improvement and adoption of best practices in financial management.

### ***Grants and Grant Management***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.12 Grants and Grant Management (CWIFR, 2017m)*:

- Consider grant funding that may be used to leverage existing funding for programs or projects which address the district's current priorities and policy objectives.
- As a one-time funding source, grants shall not be used to support ongoing programs.
- If the outcome of a grant will incur an ongoing expense (e.g., purchase of equipment requiring maintenance), the ongoing expense must be considered in evaluating if the grant is an appropriate source of revenue for the program or project.
- All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor.

### ***Financial Risk Management***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.13 Financial Risk Management (CWIFR, 2017n)*:

- The district will identify and analyze its potential financial risks and determine the most appropriate way to mitigate or transfer these risks to an insurer.
- Financial policies and related SOGs shall be grounded in best practice to minimize the district's risk of financial loss.
- The district will maintain an adequate umbrella insurance policy covering district vehicles, general liability, commercial property, and crime and fidelity. Coverage on capital assets will be consistent with the annual inventory of capital and small and attractive assets.
- The district shall maintain a surety bond for commissioners, district secretary, fire chief, deputy chief, & finance officer in an amount equivalent to approximately two months of the district's maintenance and operations expense.

### ***Transparency and Accountability***

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.14 Transparency and Accountability (CWIFR, 2017o)*:

- Be open and transparent in decision-making, complying with both the letter and intent of *RCW 42.30 The Washington Open Public Meetings Act* and best practices in local government transparency
- Provide timely and easily accessible on-line information to our constituents, tax payers, and other members of our community or stakeholders

### **General Financial Guidelines**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.3.15 General Financial Guidance (CWIFR, 2017p)*:

- Develop comprehensive financial policies to assure the financial strength and accountability of the district. These policies shall be adopted by the board of fire commissioners and integrated into the development of financial SOGs to provide guidance for policy implementation and administrative procedures.
- Each of the district's divisions (administrative, operations, community risk reduction, training and recruitment, facilities, and fleet maintenance) shares in the responsibility of meeting policy goals and long-term financial health.
- Financial affairs and physical infrastructure will be diligently managed in an efficient and effective manner to ensure the district's long-term financial health and provision of essential public services
- Proposed service plans and programs shall be developed to reflect current financial policies, projected resources, and future service delivery requirements.
- Service delivery will be analyzed on a periodic basis to ensure that quality services are provided to the community at the most competitive and economical cost. Emphasis will be placed on improving individual and work group productivity.
- Compensation planning and collective bargaining will focus on the total costs of compensation which includes direct salary, health care benefits, pension contributions, and other benefits which are a cost to the district. Total cost of compensation and specific operational, legal or other compulsory items must be identified and discussed before ratification of collective bargaining agreements or personal services contracts by the Board of Commissioners.

### **Capital Projects Plan**

The following financial policies have been established by the board of fire commissioners and are delineated in *Standard Operating Guideline (SOG) 1.4.7 Capital Projects Plan (CWIFR, 2017r)*:

- The threshold used in determining if a given asset qualifies for capitalization is \$5,000 per item with a useful life of over one year.
- The district will maintain its physical assets at a level that is adequate to protect its capital investment and to minimize future maintenance and replacement cost. The district budget will provide for adequate maintenance and orderly replacement of capital assets.
- Central Whidbey Island Fire & Rescue (CWIFR) will maintain a ten-year plan for capital projects, inclusive of capital maintenance projects that are in alignment with the district's integrated comprehensive plan (strategic plan standard of coverage and community risk reduction plan, fire and emergency services self-assessment, and long-term financial plan), update it annually and make capital improvements in accordance with the plan.

- The capital projects plan shall include details on each capital project plan including estimated costs, sources of financing, impact on operational expense, and a full description of the project.
- The capital projects plan will be updated annually and presented to the board of fire commissioners for adoption by resolution in advance of the annual operating and capital budget development process.
- The district will endeavor to transfer adequate revenue from the general fund to the capital projects fund on an annual basis to fund replacement of capital assets having a useful life of 20 years or less (e.g., fire apparatus, other vehicles, and equipment) with current revenue.
- The district will consider issuance of debt for large capital projects having a useful life over 20 years.
- The capital and operating budget processes shall be integrated to allow consideration of operating and capital expenditures within the context of the current and projected fiscal condition of the district.

### **Analysis of Financial Policies**

The district's financial policies provide comprehensive guidance for the district's fiscal management. Analysis of these policies identifies several common themes central to long-term financial planning. These include:

- Maintaining a conservative fiscal philosophy
- Fiscal responsibility and accountability to the district's residents and taxpayers.
- Make financial decisions in the best interests of the district's taxpayers
- Use of current revenues to fund current expenditures
- Avoiding use of one-time funds for ongoing expenses
- Maintaining adequate reserves and avoiding depletion of reserves for ongoing expenses
- Careful and considered use of debt to address major capital projects

## Appendix D – Long-Term Financial Plan Summary

### Introduction

Central Whidbey Island Fire & Rescue's (CWIFR's) *Integrated Comprehensive Plan Volume 5-Long-Term Financial Plan* (CWIFR, 2018b) provides a detailed picture of fiscal position, options to maintain or improve current service delivery levels, financial strategy, and plan to allow the district to continue to meet our community's needs for fire and rescue services. Refer to the complete long-term financial plan for detailed explanation and justification supporting this summary.

The district's long-term financial plan is closely coupled with the other elements of the district's integrated comprehensive plan as previously illustrated in Figure 15 of this budget document. The district's integrated comprehensive planning process (CWIFR, 2018e) ensures alignment between the district's strategic goals and other plan components inclusive of the long-term financial plan, capital projects plan, and annual operating and capital budgets.

This Appendix to Central Whidbey Island Fire & Rescue's 2020 adopted budget summarizes key elements of long-term financial plan as well as substantive economic and financial changes that are, or will be likely to impact on the district's fiscal position prior to scheduled review and revision of the long term financial plan in 2020. Economic and financial changes addressed in this summary include updates to the national and regional economic outlook and reduction in revenue resulting from changes in the district's interlocal agreement with WhidbeyHealth.

Download the complete [CWIFR Integrated Comprehensive Plan Volume 5-Long Term Financial Plan](#) (CWIFR, CWIFR, 2018b).

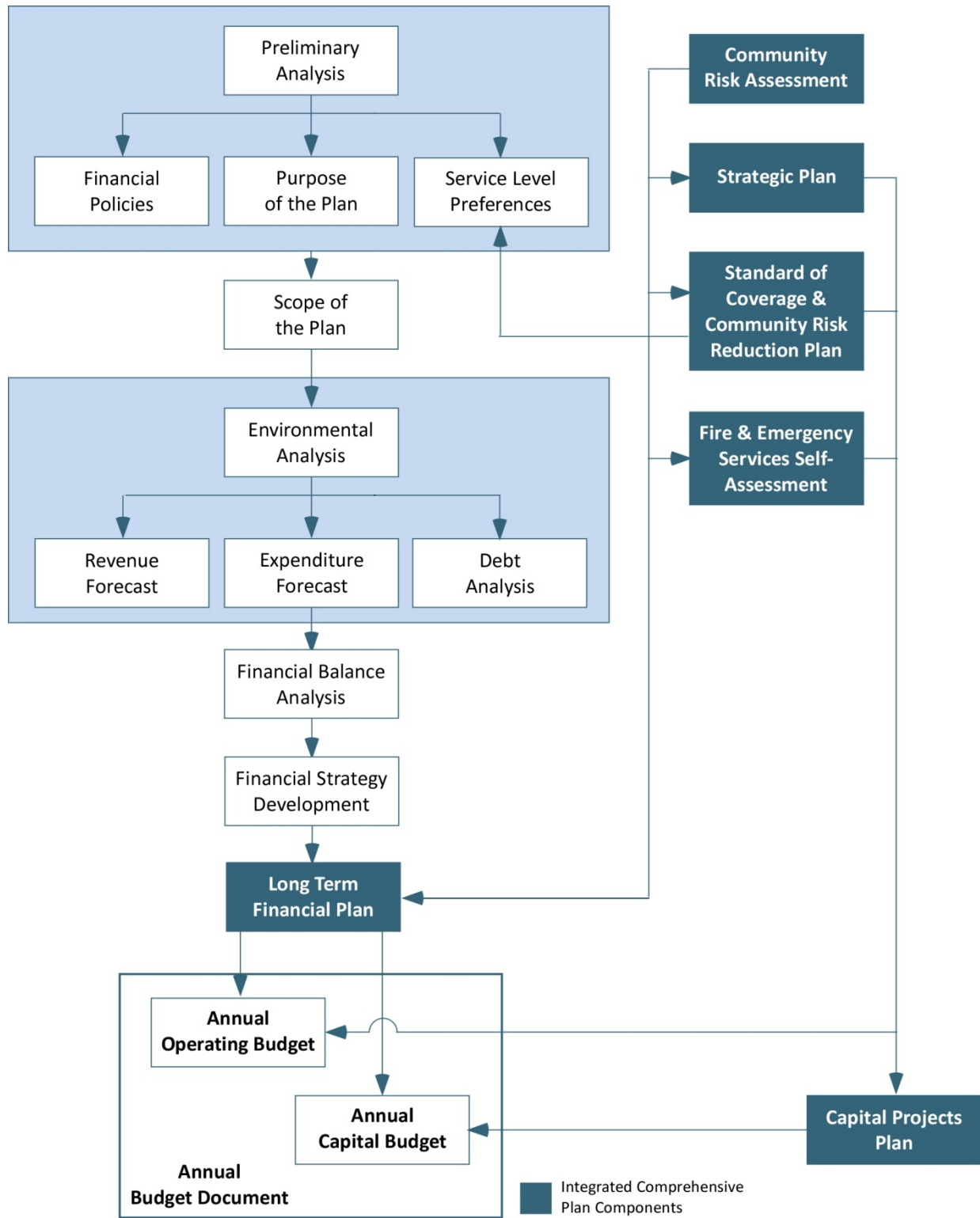
### Long Term Financial Planning

Long term financial planning involves resource and requirements forecasting and strategizing how to meet both current and future needs of the community. This process requires developing a financial forecast projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables.

#### *Financial Planning Process*

As with all municipal corporations in Washington state, the district has an ongoing struggle with the gap between increasing expense and constitutionally limited increases in tax revenue. To address these ongoing fiscal challenges, the district has adapted fiscal environment analysis (FEA) (Kavanagh, 2007) as a method for measuring and evaluating fiscal condition and to provide comprehensive long-term fiscal planning consistent with the best practices advocated by the Government Finance Officers Association (GFOA, 2008). Since 2010, Central Whidbey Island Fire & Rescue has used scenario based financial planning to address fiscal challenges and chart a course for the future. Subsequently, long-term financial planning has been established as an integral component of the district's Integrated Comprehensive Plan (CWIFR, 2018e). Figure 31, illustrates the relationship between long-term financial planning the other elements of the integrated comprehensive plan, and the district's annual operating and capital budgets.

Figure 31. Financial Planning Process



Note: Adapted from Kavanaugh, S. (2007) Financing the Future. Chicago: Government Finance Officers Association



The district's long-term financial plan is reviewed annually as part of the annual budget process and updated at the end of the fourth quarter on a two-year cycle (CWIFR 2018e). Revisions to the long-term financial plan are re-adopted by the board of fire commissioners by resolution.

### **Purpose of the Plan**

The purpose of Central Whidbey Island Fire & Rescue's long-term financial plan is to provide guidance to meeting the community's desired level of service on a fiscally sustainable basis.

### **Scope of the Plan**

Central Whidbey Island Fire & Rescue's long-term financial plan addresses the following funds across a time frame of 10 years:

- General fund
- Capital projects fund
- Compensated absences fund
- Bond fund
- Debt service fund

While the district's long-term financial plan has a 10-year planning horizon, the plan is reviewed on an annual basis as part of the budget process and is revised on a two-year cycle (or more frequently if necessary) to ensure currency with anticipated changes in economic conditions. For example, the 2017 Long Term Financial Plan was revised in 2018 (rather than 2019) due to passage of a voter approved bond measure that allowed the district to achieve the financial goals previously established in the plan.

### **Current Fiscal Position**

Since development of the districts first long-term financial plan (separate from its strategic plan) in 2015, Central Whidbey Island Fire & Rescue has achieved the fiscal goals established in that plan and significantly improved its financial position.

- Revenue from the general levy and interlocal agreements is adequate for current operations.
- The district's current (2019) general levy rate is \$1.23/\$1,000.
- The district's general levy rate is anticipated to be reduced to \$1.13/\$1,000 in 2020 based on increased assessed valuation and new construction.
- The district has renegotiated its interlocal agreement with WhidbeyHealth to staff a basic life support (BLS) ambulance with \$281,000 in annual revenue (\$79,505 increase from the previous agreement).
- In 2020, the general fund beginning balance is anticipated to be approximately 114% of budgeted expenses, exceeding the minimum set aside of 43% (33% plus 10% contingency) established by the board of fire commissioners.

- In 2020 the general fund beginning balance will decrease annually (absent an increase in revenue). This change was anticipated based on constitutional limitations in property tax increases and is addressed in this long-term financial plan.
- Adequate funding is available in the capital projects fund and bond fund for programmed capital projects. The capital projects fund is 77.33% funded for apparatus and equipment in 2020 and the percentage of funding is anticipated to increase consistently over the next several years.
- The district's compensated absences fund is projected to be funded at 61.05% of projected liabilities in 2020 (up from 11.86% in 2019) with continued improvements and adequate cash flow for the foreseeable future.
- Proceeds from an unlimited tax general obligation Bond approved by the voters in November 2017 were deposited prior to the end of 2017 providing a beginning balance of \$7,424,544 in 2018. This balance will be drawn down as capital projects funded by the bond (Station 53 renovation and three type 1 engines) are completed between 2018 and 2021.
- Debt service on the district's unlimited tax general obligation (UTGO) bond is funded through a separate, voter approved bond levy.
- The district's current (2018) bond levy rate is \$0.22/1,000.
- The district maintains AAA bond rating with Standard and Poor's.

While the district is financially healthy, it faces several fiscal pressures that have current impact or will impact financial position in the mid to long-term.

- Constitutional and statutory limitations on revenue continue to provide a challenge to maintaining service levels in the face of rising expenses and increased demand for service.
- Increases in the state minimum wage have and continue to directly and indirectly impact personal services expense.
- The current interlocal agreement with WhidbeyHealth to staff a basic life support (BLS) ambulance is in effect through the end of 2020, with continuation dependent on successful negotiations between the district and the hospital.
- The district does not have enough revenue to fund identified capital facilities needs beyond those currently programmed.

This long-term financial plan identifies strategies to address maintaining a solid fiscal position and to address these challenges.

### **Financial Planning Assumptions**

The district's annual operating and capital budgets (short term perspective), capital projects plan (long-term perspective), and Financial Plan (long-term perspective) must out of necessity be based on assumptions about the future. Transparency in fiscal decision-making and policy require that these assumptions be clearly stated and shared to ensure a common understanding.

### **General Economic Assumptions**

There are several assumptions about the economy of the United States, Washington State, Island County, and the local community that must be considered in both the short- and long-term.

**Assumption G1:** A recession is likely to begin in late 2020 or 2021 and is anticipated to last less than 12 months (although this may be impacted by the volatility of the political environment).

**Assumption G2:** A recession impacting the United States economy will by default impact Washington State, Island County, and the local economy. It is likely that recovery will be slower in Island County than in the remainder of the state.

**Assumption G3:** Real estate values will be negatively impacted by a recession, but unlike the great recession of 2008, a recession in late 2020 or 2021 will impact real estate values to as great an extent and real estate will likely be a leading influence on economic recovery with resumption of more normal growth in real estate value in 2022 and 2023.

These assumptions are supported by analysis of the Economic Outlook presented in CWIFR's *Integrated Comprehensive Plan Volume 5 – Long-Term Financial Plan* (CWIFR, 2018b, Pages 39-59).

**Update:** The fundamental factors impacting on the national, state, regional, and local economies remain consistent with the analysis provided in the district's long-term financial plan. However, there is considerable variation between economists in the likelihood of a recession in 2020 as well as its relative impact and duration. As such, the general assumptions stated in the long-term financial plan have been retained in this summary included in the 2020 adopted district budget, but the timeline for potential economic recession has been shifted forward (from 2019 to 2020).

### **Revenue Assumptions**

Central Whidbey Island Fire & Rescue's (CWIFR's) long term financial plan is based on three constitutional and statutory limitations and nine assumptions regarding revenue.

The *Washington State Constitution* and related laws strictly limit the amount of property tax that local taxing districts can levy. While tax limitations are complex, there are three particularly important limitations for fire districts. These limitations are accepted as given within the context of the financial planning process:

**Constitutional Limitation:** Initiative 747, passed by the state's voters in 2001 which changed the state constitution to limit annual increases in property taxes levied to 1%, plus revenue from new construction added to the tax rolls in the previous year (Washington State Constitution Amendment 95 Article 7 Section 2).

Washington House Bill (HB) 1764 considered in the 2017 legislative session proposed replacement of the 1% property tax limitation with a limitation tied to cost drivers such as inflation and increases in population and a cap of 5%. This bill did not pass but indicates that there is awareness in the legislature of the negative impacts of the 1%

limitation on the ability of local governments to meet the service delivery requirements of their respective communities.

**Statutory Limitation-Fire Districts:** The *Revised Code of Washington (RCW)* limits fire districts to a maximum regular property tax rate of \$1.50/1,000 of assessed value (RCW 52.16.130, 140, 160).

**Statutory Limitation Emergency Medical Services (EMS):** The *RCW* allows an EMS levy to a maximum regular property tax rate of \$0.50/1,000 of assessed value (RCW 84.062.59). The Whidbey Island Public Hospital District levies this tax and other taxing districts within the hospital district's boundaries are precluded from levying a tax for EMS services.

The rationale behind the tax structure as set up in the state constitution and related laws is that the amount that it costs to deliver essential government services such as fire protection, rescue, and emergency medical care is not based on the value of your property. Cost should be based on the level of service desired by the community, with the cost shared based on property value.

While it is necessary to present a lid lift to the voters when additional funds are needed to maintain the district's service level, success of such measures is dependent on public trust, desire to maintain current service level, and economic conditions.

**Assumption R1:** Growth in the district's revenue will be slow, but stable over the duration of this plan with a levy rate below the statutory maximum of \$1.50 for the general levy. Provided that the district's general levy rate is below \$1.50/1,000 assessed valuation (AV), revenue will not decrease even if AV decreases. Revenue from the district's unlimited tax general obligation (UTGO) bond levy is not impacted by fluctuations in AV.

**Assumption R2:** The district's Assessed Valuation (AV) will increase between 5% and 10% per year over the next two years, reducing the district's levy rate while maintaining a maximum 1% increase in the district's maximum tax levy.

**Assumption R3:** Growth in the district's AV will lag changes in real estate prices due to a future recession by approximately two years.

**Assumption R4:** In the long-term, average annual increase in AV will be close to the historic level of 7% (an average annual increase of 5% is used in this plan).

**Assumption R5:** In the long-term, the average annual increase in AV due to new construction will be between \$7,000,000 and \$15,000,000 (this is included in Assumption R4).

**Assumption R6:** In the long-term, the district will collect 100% of property taxes in the year in which they are levied (based on historical data for tax collection within the district).

**Assumption R7:** Revenue generated through the interlocal agreement between the district and WhidbeyHealth to staff a basic life support (BLS) is funded at \$281,000.

**Assumption R8:** Revenue generated through interlocal agreements with the Town of Coupeville and Island County for Fire Prevention Inspections will continue at their current level in the near term.

**Assumption R9:** Future increases in revenue generated through the interlocal agreements with WhidbeyHealth, The Town of Coupeville, and Island County are unknown but challenged by the similar economic factors and constraints impacting all special districts in Washington State.

These assumptions are supported by analysis of the economic outlook presented in Central Whidbey Island Fire & Rescue's (CWIFR's) *Integrated Comprehensive Plan Volume 5 – Long-Term Financial Plan* (CWIFR, 2018b, Pages 39-59).

**Update:** The changes in assumptions related to revenue include timing and impacts of a potential economic recession in 2020-2021 and changes in the interlocal agreement with WhidbeyHealth resulting in an increase in revenue in 2020.

#### **Expenditure Assumptions**

Expenditure assumptions are influenced by inflation in the long-term. As discussed in examination of the national and regional economic outlook, there are multiple measures of inflation, but all follow the same general trend, with cost increasing over time.

CWIFR's long term financial plan is based on one statutory impact and five assumptions regarding expenditures.

**Minimum Wage Statute:** Initiative 1433 passed by Washington state voters in 2016 and *Revised Code of Washington (RCW) 49.46.020* resulted in a 42.55% increase in the minimum wage over four years (2017-2020). Beyond 2020, the minimum wage will be adjusted based on the CPI-W.

This statutory impact on the minimum wage has a direct impact on the district's part-time staff and indirect impact on all personal services expenses due to upward pressure on wages across the board. Minimum wage increases also have the potential to impact other expenses for locally sources goods and services.

**Assumption E1:** The CPI-U and CPI-W are likely to increase between 1.5% and 3% per year over the next several years (Knoema, 2019).

**Assumption E2:** The cost of equipment and services not included in the CPI-U or CPI-W are also likely to increase between 1.5% and 3% per year over the next several years (Knoema, 2019).

**Assumption E3:** The State's minimum wage is likely to increase between 1.5% and 3% based on increases in the CPI-W. The state's minimum wage statute (RCW 49.46.020) will have direct impact on personal services expense for the district's part-time staff as compensation will need to be increased to keep pace with increases to the minimum wage. This change may also have an indirect impact on full-time staff due to compression between the lower and higher pay grades.

**Assumption E4:** The district will maintain a total compensation position for executive staff and full-time employees represented by the International Association of Firefighters (IAFF) Local 4299 at or near the median of comparable agencies. While not specifically tied to the CPI, it is likely that this median will increase at approximately the same rate as the CPI-U and CPI-W.

These assumptions are supported by analysis of the Economic Outlook presented in CWIFR's *Integrated Comprehensive Plan Volume 5 – Long-Term Financial Plan* (CWIFR, 2018b, Pages 39-59). The district uses the national Consumer Price Index-All Urban Consumers (CPI-U) as recommended by the Bureau of Labor Statistics (MRSC, 2018c & BLS, 2018) as a basis for anticipating increases in personal service. In the short term, expenditures are also impacted by statutory changes to the Washington state minimum wage, which is driven by statute in 2019-2020 and the Consumer Price Index- Urban Wage Earners and Clerical Workers (CPI-W) in subsequent years.

Based on board of fire commissioners' policy direction, the district has maintained a total compensation position in the labor market at or near the median of comparable agencies. Total compensation studies are completed by Central Whidbey Island Fire & Rescue (CWIFR) on a two-year (executive and part-time staff) cycle or on the duration of the collective bargaining agreement for represented employees.

**Update:** The district's 2019 expense assumption have been extended into 2019 reinforced by a broad range of forecasted changes in the overall inflation rate in the United States (Knoema, 2019).

### **Debt Assumptions**

Debt has been broadly interpreted to mean all borrowed money payable from taxes. This includes all general obligation debt, but not obligations payable from nontax revenue sources, such as revenue bonds. Also, obligations that can be discharged from funds currently available, such as warrants and accounts payable, are not considered debt for purposes of these statutes. The amount of debt that may be issued by governmental entities in Washington is limited by Article VIII Section 6 of the State Constitution and by individual statutes pertaining to the specific type of governmental entity.

There are several debt limitations based on the provisions of the *Washington State Constitution* and *Revised Code of Washington (RCW)*. These limitations are accepted as given within the context of the financial planning process:

**Statutory Debt Limitations:** In accordance with the provisions of the *Revised Code of Washington (RCW) 52.16.061 General obligation bonds – Issuance – Limitations*, the district is limited to an amount equal to 0.375 percent of assessed valuation for non-voted debt and 1.25 percent of assessed valuation for voted debt. Any non-voted debt issued counts as part of the overall 1.25 percent limit.

Debt capacity is determined based on the following factors:

- Total assessed taxable property value
- Total amount of general obligation debt (inclusive of voted and non-voted debt)
- Amount of assets available to pay the debt

Assets available to pay debt include all applicable cash and cash equivalents available for the payment of general obligations. This includes cash in debt service funds reserved for the payment of general obligation debt. Generally, cash outside of debt service funds is used to meet current obligations. The following types of funds are not available to pay debt service:

- Cash or investments that are restricted for other than debt payment purposes
- Cash or investments that will be used to make interest payments during the initial months of the subsequent fiscal year prior to property tax collections.
- Uncollected taxes from prior years except taxes specifically levied for debt redemption.

Non-voted debt is issued without a vote of the taxpayers. The debt service on non-voted debt is paid out of general government revenues. Voted debt is authorized by the taxpayers at an election. The debt service on voted debt is paid from excess property tax levies under *RCW 84.52.056*.

The district's voters approved a \$7,424,543, 20-year bank qualified unlimited tax general obligation (UTGO) bond in November 2017 for renovation and expansion of Fire Station 53 and acquisition of three type 1 fire engines. After passage of this bond measure, the district received the highest bond rating grade of AAA from Standard and Poor's (2017). The AAA bond rating grade was based on the following key factors: 1) Demonstrated track record of very strong fund balances in the general fund; 2) Strength of the local economy; 3) Growth in assessed value; 4) Financial management practices and policies; and 5) Experienced management in operating the district in an efficient manner

CWIFR's long-term financial plan reflects the following given and three assumptions regarding debt:

**Current Debt:** In 2017, the district issued \$7,424,543 in unlimited tax general obligation (UTGO) bonds. The district's voter approved bond levy generates revenue required for debt service on these bonds and the bond levy rate will decrease as assessed value increases.

Assumptions related to debt reflect the district's capital projects plan and financial policies.

**Assumption D1:** The district does not currently have and does not anticipate any limited tax general obligation (LTGO) debt.

**Assumption D2:** The district does not anticipate addition of any additional unlimited tax general obligation (UTGO) debt within the duration of this plan.

**Assumption D3:** The district anticipates maintaining its AAA bond rating.

### Financial Balance Analysis

Measuring and evaluating the fiscal condition of a municipal corporation such as a fire district is complex and whatever framework is used, evaluation requires knowledge of the jurisdiction and experienced judgment. Measurement and evaluation of fiscal condition is an ongoing process that must consider both internal factors and the influence of the external environment.

Assessment of fiscal conditions generally attempts to answer the ability of a governmental entity to do one or more of the following (Ramsey, 2013):

- Pay current bills
- Balance the annual budget
- Satisfy long-term financial obligations
- Meet current service level requirements
- Meet future service level requirements

Consistent with the board of fire commissioner's conservative fiscal philosophy, adopted policies and standard operating guidelines, the district maintains a balanced budget with revenues exceeding expenditures. In addition, the district maintains a general fund ending balance of 43% of budgeted expenditures in the subsequent year to provide:

- Adequate beginning balance in the general fund to meet current expense in advance of receipt of tax revenue in April (estimated as 33% of the maintenance and operations budget)
- Contingency comprised of 10% of the maintenance and operations budget for use in the event of unbudgeted or unanticipated expenses, if authorized by the board of fire commissioners.

Use of voter approved, unlimited tax general obligation (UTGO) bonds with a related bond levy (separate from the district's general levy) has allowed the district to address several major capital projects, while maintaining current service levels.

While the current position of the district is fiscally sound, constructional and statutory limits on revenue increase in combination with the increasing expense of maintaining current service delivery levels presents the district with a challenge; increase revenue or decrease the level of service to the community. To this point, the board of fire commissioners and the district's voters have indicated a preference to maintain or improve the level of service provided to our community.



## Financial Strategy

Scenario planning is a powerful tool in establishment of strategic direction and priorities. Scenarios provide perspective on potential events and their consequences, providing a decision-making context for policy makers and managers. Scenarios focus on the interrelated effect of multiple factors and provide alternative views of the future. With consideration of a range of possible futures, decisions are better informed, and a strategy based on this deeper insight is more likely to succeed.

Potential financial strategies in the district's long-term financial plan are based on examination of two basic scenarios. The first, a baseline scenario examines fiscal conditions without any action to increase general levy revenue to address capital projects and/or maintain current service delivery levels. The second scenario examines use of a lid lift to maintain current service delivery levels and address capital projects requirements.

It is essential to remember that these scenarios are not predictions! Key variables such as changes in assessed valuation (AV), inflation rate, and service level demand are defined based on consideration of historical data along with likely variation (but actual changes may be somewhat different than defined in the scenarios).

### *Analysis of Fiscal Position*

Analysis of CWIFR's fiscal position presented in each scenario must be considered on multiple dimensions. These include:

- The district's ability to maintain a balanced budget as indicated by a positive general fund cash flow.
- Multi-year trends in beginning fund balance (increasing or decreasing) for each fund.
- Adequacy of the general fund beginning balance of at least 43% of budgeted maintenance and operations expenses (Inclusive of a contingency reserve of 10%).
- Ability to maintain adequate funding and cash flow in the capital projects fund to meet capital apparatus and equipment needs and to meet programmed capital facility needs.

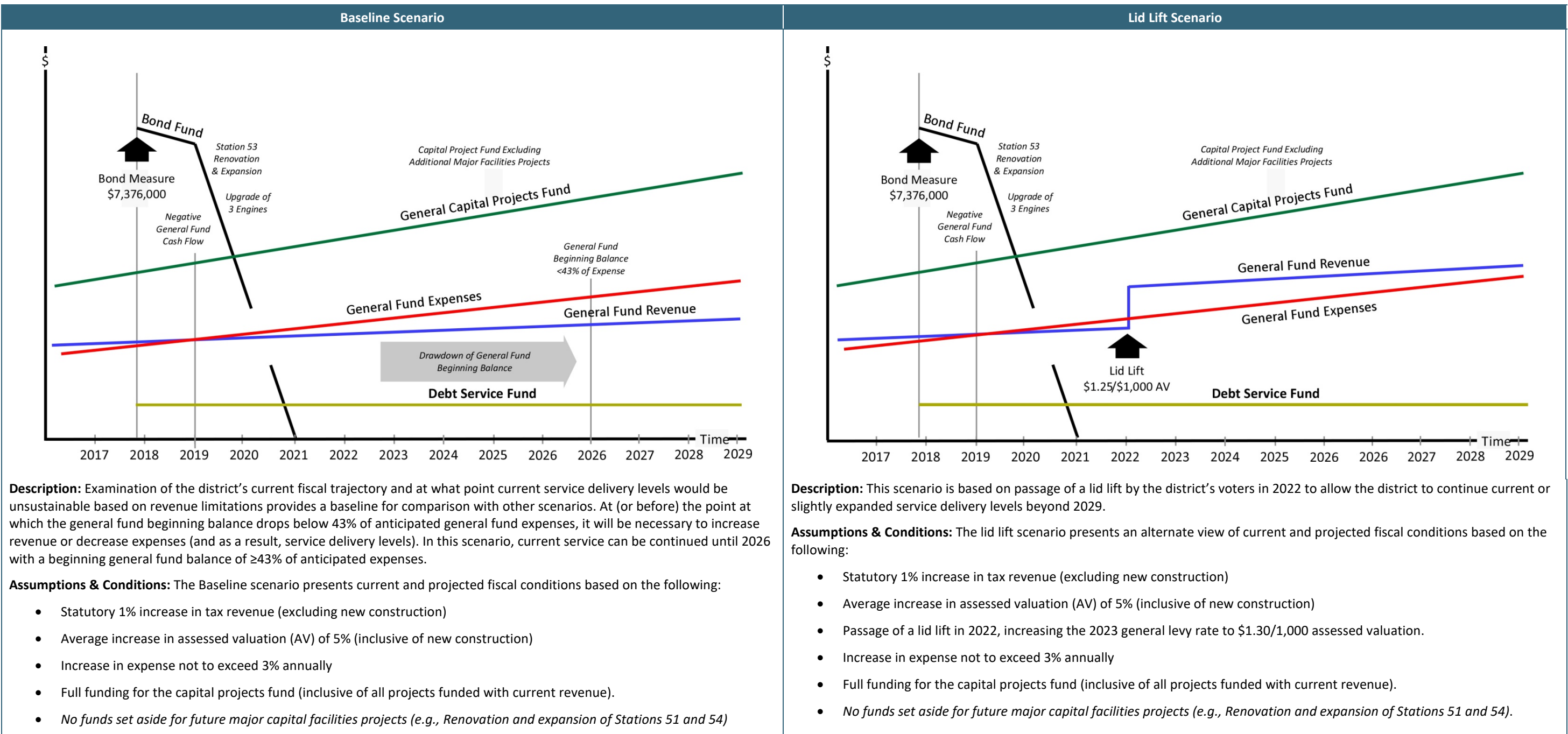
### *Overview of Scenarios*

Table 48 provides an overview of the two scenarios examined in the long-term financial plan; Baseline and lid lift. Graphs are provided in this table to provide a conceptual picture of the scenarios and outcomes. It is important to note that these graphs are not drawn to exact scale but are configured to provide a clear illustration of the concepts involved in limited space.

This summary provides detailed financial analysis of the lid lift scenario (supporting the district's financial strategy as discussed in the subsequent section of this Appendix). Detailed financial analysis is of the baseline scenario provided in *Integrated Comprehensive Plan Volume 5 – Long-Term Financial Plan* (CWIFR, 2018b).

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Table 48. Fiscal Scenario Overview



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**Lid Lift Scenario**

**Update:** There is a bit of complexity in revenue and expense in 2019 and 2020. On the revenue side, the district renegotiated its interlocal agreement with WhidbeyHealth in September 2019. This resulted in a \$26,502 in additional revenue in 2019 and \$79,505 in additional revenue projected in 2020. Three factors impacted on expense in 2019:

- The district renegotiated its collective bargaining agreement with Local 4299 International Association of Firefighters which resulted in a \$33,811 annual increase in expense.
- One full-time employee was off work with a long-term illness and turnover resulted in part time staffing shortages that resulted in \$20,000 of overtime expense to maintain shift coverage.
- The district added one full-time firefighter/emergency medical technician in October 2019 and reduced budgeted part-time staffing to increase the reliability of shift coverage with an expense of \$22,590.

In 2020, the district will add another full-time firefighter/emergency medical technician to improve on-duty staffing.

Due to the factors identified in this update, the district had a 17.51% increase in budgeted general fund expense in 2019 and projects a 6.6% increase in expense in 2020. However, these increases are offset to in part by increased revenue from the WhidbeyHealth interlocal agreement.

The district entered a negative cash flow condition in 2019. Under present fiscal conditions, the district will be able to maintain current service delivery levels until 2027. Absent an increase in revenue prior to that time, the district would need to reduce service delivery levels related expenses to maintain a balanced budget. A modest increase in tax revenue will allow the district to maintain or improve service delivery levels well past the term of this long-term financial plan. The lid lift scenario is based on a voter approved increase in 2022 increasing the 2023 levy rate to \$1.30/1,000 (lid lift) and presents an alternate view of current and projected fiscal conditions given the following assumptions:

- Statutory 1% increase in tax revenue (excluding new construction)
- Average increase in Assessed Valuation (AV) of 5.0%
- Increase in expense not to exceed 3.00% annually
- Transfer of funds from the general fund to the capital projects fund to maintain adequate cash flow to meet capital apparatus and equipment needs and in excess of 90% full funding in the near term.
- No funds set aside for capital facilities projects other than those currently programmed.
- Passage of a lid lift in 2022, increasing the district's 2023 general levy rate to \$1.30/1,000 AV.

As illustrated in Table 49, this lid lift would permit the district to sustain current service delivery levels well past 2030 based on the policy to maintain a beginning general fund Balance of 43% of budgeted expenditures (10% contingency and 33% for expenditures prior to receipt of current year tax revenue).

Table 49. Lid Lift Long Term Cash Flow Projection (Revision 10.1)

General Fund	Actual 2018	Adjusted 2019	Adopted 2020	Projected									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Beginning General Fund Balance</b>	\$2,777,233	\$3,033,546	\$2,881,537	\$2,803,131	\$2,680,674	\$2,518,221	\$3,164,212	\$3,789,464	\$4,403,862	\$4,993,961	\$5,559,396	\$6,097,643	\$6,605,468
Contingency (Administrative) Fund (10% of M&O)	\$230,532	\$235,886	\$259,017	\$266,787	\$274,791	\$283,035	\$291,526	\$300,271	\$309,280	\$318,558	\$328,115	\$337,958	\$348,097
Beginning GF Balance (Less Contingency)	\$2,546,701	\$2,797,661	\$2,622,520	\$2,536,344	\$2,405,883	\$2,235,186	\$2,872,686	\$3,489,193	\$4,094,583	\$4,675,403	\$5,231,281	\$5,759,685	\$6,257,371
<b>Revenue</b>													
Taxes	\$2,228,270	\$2,344,800	\$2,401,816	\$2,443,409	\$2,484,776	\$3,377,416	\$3,434,596	\$3,492,744	\$3,551,876	\$3,612,009	\$3,673,160	\$3,735,347	\$3,798,586
State Generated Revenue	\$8,075	\$14,476	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Charges for Service	\$210,114	\$239,144	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000
Miscellaneous Revenue	\$71,366	\$18,011	\$44,793	\$43,944	\$42,618	\$40,860	\$47,853	\$54,621	\$61,272	\$67,660	\$73,780	\$79,607	\$85,104
Other Revenue	\$10,251	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total Operating Revenues	\$2,528,077	\$2,618,931	\$2,750,109	\$2,790,853	\$2,830,894	\$3,721,776	\$3,785,949	\$3,850,865	\$3,916,648	\$3,983,169	\$4,050,441	\$4,118,454	\$4,187,191
<b>Expenditures</b>													
Regular Budgeted Expenditures (M&O General Fund)	\$2,066,196	\$2,428,060	\$2,590,168	\$2,667,873	\$2,747,909	\$2,830,347	\$2,915,257	\$3,002,715	\$3,092,796	\$3,185,580	\$3,281,147	\$3,379,582	\$3,480,969
Contingency Expenditures	\$0	\$76,401	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,066,196	\$2,504,461	\$2,590,168	\$2,667,873	\$2,747,909	\$2,830,347	\$2,915,257	\$3,002,715	\$3,092,796	\$3,185,580	\$3,281,147	\$3,379,582	\$3,480,969
<b>Interfund Transfers</b>													
To General Capital Projects Fund	\$203,746	\$231,119	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331
To Compensated Absences Fund	\$1,431	\$35,360	\$28,016	\$35,106	\$35,107	\$35,108	\$35,109	\$23,421	\$23,422	\$21,823	\$20,716	\$20,717	\$19,989
To Grants Management Fund	\$1,186	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers From General Fund	\$206,363	\$266,479	\$238,347	\$245,437	\$245,438	\$245,439	\$245,440	\$233,752	\$233,753	\$232,153	\$231,047	\$231,048	\$230,320
<b>Ending General Fund Balance</b>													
Contingency (Administrative) Fund Ending Balance	\$230,532	\$159,485	\$259,017	\$266,787	\$274,791	\$283,035	\$291,526	\$300,271	\$309,280	\$318,558	\$328,115	\$337,958	\$348,097
Ending GF Balance (Less Contingency)	\$2,802,218	\$2,722,053	\$2,544,114	\$2,413,887	\$2,243,430	\$2,881,177	\$3,497,938	\$4,103,591	\$4,684,681	\$5,240,838	\$5,769,528	\$6,267,510	\$6,733,273
<b>Total Ending General Fund Balance</b>	\$3,033,546	\$2,881,537	\$2,803,131	\$2,680,674	\$2,518,221	\$3,164,212	\$3,789,464	\$4,403,862	\$4,993,961	\$5,559,396	\$6,097,643	\$6,605,468	\$7,081,370
<b>Capital Projects Fund</b>	<b>Actual 2018</b>	<b>Adjusted 2019</b>	<b>Adopted 2020</b>	<b>Projected</b>									
				<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Beginning Capital Projects Fund Balance</b>	\$1,664,994	\$1,773,680	\$1,515,715	\$1,398,977	\$1,301,381	\$1,371,371	\$1,597,473	\$1,826,174	\$2,037,978	\$2,256,887	\$2,362,914	\$2,600,418	\$2,746,442
<b>Revenue</b>													
Miscellaneous Revenue (Investment Interest)	\$17,676	\$3,364	\$18,189	\$16,788	\$15,617	\$16,456	\$19,170	\$21,914	\$24,456	\$27,083	\$28,355	\$31,205	\$32,957
<b>Interfund Transfers</b>													
From General Fund	\$203,746	\$205,119	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331	\$210,331
<b>Expenditures</b>													
Investment Fee	\$238	\$168	\$758	\$699	\$651	\$686	\$799	\$913	\$1,019	\$1,128	\$1,181	\$1,300	\$1,373
Vouchers (Capital Projects Fund)	\$112,498	\$466,280	\$344,500	\$324,015	\$155,306	\$0	\$0	\$19,528	\$14,859	\$130,258	\$0	\$94,211	\$94,211
<b>Ending Capital Projects Fund Balance</b>	\$1,773,680	\$1,515,715	\$1,398,977	\$1,301,381	\$1,371,371	\$1,597,473	\$1,826,174	\$2,037,978	\$2,256,887	\$2,362,914	\$2,600,418	\$2,746,442	\$2,894,146

Table 46. Lid Lift Long Term Cash Flow Projection (Revision 10.1) Continued

Bond Fund	Actual 2018	Adjusted 2019	Adopted 2020	Projected									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Beginning Bond Fund Balance</b>	\$7,424,543	\$7,448,458	\$7,235,458	\$1,491,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Revenue</b>													
Taxes-Bond Levy	\$364,112	\$372,700	\$385,300	\$401,250	\$411,600	\$426,500	\$440,800	\$457,400	\$473,000	\$492,600	\$506,000	\$523,400	\$544,600
Miscellaneous Revenue (Investment Interest)	\$107,906	\$60,000	\$108,532	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Interfund Transfers</b>													
To Debt Service Fund	\$364,112	\$372,700	\$385,300	\$401,250	\$411,600	\$426,500	\$440,800	\$457,400	\$473,000	\$492,600	\$506,000	\$523,400	\$544,600
<b>Expenditures</b>													
Investment Fee	\$100	\$3,000	\$3,618	\$746	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vouchers (Bond Fund)	\$83,891	\$270,000	\$5,848,775	\$1,490,851	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Bond Fund Balance</b>	\$7,448,458	\$7,235,458	\$1,491,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	Actual 2018	Adjusted 2019	Adopted 2020	Projected									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Beginning Debt Service Balance</b>	\$0	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343
<b>Interfund Transfers</b>													
From Bond Fund	\$364,112	\$372,700	\$385,300	\$401,250	\$411,600	\$426,500	\$440,800	\$457,400	\$473,000	\$492,600	\$506,000	\$523,400	\$544,600
<b>Expenditures</b>													
Vouchers (Debt Service)	\$361,769	\$372,700	\$385,300	\$401,250	\$411,600	\$426,500	\$440,800	\$457,400	\$473,000	\$492,600	\$506,000	\$523,400	\$544,600
<b>Ending Debt Service Balance</b>	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343
Compensated Absences Trust Fund	Actual 2018	Adjusted 2019	Adopted 2020	Projected									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Beginning Compensated Absences Balance</b>	\$29,164	\$30,868	\$43,914	\$72,567	\$108,725	\$145,409	\$182,625	\$143,870	\$169,378	\$175,185	\$182,094	\$205,451	\$211,693
<b>Revenue</b>													
Miscellaneous Revenue (Investment Interest)	\$299	\$71	\$659	\$1,089	\$1,631	\$2,181	\$2,739	\$2,158	\$2,541	\$2,628	\$2,731	\$3,082	\$3,175
<b>Interfund Transfers</b>													
From General Fund	\$1,431	\$35,360	\$28,016	\$35,106	\$35,107	\$35,108	\$35,109	\$23,421	\$23,422	\$21,823	\$20,716	\$20,717	\$19,989
<b>Expenditures</b>													
Investment Fee	\$26	\$25	\$22	\$36	\$54	\$73	\$91	\$72	\$85	\$88	\$91	\$103	\$106
Vouchers (Compensated Absences)	\$0	\$22,360	\$0	\$0	\$0	\$0	\$76,512	\$0	\$20,071	\$17,453	\$0	\$17,453	\$0
<b>Ending Compensated Absences Balance</b>	\$30,868	\$43,914	\$72,567	\$108,725	\$145,409	\$182,625	\$143,870	\$169,378	\$175,185	\$182,094	\$205,451	\$211,693	\$234,752



Table 46. Lid Lift Long Term Cash Flow Projection (Revision 10.1) Continued

Grants Management Fund	Actual	Adjusted	Adopted	Projected									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Beginning Grants Management Balance</b>	\$0	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
<b>Revenue</b>													
Grants	\$29,117	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Interfund Transfers</b>													
From General Fund	\$1,186	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Expenditures</b>													
Vouchers (Grants Management)	\$30,301	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Grants Management Balance</b>	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
All Funds	Actual	Adjusted	Adopted	Projected									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Ending Balance (All Funds)</b>	\$12,288,899	\$11,678,970	\$5,768,617	\$4,093,125	\$4,037,346	\$4,946,655	\$5,761,854	\$6,613,563	\$7,428,377	\$8,106,749	\$8,905,857	\$9,565,948	\$10,212,613

Fiscal Performance Measures	2018	2019	2020	Projected									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Fiscal Responsibility</b>													
General Fund Revenue-General Fund Expense	\$255,517	-\$152,009	-\$78,406	-\$122,457	-\$162,453	\$645,991	\$625,252	\$614,398	\$590,099	\$565,435	\$538,247	\$507,825	\$475,902
Expenditure/Capita	\$247.24	\$297	\$304	\$310	\$316	\$322	\$329	\$335	\$342	\$349	\$355	\$362	\$370
% Change in General Fund Balance	9.23%	-5.01%	-2.72%	-4.37%	-6.06%	25.65%	19.76%	16.21%	13.40%	11.32%	9.68%	8.33%	7.20%
% Change in Capital Projects Fund Balance	6.53%	-14.54%	-7.70%	-6.98%	5.38%	16.49%	14.32%	11.60%	10.74%	4.70%	10.05%	5.62%	5.38%
% Change in Compensated Absences Fund Balance	5.84%	42.26%	65.25%	49.83%	33.74%	25.59%	-21.22%	17.73%	3.43%	3.94%	12.83%	3.04%	10.89%
General Fund Cash Flow/General Fund Revenue	10.11%	-5.80%	-2.85%	-4.39%	-5.74%	17.36%	16.52%	15.95%	15.07%	14.20%	13.29%	12.33%	11.37%
General Fund Ending Balance/General Fund Revenue	119.99%	110.03%	101.93%	96.05%	88.95%	85.02%	100.09%	114.36%	127.51%	139.57%	150.54%	160.39%	169.12%
Long Term Debt/Assessed Value	0.38%	0.34%	0.29%	0.27%	0.25%	0.23%	0.21%	0.19%	0.17%	0.16%	0.14%	0.12%	0.11%
Debt Service/Operating Revenue	12.06%	12.21%	11.88%	12.57%	12.69%	10.28%	10.43%	10.62%	10.78%	11.01%	11.11%	11.28%	11.51%
% Full Funding of Contingency (Administrative) Fund	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Full Funding of Capital Projects Fund	123.14%	147.52%	77.33%	77.24%	80.12%	90.57%	93.19%	93.57%	94.95%	95.61%	98.08%	97.39%	98.51%
% Full Funding of Compensated Absences Fund	11.31%	11.86%	61.05%	67.80%	76.49%	82.04%	134.43%	90.33%	100.24%	97.94%	91.24%	98.60%	92.70%
<b>Adequacy &amp; Sustainability of Funding</b>													
General Fund Balance as a % of GF Expense	134.41%	121.13%	111.25%	105.07%	97.55%	88.97%	108.54%	126.20%	142.39%	156.77%	169.43%	180.43%	189.76%
Revenue/Capita	\$348.23	\$354.84	\$370.00	\$372.81	\$374.84	\$474.41	\$478.93	\$483.53	\$488.06	\$492.94	\$496.95	\$501.54	\$506.32
Intergovernmental Revenues/Total Revenues	6.96%	9.13%	10.65%	10.50%	10.35%	7.87%	7.74%	7.61%	7.48%	7.36%	7.23%	7.11%	7.00%
Property Tax/Total Revenues	73.83%	76.75%	73.61%	76.12%	76.23%	81.05%	80.84%	80.62%	80.42%	80.17%	80.07%	79.88%	79.67%
General Levy Rate	\$1.31	\$1.23	\$1.13	\$1.04	\$1.00	\$1.30	\$1.26	\$1.22	\$1.18	\$1.14	\$1.11	\$1.07	\$1.04
General Levy Rate/Maximum Levy Rate (\$1.50)	87.09%	81.94%	75.33%	69.13%	66.95%	86.67%	83.94%	81.29%	78.73%	76.25%	73.85%	71.53%	69.27%
Bond Levy Rate	\$0.22	\$0.22	\$0.19	\$0.18	\$0.18	\$0.18	\$0.17	\$0.17	\$0.17	\$0.17	\$0.16	\$0.16	\$0.16
Total Levy (General Levy+Bond Levy)	\$1.53	\$1.45	\$1.32	\$1.22	\$1.18	\$1.48	\$1.43	\$1.39	\$1.35	\$1.31	\$1.27	\$1.23	\$1.20

Note: Per capita values are based on an estimated 1% annual increase in population.

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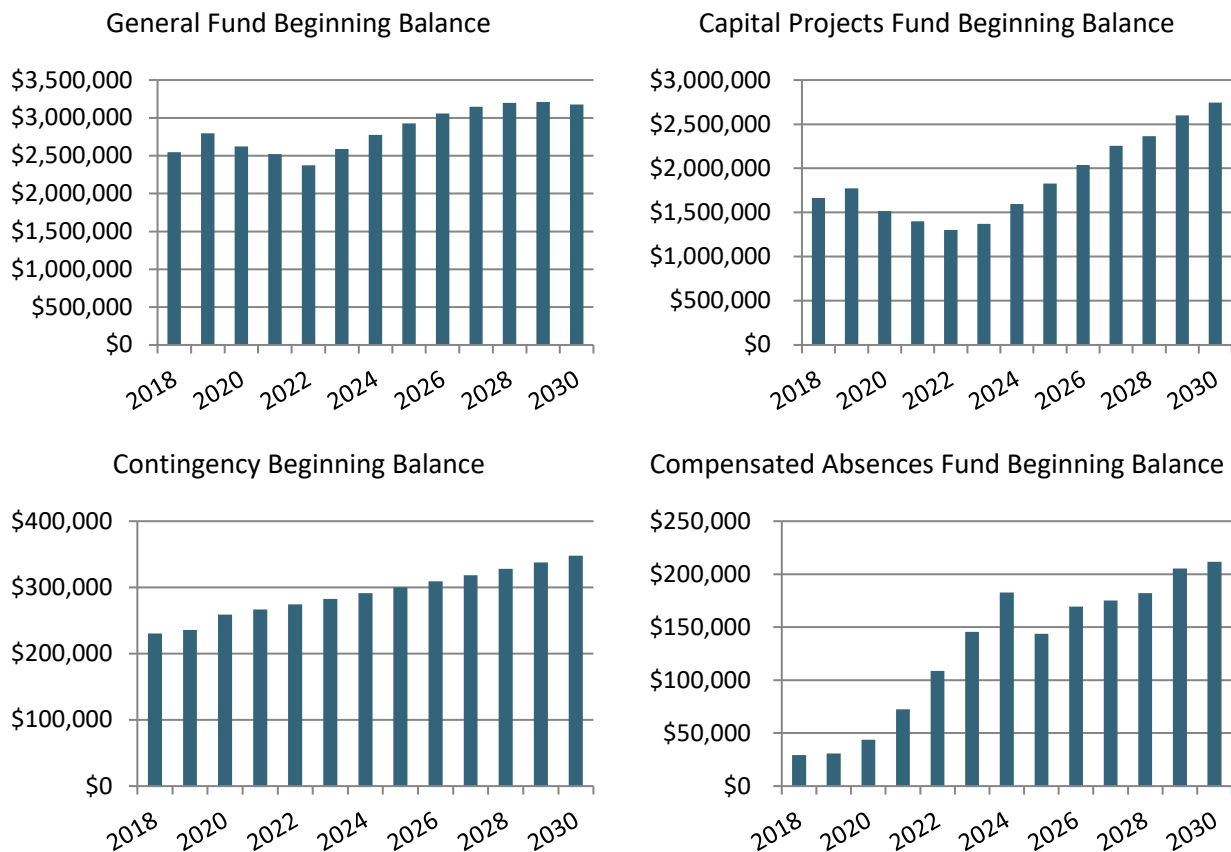
**General Fund Cash Flow**

As illustrated in Table 46, the district experiences a negative cash flow (revenue minus general fund Expense and transfers to other funds) in 2019 through 2022. Passage of a lid lift in 2024 returns the district to a positive cash flow and maintains an adequate general fund beginning balance (greater than 43% of anticipated expenses) beyond 2030.

**Beginning Fund Balance Trends**

As in the Baseline Scenario, the general fund beginning balance began a continual decline in 2019. However, passage of a lid lift in 2022 will reverse this trend with positive cash flow continuing to 2029. The contingency beginning balance will remain consistent at 10% of anticipated annual general fund expenditures. The capital projects fund beginning balance fluctuates because of the timing of capital projects. With some fluctuation due to retirements, the beginning balance of the compensated absences fund is anticipated to increase over the next ten years to meet current and anticipated liability for compensated absences. Each of these funds is dependent on transfers from the general fund and would potentially be impacted as the general fund beginning balance decreases.

Figure 32. Projected Beginning Balance Trends in the Lid Lift Scenario



The bond fund beginning balance is anticipated to decrease between 2019 and 2021 as capital projects funded by the district’s voter approved, unlimited tax general obligation (UTGO) bond are completed. Subsequently, the beginning balances both the bond and debt service funds are anticipated to fluctuate

throughout the year due to receipt of tax revenue, interfund transfers, and payment of debt service, but to be stable on a year-to-year basis.

#### ***Adequacy of the General Fund Beginning Balance***

The general fund beginning balance must be adequate to meet the district's operational expenses from January through March as tax revenue is received in April and November. The district has an established policy to maintain a minimum general fund beginning balance of 43% of operating Expenses (inclusive of a 10% contingency reserve). As illustrated in Table 46, given a lid lift raising the levy rate to \$1.30/1,000 assessed valuation (AV) in 2022 the district will maintain a general fund beginning balance above this minimum well beyond 2029 while maintaining adequate contingency and transfer to reserves for Capital and Compensated Absences.

#### ***Capital Projects Fund***

There is no change in the capital projects fund or programmed capital projects as presented in the 2020 adopted district budget within the Lid Lift Scenario. However, increased property tax revenue in 2022 will allow continuation of service delivery levels and transfer of adequate funding to the capital projects fund to allow the district to maintain 100% funding for all programmed projects well beyond 2029.

#### ***Considerations***

Increasing revenue through use of a lid lift will allow the district to continue to provide service at current levels beyond 2026. While it would be possible to extend current service further by increasing the levy rate above \$1.30, this would erode the flexibility to absorb increases in levy rate that will occur if assessed valuation decreases. It is also possible to increase the regular levy rate less than \$1.30. However, this would reduce the amount of time that the district could continue its current service delivery levels.

As this scenario places the lid lift several years prior to reaching the minimum beginning balance in the general fund (43% of anticipated expenses), there is flexibility in scheduling placement of the lid lift on the ballot in the 2023-2025 timeframe based on overall economic conditions in the nation, region, and locally.

#### ***The Bottom Line***

Use of a lid lift is a viable option to maintain current service delivery term as increased revenue provided by a lid lift is adequate to meet operational and capital requirements for apparatus and equipment. However, as defined, this option does not provide revenue to future major capital facility needs (e.g. renovation and expansion of Stations 51 and 54).

## Long Term Financial Plan

### *Fundamental Considerations*

As discussed in earlier sections of this plan, Central Whidbey Island Fire & Rescue (CWIFR) is funded predominantly through property taxes. Constitutional and statutory property tax limitations provide a reasonably predictable, but severely constrained tax revenue stream. As the 1% maximum annual increase in the lawful property tax levy does not keep pace with historical levels of inflation, it is necessary from time to time to present the district's voters with an option to increase the general levy to maintain or improve service delivery levels. Similarly, tax limitations make it difficult if not impossible for the district to address major capital projects such as fire station renovation or expansion without additional revenue such as received through a voter approved bond measure such as passed by the district's voters in 2017. Barring a change in the property tax structure within Washington state, this will continue to be a normal part of the district's fiscal planning and operations.

### *Fiscal Goals*

The district strives to provide quality service in an efficient and affordable manner. The Long-Term Financial plan serves to address the district's strategic goals of ensuring adequate and sustainable funding as well as being fiscally responsible and operating with transparency. As outlined in this document, the district's fiscal strategy needs to address funding for capital projects as well as maintenance and operations expenses.

### *Current State*

The district is financially healthy but will begin to experience a negative cash flow and resulting decrease in general fund beginning balance within the next several years. The current general fund balance should allow the district to sustain current service delivery levels through 2026, but will require an increase in revenue or decrease in expenses prior to then to maintain a balanced budget.

### *Action Plan*

Central Whidbey Island Fire & Rescue's financial action plan focuses on the revenue and expense sides of the fiscal equation.

**Revenue:** The district has renegotiated its interlocal agreement with WhidbeyHealth, providing increased revenue in 2020 and scheduled negotiations to discuss extension of this agreement as well as terms and conditions prior to the end of 2020.

The district's fire prevention interlocal agreements with the Town of Coupeville and Island County have remained level funded (fee based on square footage of the occupancies inspected) since their inception. As this program is funded by user fees set by the town and county respectively there is a degree of political complexity in adjusting payment for services. However, the district will explore this option with the parties to these agreements. In addition, there is a possibility to expand the scope of services provided to the Town of Coupeville in which the district would serve as the fire code official for the town. This would increase workload to some extent but would also provide revenue for this work along with additional revenue for work currently being performed.

Central Whidbey Island Fire & Rescue (CWIFR) will also continue to explore interlocal agreements for shared services which may generate revenue or limit cost.

While there is some potential to increase revenue through interlocal agreements providing fees for service, proportionately this is a small percentage of the district's total revenue. Any long-term revenue strategy must also consider property taxes and the district's levy rate. As previously noted, the 1% constitutional limitation on increases in property tax revenue (exclusive of new construction) ensures that expenses will exceed revenue at some point in the future. The district anticipates presenting a lid lift to the voters in 2022 as outlined in the Lid Lift Scenario. However, the exact timing of the lid lift ballot measure will depend on the districts future fiscal performance (e.g., assessed valuation, increase in revenue, and expenses).

**Expenses:** The district's long prospective cash flow analysis in the lid lift scenario is based on a maximum expense increase of 3% annually. However, the district will endeavor to hold below this maximum when possible to do so while meeting current service delivery levels and the communities demand for service.