Finance Subcommittee
Medic One/EMS Strategic Plan & Levy Reauthorization

February 1, 2018
1:00 PM – 3:00 PM
Renton Fire Station 14
1900 Lind Ave SW, Renton
Chair: John Marchione, Mayor of Redmond

Agenda

➢ Opening Remarks & Introductions (5 minutes)

➢ Roles, Timeline, Work Plan and Principles (20 minutes)

➢ Review of Current Economic Circumstances (40 minutes)

➢ Historical Financial Information (40 minutes)

➢ Next Steps/Work Plan revisit (15 minutes)

Next Meeting of the Finance Subcommittee
April 19, 2018 1:00 – 3:00 pm, location TBD

Future Subcommittee Meetings – February 2018
ALS
February 13, 2018 1:00 – 3:00, Renton Fire Station #14 (1900 Lind Avenue SW, Renton)

BLS
February 20, 2018 1:00 – 3:00, Classroom 1 – City of Seattle Joint Training Facility (located at 9401 Myers Way South in Seattle)
**Task:** Finalize Financial Plan and corresponding levy rate to support program recommendations for next levy span.

**Components and considerations include:**
- Programmatic Recommendations
- Reserves and contingencies
- Inflators
- Financial and reserve policies and requirements
- Confidence level implications
- Seattle/King County split
- Assumptions related to income collected outside of property tax

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Finance Subcommittee Work Plan Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting #1</td>
<td><strong>Roles/Responsibilities</strong></td>
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<tr>
<td>February 1, 2018</td>
<td><strong>Review Fundamental Principles</strong></td>
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<td><strong>Work Plan</strong></td>
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<td><strong>Financial Orientation</strong></td>
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<td>- Current economic circumstances facing the region</td>
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<td>- History of EMS levy</td>
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<td>- Current Financial Plan</td>
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<td>- Policies for reserve, contingencies and program balances</td>
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> $ $ $ $ $     NEW ECONOMIC INDICATORS – mid March, 2018     $ $ $ $ $

<table>
<thead>
<tr>
<th>Meeting #2</th>
<th>ALS, BLS and Regional Services Draft reports:</th>
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<tbody>
<tr>
<td>April 19, 2018</td>
<td>- Review Subcommittee recommendations</td>
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<td>- Make recommendations to Task Force</td>
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<td><strong>Review new economic forecasts</strong></td>
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<td><strong>Financial Review of “Status Quo”</strong></td>
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<td>- Expenditures</td>
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<td>- Revenues</td>
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<td>- Main drivers (expenditures &amp; revenues) &amp; policy decisions</td>
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> $ $ $ $ $ TASK FORCE meeting $ $ $ $ $  

<table>
<thead>
<tr>
<th>April 26, 2018</th>
<th>Report on Subcommittee preliminary findings to date</th>
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<tr>
<td></td>
<td><strong>Update on Economic “Status Quo”</strong></td>
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<td><strong>Levy Issues discussion</strong></td>
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> $ $ $ $ $     NEW ECONOMIC INDICATORS – mid to late July, 2018     $ $ $ $ $
<table>
<thead>
<tr>
<th>Meeting</th>
<th>Finance Subcommittee Work Plan Activities</th>
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<tbody>
<tr>
<td><strong>Meeting #3</strong></td>
<td>ALS, BLS and Regional Services draft reports</td>
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<tr>
<td>July 24, 2018</td>
<td>- Review Subcommittee recommendations</td>
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<td></td>
<td>- Make recommendations to Task Force</td>
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<td></td>
<td>- New/revised programmatic Financial Plan</td>
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<td>- Outstanding items for consideration</td>
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<tr>
<td><strong>TASK FORCE meeting</strong></td>
<td>Present Subcommittee proposals</td>
</tr>
<tr>
<td>July 31, 2018</td>
<td>Key Task Force Issues</td>
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<td></td>
<td>$ $ $ $ $ $ NEW ECONOMIC INDICATORS – mid to late August, 2018 $ $ $ $ $</td>
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<tr>
<td><strong>Meeting #4</strong></td>
<td>Finalize ALS, BLS and Regional Services draft recommendations</td>
</tr>
<tr>
<td>September 25, 2018</td>
<td>Finalize remaining Financial Plan components</td>
</tr>
<tr>
<td><strong>TASK FORCE meeting</strong></td>
<td>Economic Update</td>
</tr>
<tr>
<td>October 16, 2018</td>
<td>Discussion and adoption of</td>
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<td></td>
<td>- Programmatic Recommendations</td>
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<td></td>
<td>- Financial Recommendations</td>
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<td></td>
<td>- EMS Levy ballot timing</td>
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EMS STAKEHOLDER PRINCIPLES
As regional EMS Stakeholders, we remain committed to these fundamental principles:

1. **REGIONAL SYSTEM**
   The Medic One/EMS system is based on partnerships that are built on regional, collaborative, cross-jurisdictional coordination. This seamless cohesion allows the system to excel in pre-hospital emergency care.

2. **TIERED MEDICAL MODEL**
   The medical model, with its tiered system and intensive dispatch, EMT and paramedic training and protocols, has led to our success in providing high quality patient care throughout the region.

3. **PROGRAMS & INNOVATIVE STRATEGIES**
   State of the art science-based strategies and programmatic leadership have allowed us to meet the needs and expectations of our residents and our system.

4. **FOCUS ON COST EFFECTIVENESS AND EFFICIENCIES**
   The Medic One/EMS system has maintained financial viability and stability due to the region's focus on operational and financial efficiencies, effectiveness and cost savings.

5. **MAINTAINING AN EMS LEVY AS FUNDING SOURCE**
   The EMS levy is a reliable and secure source of funding our world-renowned system.
Overview

2017 continued many of the trends we’ve seen since the end of the recession

- Lots of worry about “episodic volatility” due to a very stable genius
- But overall economic conditions were pretty good
- Growth will finish around 2%-2.5% (we’ve averaged 2.2% this expansion)
- Job adds around 170K/month
- Unemployment at 4.1% in December
- Fed raises FF rate target three times in 2017

2018 looks faster, lower and higher

- Growth looks to pick up a little on fiscal stimulus and momentum (2.5% - 2.8%)
- Should achieve second longest expansion on record (after April, 2018)
- Unemployment may fall to lowest level since the 1960s (<3.8%)
- Inflation likely to pick up a little
- Housing market continues growth

Biggest risk/uncertainty; federal gov., stock market
World economic growth to edge up in 2018

Global Real GDP Growth
Forecast 2018-2020
Source: World Bank, Jan. 2018
The U.S. economy has created nearly 18 million jobs since the recession...

U.S. Monthly Job Adds

In thousands, with recession bars and rolling annual average line
Source: Bureau of Labor Statistics
...And unemployment is reaching levels not seen for years

Unemployment Rates: U.S. & King County
Recession (bar), King County (bar), U.S. U3 (line), U.S. U6 (line)
Source: Bureau of Labor Statistics
This reduced labor slack is leading to rising wages

U.S. Employment Compensation Growth
NSA employee cost index, nominal wage growth, and avg. hourly earnings
Source: Bureau of Labor Statistics
Inflation is generally heading toward the Fed’s 2% goal but took a break in 2017.
2017 was a fun year to check your stock portfolio

U.S. Equity Markets
Dow Jones Industrial Average and S&P 500
Source: Yahoo Finance
2017 tax changes are likely to provide short-term stimulus

**Tax Changes**

**Corporate**
- Corporate changes included lowering the statutory rate, allowed for temporary full expensing, caps the interest deduction
- Lower one-time repatriation tax
- Likely to impact investment and therefore growth

**Personal**
- 7 brackets remain but lower rates and higher thresholds
- Standard deduction now $12K/$24K but personal exemptions removed
- Expanded child tax credit and different indexing
- Overall, likely to be variable impacts
- Plus temporary nature mean taxes could rise in the long run

**Other**
- ACA mandate repeal

**Coming?**
- Infrastructure investment
- Deregulation
The U.S. growth forecast is for slightly faster growth in 2018.
“Stupendous” growth unlikely without a pick-up in productivity growth

Labor Productivity Growth Rate
Non-farm business, Five year rolling average, 1980-2017
Source: BLS
CPI Inflation is expected to be pretty stable

U.S. Inflation Growth
Source: FRED, Blue Chip Indicators, IHS Global Insight

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Inflation</th>
<th>Blue Chip</th>
<th>IHS GI</th>
<th>Long-term rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>3.1%</td>
<td></td>
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<tr>
<td>2012</td>
<td>2.1%</td>
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<tr>
<td>2013</td>
<td>1.5%</td>
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<tr>
<td>2014</td>
<td>1.6%</td>
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<tr>
<td>2015</td>
<td>0.1%</td>
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<tr>
<td>2016</td>
<td>1.3%</td>
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<tr>
<td>2017</td>
<td>2.1%</td>
<td></td>
<td>2.1%</td>
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<tr>
<td>2018</td>
<td>2.1%</td>
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<td>2.1%</td>
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<tr>
<td>2019</td>
<td>2.3%</td>
<td></td>
<td>2.3%</td>
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</table>
2017 was another year of growth for King County’s economy

King County Economic Indicators
2017 actuals vs. 20 year average
Source: PSEF, Case-Shiller, WA DOR, BLS

- Employment Growth: 3.6% (2017) vs. 1.6% (20 year average)
- House Prices: 12.8% (2017) vs. 5.3% (20 year average)
- Taxable Sales: 5.0% (2017) vs. 4.4% (20 year average)
- Inflation: 3.2% (2017) vs. 2.5% (20 year average)
Local job growth for seventh straight year with more likely to come!

King County Annual Employment Growth

With Actuals and Forecast bars

Source: King County Forecast Model Q4 2017
Employment growth by industry has been variable.
Information employment overtook manufacturing in King County in 2017.

King County Manufacturing and Information Employment

Manufacturing and Information jobs in thousands

Source: Bureau of Labor Statistics

[Graph showing the employment trends of Manufacturing and Information jobs from January 2001 to January 2017.]
Home prices continue to rise in part due to few homes on the market.

King County Real Estate Inventory
Inventory = Total Active Listings/Closed Sales
Source: NWMLS (SFH+Condos)
New permits increased in 2017 after slowing in 2016

King County New Privately Owned Permits

In millions $, with recession bars and rolling annual average line

Source: Census Bureau
Local economic signals still solid

King County Index of Leading Indicators
July 2005=100, with economic contraction highlighted in red
Source: KC OEFA
The KC forecast for 2018-2019 calls for growth but at a little slower pace.
King County Assessed Value
In billions $, with Actuals and Forecast bars
Source: King County Department of Assessments
King County Taxable Sales

King County Sales Tax Taxbase
In billions $, with Actuals and Forecast bars
Source: KC OEFA Sales Tax Database
EMS Levy Amounts (Actuals vs. Inflation+Population)

EMS Levy Amounts (2002-2019)
EMS Actuals (2019 Forecast) & EMS Inflation + Population Estimates
Source: KC DOA, OEFA
EMS Levy Amounts with Levy Reset each Levy Period

EMS Actuals & EMS Inflation + Population with Levy Rate Reset

Source: KC DOA, OEFA
King County
Office of Economic and Financial Analysis

EMERGENCY MEDICAL SERVICES LEVY
HISTORICAL INFORMATION

GENERAL:

- Typically funded by six year property tax levies (exception is 3-year levy after failed levy).
- Revenues split between City of Seattle and Balance of King County (King County EMS Fund) based on % of Assessed Valuation (AV) in each area.
- Due to timing related to economic downturn, focus of 2014-2019 levy was on continuing existing services; some funds added for initiatives and CMT pilots.

EMS LEVY Funds four main programs:

- Advanced Life Support (ALS) – primarily purpose of levy; full funding of eligible costs
- Basic Life Support (BLS) – partial support of BLS agencies specifically acknowledging the role of BLS as first responders on ALS calls.
- Regional Services (RS) – provide services and support for the regional system
- Strategic Initiatives (SI) – new and/or pilot projects focused on patient care, reducing demand, and efficiencies. Includes Mobile Integrated Healthcare (MIH): pilot Community Medical Technicians (CMT) units and and alternatives to CMT pilots.

EMS LEVY Reserves:

- No reserves were included in levies prior to 2008 which did not commit to fully funding ALS.
- EMS Levy Task Force recommended inclusion of contingencies and reserves in the 2008-2013 levy; categories were changed in 2009 based on recommendations of King County Auditor (including review and recommendation by EMS Advisory Committee),
- Reviewed/revised as part of 2014-2019 levy process. 2017 Update included recategorizing and expanded to meet updated King County Financial Policies. Update included moving some reserves to contingencies, moving other reserves into KC categories and fully funding 90-day rainy day reserve.
- Access to reserves and contingencies requires review by EMSAC Financial, recommendation by EMSAC and appropriation by King County Council.
Historical Expenditures and Revenues

*Note: all 2017 numbers are preliminary or forecast as year-end is not closed. Presentation does not include Center for Evaluation of EMS (CEEMS) Grants or entrepreneurial projects.

**Trends/Notes:**

- Revenues typically banked in first years of levy period to cover expenditures later in the levy period; not unusual for expenditures to exceed revenues in last year of levy period.
- Increased expenditures in new levy periods based on decisions made in the levy planning process; sometimes takes a couple of years to show in expenditure levels
- Revenues in 2008 & 2009 exceed original financial plan; the plan did include revenues to cover establishment of contingencies and reserves
REVENUES

Distribution of Levy Revenue

- Revenue distributed proportionally to City of Seattle and King County EMS Fund based on assessed valuations.
- As a King County property tax fund, the KC EMS Fund also receives interest income and other taxes/fees such as leasehold and timber taxes (for this report called “Other Revenues”). Through 2008, the KC EMS Fund also received a small amount of KC general fund.

Revenue Trends

Property Tax percentage to City of Seattle has been increasing – from 34.8% in 2002 to 39% in 2017. During economic downturn AVs in Seattle decreased less than the rest of King County. During the recovery and upturn AVs in Seattle have grown more than the rest of King County.
REVENUE GROWTH

*2017 is preliminary year-end numbers

Balance of King County – Revenue Split with Other Revenues

Due to other factors, including lowered interest rates, the % of the King County Fund revenues received outside of property taxes has decreased. These are the revenues, such as interest income, leasehold and timber taxes, that are distributed proportionately to all property taxes funds at King County. The following chart shows property tax % of KC EMS Levy fund revenues:

<table>
<thead>
<tr>
<th>Year</th>
<th>Property Tax % of total Revenue*</th>
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<tbody>
<tr>
<td>2002-2007</td>
<td>96.7%</td>
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<tr>
<td>2008-2013%</td>
<td>98.6%</td>
</tr>
<tr>
<td>2014-2017%</td>
<td>98.8%</td>
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</tbody>
</table>

*Does not include entrepreneurial or grants revenues; does include revenues received due to being a property tax fund in King County.
EXPENDITURES

City of Seattle funds two programs:

- Advanced Life Support (ALS) – primarily purpose of levy; full funding
- Basic Life Support (BLS) – partial support of BLS

EMS LEVY Funds four main programs:

- Advanced Life Support (ALS) – primarily purpose of levy; full funding of eligible costs
- Basic Life Support (BLS) – partial support of BLS agencies
- Regional Services (RS) – provide services and support for the regional system
- Strategic Initiatives (SI) – new and/or pilot projects focused on patient care, reducing demand, and efficiencies
  - Mobile Integrated Healthcare (MIH) Includes pilot Community Medical Technicians (CMT) units and alternatives to CMT

![History of EMS Levy Expenditures](chart.png)
King County EMS LEVY Funds by areas:

- Advanced Life Support (ALS) – primarily purpose of levy; full funding of eligible costs
- Basic Life Support (BLS) – partial support of BLS agencies
- Regional Services (RS) – provide services and support for the regional system
- Strategic Initiatives (SI) – new and/or pilot projects focused on patient care, reducing demand, and efficiencies
  - Mobile Integrated Health (MIH) Includes pilot Community Medical Technicians (CMT) units and alternatives to CMT

Funding Info/Basics:

- ALS, BLS, and Regional Services funding based on an allocation that is increased by economic inflators each year (RSS/BLSS CPI-W+1%; ALS is compound inflator).
- Strategic Initiative projects provided lifetime budgets with ability to adjust timing to accommodate schedules and cash flow requirements of projects

*Includes Regional Support, Strategic Initiatives, Rgl CMT Units (MIH) and audits*
Distribution of Expenses Across Levy Periods (KC Levy Fund)

Distribution of funding in levy periods has varied based on actual ALS costs and other decisions.

- The 2008-2013 levy included new Strategic Initiatives and the expansion of the Regional Medical QI section plus initial Community Medical Technician Pilots. There was also a significant increase in the BLS Allocation (67% increase).

- The 2014-2019 levy included additional of BLS Core Services, expansion of regional initiatives (including record management system) and the addition of Community Medical Technician Units.
RESERVES

Use of Reserves & Contingencies

Ability to use reserves based on meeting criteria, recommendation of Financial Subcommittee of EMS Advisory Committee, recommendation of EMS Advisory Committee, and appropriation from King County Council.

- Use of reserves in 2003-2013 levy related to individual ALS agency needs and adjustments to portions of the ALS allocations.
- Use of reserves in 2014-2019 levy included individual agency needs and adjustments to the ALS allocation and a supplement for Regional Services.

<table>
<thead>
<tr>
<th>RESERVES</th>
<th>2008-2013</th>
<th>2014-2019 Est</th>
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<tbody>
<tr>
<td>ALS Equipment</td>
<td></td>
<td></td>
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<tr>
<td>Power Load Systems (all)</td>
<td></td>
<td>$ 797,885</td>
</tr>
<tr>
<td>Vehicle/Chassis Costs</td>
<td>$ 591,132</td>
<td></td>
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<tr>
<td>ALS Facility/Capacity Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medic Unit Facility Costs</td>
<td>$ 250,000</td>
<td></td>
</tr>
<tr>
<td>Call Volume Reserve (add'l service)**</td>
<td>$ 215,707</td>
<td>$ 360,000</td>
</tr>
<tr>
<td>ALS/RS Operating Reserve</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased Diesel/Fuel Costs</td>
<td>$ 171,903</td>
<td></td>
</tr>
<tr>
<td>Salary/COLA Costs*</td>
<td>$ 336,542</td>
<td></td>
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<tr>
<td>Excess Paid Time Off/PTO</td>
<td></td>
<td>$ 483,430</td>
</tr>
<tr>
<td>Paramedic Student costs/allocation</td>
<td>$ 261,882</td>
<td>$ 1,732,565</td>
</tr>
<tr>
<td>Extra Paramedic Students</td>
<td></td>
<td>$ 255,599</td>
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<tr>
<td>Dispatch for KCM1</td>
<td>$ 702,961</td>
<td>$ 461,205</td>
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<tr>
<td>ALS Mid-Levy Allocation Adjustment</td>
<td></td>
<td>$ 8,364,107</td>
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<tr>
<td>Indirect/Central Rates - Regn'l Svcs</td>
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<td>$ 3,577,733</td>
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<tr>
<td>ALS Risk Abatement Reserve</td>
<td></td>
<td></td>
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<tr>
<td>ALS FLSA Settlements</td>
<td></td>
<td>$ 1,020,136</td>
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<tr>
<td>ALS Retirement Liabilities</td>
<td>$ 3,308,454</td>
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</tr>
<tr>
<td>Subtotal</td>
<td>$ 5,838,581</td>
<td>$ 17,052,659</td>
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<tr>
<td>DESIGNATIONS (from 2002-2007 levy)*</td>
<td></td>
<td></td>
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<tr>
<td>Facility Tenant Improvements</td>
<td>$ 340,914</td>
<td></td>
</tr>
<tr>
<td>Dispatch</td>
<td>$ 258,018</td>
<td></td>
</tr>
<tr>
<td>Supplement BLS Allocation</td>
<td></td>
<td>$ 219,144</td>
</tr>
<tr>
<td>Supplement BLS Core Services</td>
<td></td>
<td>$ 11,698</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$ 598,932</td>
<td>$ 230,842</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 6,437,513</td>
<td>$ 17,283,501</td>
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</tbody>
</table>

* One time allowed in 2011 before changes in 2012
** Includes extra services for KCM1 M15 in 2003 and Sammamish Plateau in 2017
**No funds remain in this designation
King County Emergency Medical Services
Reserve/Designations to Contingency/Reserve Crosswalk

EXPENDITURE

<table>
<thead>
<tr>
<th>Proposed</th>
<th>Previous</th>
<th>2019 $s</th>
</tr>
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<tbody>
<tr>
<td>Contingencies ¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALS Contingencies (limited access for RSS)</td>
<td>ALS Operational Reserve</td>
<td>$ 981,900</td>
</tr>
</tbody>
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RESERVES

<table>
<thead>
<tr>
<th>Reserves</th>
<th>Previous</th>
<th>2019 $s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure Reserves ²</td>
<td>Reserves for adding Reg'l CMT Units</td>
<td>$ 1,519,484</td>
</tr>
<tr>
<td>Placeholde for Additional ALS Capacity</td>
<td>ALS Capacity Reserve</td>
<td>$ 2,291,000</td>
</tr>
<tr>
<td>Facility Renovation/Relocation Reserves</td>
<td>ALS Capacity Reserve</td>
<td>$ 400,000</td>
</tr>
<tr>
<td>ALS Equipment</td>
<td>ALS Equipment Reserve</td>
<td>$ 488,900</td>
</tr>
<tr>
<td>Planned Future Years Expenditures</td>
<td>Cash Flow Reserves</td>
<td></td>
</tr>
<tr>
<td>KCM1 Equipment Reserves</td>
<td>Designations - KCM1</td>
<td>$ 889,077</td>
</tr>
<tr>
<td>Program Balances (ALS &amp; RSS)</td>
<td>Designations - Program Balances</td>
<td>$ 8,193,449</td>
</tr>
</tbody>
</table>

Rainy Day Reserves ³

| Rainy Day Reserves ³  | ALS Call Volume/Utilization and Disaster | $ 667,700 |
| ALS Risk Abatement Reserves | Amount over Risk Pool | $ 1,510,000 |
| 90 day Rainy Day Reserve ² | Note: funded at 90 Days | $ 15,706,698 |

Rate Stabilization Reserve ⁴

| Rate Stabilization Reserve (prev Millage) | $ 1,167,612 |

Contingencies ¹ $ 981,900
Expenditure Reserves ² $ 13,781,910
Rainy Day Reserves ³ $ 17,884,398
Rate Stabilization Reserve ⁴ $ 1,042,124
TOTAL $ 33,690,332

¹ These will be listed in the Expenditure portion of the EMS Financial Plan and will retain the same guidelines and protocols for use as the former reserve category (review thru EMSAC Financial and EMSAC).

² Includes current program balances and KCM1 Equipment Reserves of $9,082,526; proposal is to leave Program Balances in reserves in 2019 and transition them to expense lines associated with ALS & RSS for the new levy.

³ Full 90 day reserve = $19,052,010; currently have fund available for 90 days.

⁴ Funds above 90 day Rainy Day Reserve can be placed in Rate Stabilization Reserve; current funding of $5,114,510 moved to Rainy Day Reserve.
LEHY RATE

Typically funded by six year property tax levies:

- First levy passed in 1979
  - 1980-1985 @ $0.21/$1,000 AV
  - 1986-1991 @ $0.25/$1,000 AV
  - 1992-1997 @ $0.25/$1,000 AV
    - 1998-2003 @ proposed $0.29/$1,000 AV (failed)
  - 1999-2001 @ $0.29/$1,000 AV
  - 2002-2007 @ $0.25/$1,000 AV
  - 2008-2013 @ $0.30/$1,000 AV
  - 2014-2019 @ $0.335/$1,000 AV

Entire Levy (including funds to City of Seattle and KC EMS Fund)