



CITY OF KIRKLAND
Fire & Building Department
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MEMORANDUM

To: Kurt Triplett, City Manager

From: J. Kevin Nalder, Director Fire and Building Department
Mark Jung, Captain, EMS Officer

Date: June 7, 2012

Subject: King County Emergency Medical Services (EMS) strategic planning process update

RECOMMENDATION

Council receives a briefing on the county-wide EMS levy planning process at the June 19, 2012 Council Study Session.

BACKGROUND

Kirkland is part of a regional tiered EMS system that serves the 1.9 million residents and visitors of King County. Emergency medical service is provided cooperatively by thirty local fire departments/fire districts and King County EMS.

Emergency medical services are partially funded by a County-wide EMS levy that will expire on December 31, 2013. Councilmember Dave Asher and Kirkland staff have been participating in a consensus process to develop a strategic plan for the 2014-2019 levy cycle. The final strategic plan will be the primary policy and financial document that will direct the EMS system into the future.

After more than seven months of work, the strategic planning process is nearing completion, and Kirkland's opportunity to influence the direction of the EMS system over the next six years is waning. Kirkland's delegation to the strategic planning process has worked diligently and proposed creative and innovative solutions to regional issues that affect Kirkland, but they have achieved limited success.

Councilmember Asher has kept Council informed of progress of the strategic planning process during the "Council Reports" agenda item at regular Council meetings, and staff has separately briefed the Public Safety and Finance Committees of the City Council. A briefing of the full City Council will give Council a more thorough understanding of the EMS system and the opportunities the Kirkland delegation is continuing to pursue.

Council discussions and guidance will direct staff activities in the final EMS strategic planning process, and shape a future staff report at a regular meeting if one is desired by Council.

King County EMS System Overview—King County EMS, in partnership with local jurisdictions, provides pre-hospital care to more than 1.9 million people throughout the County's more than 2,100 square mile territory. The system provides a tiered response to 911 medical emergency calls. The EMS levy generates approximately \$63 million annually for the county (shared with cities as described below) and an additional \$35 million for the City of Seattle. The system components are as follows:

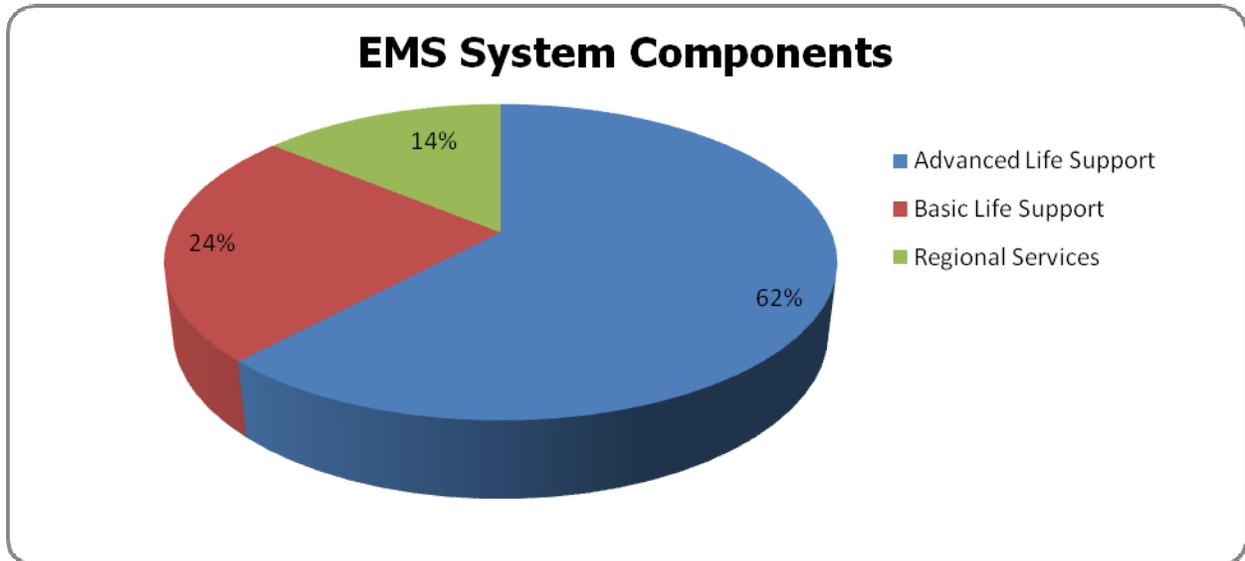
- **Basic Life Support (BLS)**
 - 24% (\$15.4M) of 2012 expenditures are budgeted to support BLS response.
 - At least one BLS unit responds on every EMS response in the County (100%) including Advanced Life Support responses.
 - These services are provided by Firefighter/Emergency Medical Technicians (EMT)
 - BLS services are provided by 30 partner fire departments/districts across King County.
 - Responses include everything from minor cuts to strokes without signs of shock or respiratory compromise.

- **Advanced Life Support (ALS)**
 - 62% (\$38.6M) of 2012 expenditures are budgeted to provide full funding for ALS including overhead.
 - These services are for the most serious injuries and illnesses. An ALS unit is staffed by two paramedics, and responds to about 25% of emergency medical responses.
 - There are six ALS providers in King County, each covering a sub-region of the county, and employing a total of 25 medic units,
 - ALS is provided through three principal types of arrangements throughout the county:
 - Zone 3 (South County) —ALS is provided directly by King County
 - Zone 1 (North and East County —ALS is provided through contracts with Bellevue, Redmond and Shoreline Fire Departments.
 - Zone 5 (Seattle)—ALS is provided by Seattle Fire. Seattle and King County have executed an interlocal agreement for King County to return all proceeds collected from the EMS Levy on real property within the City of Seattle to Seattle for the provision of emergency medical services (ALS and BLS). This amounts to about \$35M annually.

- **Regional Services**
 - 14% (\$9M) of expenditures are budgeted to provide full funding of regional services. These core services include program supervision, BLS EMT staff training, 911 dispatch training, stress management education, medical data collection and analysis, financial oversight, contract administration, and division management.
 - Including:
 - Strategic initiatives (\$1.8M)
 - Training (\$1M)
 - Growth management initiatives (\$1M)
 - Regional medical direction and quality improvement (\$1.5M)
 - Data management (\$1M)
 - Administration (\$2.7M)

Chart #1 illustrates the relative budget commitment to each of the major EMS system components.

Chart #1



EMS services in King County have been funded in part via an EMS Levy since 1979. The current levy period is 2008 through 2013. In preparation for the expiration of this current levy, the County's EMS Division has facilitated a levy planning process that started in 2010. The process will result in a strategic plan which is the primary policy and financial document that will direct the EMS system and forms the basis for the levy that voters will be asked to approve.

EMS Levy Authorization—the Revised Code of Washington (RCW) 84.52.069 authorizes EMS levies and requires that revenues collected may only be used for EMS operations and support purposes. This type of levy is considered an excess levy and is collected outside the aggregate dollar rate limit of \$5.90 per \$1,000 assessed valuation (AV). The RCW further stipulates:

- An EMS levy may only be imposed by a county, city or town, EMS district, public hospital district, urban EMS district, regional fire protection service authority or fire protection district.
- A county-wide EMS levy cannot be placed on the ballot without first obtaining the approval of the legislative authority of any city within the county having a population exceeding fifty thousand.
- An EMS levy may be an amount equal to \$0.50 or less per \$1,000 assessed value.
- An EMS levy is subject to one percent, plus new construction, limit
- The levy may be approved for:
 - Six consecutive years
 - Ten consecutive years
 - Or permanently
- Voter approval:
 - Three-fifths majority required to authorize a new EMS levy
 - Only a simple majority required to continue, uninterrupted, a six-year or ten-year levy. The rate may be increased to the maximum \$0.50 with approval by a simple majority.

EMS levies in King County have typically been approved for six-year periods with rates in recent years ranging from \$.25 per \$1,000 AV to \$.30 per \$1,000 AV. Current Washington State Law permits EMS levies to be approved for six years, ten years, or on a permanent basis. However, EMS levies in King County have never been authorized for more than six years.

The current EMS levy was approved in November, 2007 for a period of six years (2008-2013), at a levy rate of \$.30 per \$1,000 AV. Due to the limitations of state law, total property tax collections in the county cannot exceed an increase of more than 1% per year (excluding new construction). In 2012, the maximum rate approved by the voters of \$0.30 is being levied, and is expected to generate revenues of approximately \$95 million countywide. (This amount plus approximately \$4 million per year in reserves funds the annual EMS program.)

Due to decreases in assessed valuation, the EMS Advisory Task Force has made a preliminary recommendation to increase the levy rate to about 33 cents, or \$.0327 per \$1,000 AV for the upcoming 2014-2019 levy. This rate is necessary to maintain the current level of service for emergency response and support modest increases for recommended strategic initiatives. Assessed valuation, county-wide, is expected to continue to decline through 2012 and begin to recover in 2013. The projected AV for 2014 (\$329M) is slightly lower than the 2008 level (\$341M).

Past King County EMS levies have been authorized as six year levies¹ in accordance with state law. Past levy rates have been as follows:

EMS Levy History

Levy Period	Rate per \$1,000
2014-2019 (proposed)	\$0.327
2008-2013	\$0.30
2002-2007	\$0.25
1999-2001 (3 year levy)	\$0.29
1991-1997	\$0.25
1985-1990	\$0.25
1979-1984	\$0.21

State Legislative Changes to Renewal—during the recent legislative session, the legislature approved SSB 5381, adjusting the voting requirements for the reauthorization of EMS levies. The legislation was signed by the Governor on March 29th and became effective June 7, 2012. The legislation allows for a simple majority election (50% plus one) for renewal of either a 6 year or 10 year EMS levy. *In the past, voter turnout equal to 40% of those who voted in the previous general election and a super majority of 60% favorable support was required.*

EMS Task Force—King County Ordinance 15862 created a Task Force to plan for the 2014-2019 six year EMS levy period. The duties of the Task Force include developing

¹ An exception was a three year levy for the 1999-2001 period after the November, 1997 levy failure, in which the EMS levy only received a 56% "yes" vote (state law required a super-majority or 60% "yes" vote to authorize). In February 1998, the voters overwhelmingly passed (81%) a three year regular levy at \$.29 per \$1,000.

recommendations regarding system programmatic needs through the development of an updated EMS strategic plan. Based upon the plan recommendations, the group is also tasked with developing a proposed financial plan to support EMS operations, as well as proposing a recommended levy rate and period to generate revenues to support operational expenditures. The group will also recommend timing for a ballot measure. Final recommendations are to be completed by September 15, 2012 and provided to the King County Executive and the Council.

The Task Force is comprised of nineteen leaders and decision makers from throughout the region. Not every member is an EMS expert, but all are stakeholders in ensuring the continuity in the provision of EMS services in King County. Membership includes (Attachment 1):

- King County Executive or his designee
- Two King County Council members or their designees
- Nine representatives for each city over 50,000 in population
- Three representatives from King County Fire Districts
- Four representatives from cities under 50,000 in population, appointed by Suburban Cities Association reflecting geographical distribution

Task Force Work Plan—the work plan includes four meetings of the Task Force, beginning in October 2011 and concluding in July 2012. (Attachment 2, Task Force meeting schedule)

The work plan further includes creation of subcommittees (to be chaired by members of the Task Force) for each of the three major EMS program areas, as well as a finance group that is utilized to review the financial aspects and impacts of proposals. The four subcommittees review the following issue areas:

1. Advanced Life Support (ALS)
2. Basic Life Support (BLS)
3. Regional Services, to also include review of Strategic Initiatives
4. Finances

The subcommittees are tasked with a major in-depth review of all EMS programs and service provision for the region. Each group will discuss and make recommendations regarding current and projected program needs to the Task Force.

Summary of Kirkland issues—Kirkland's representatives to the EMS Task Force and its subcommittees have vigorously engaged the strategic planning process. They have attempted, in good faith, to present and gain support for proposals that benefit the region while adding local value for Kirkland.

Equity—Kirkland staff attempted to evaluate equity in an effort to understand benefits / costs of the EMS system. This was done independently using readily available information, and then staff asked the EMS Division to validate the work. At this time the King County EMS Division has not validated the analysis. Kirkland staff believe Kirkland has the least favorable equity situation of the nine cities with populations over 50,000 (Attachment 3, 4). The analysis shows Kirkland taxpayers annually contribute nearly \$1 million more to support the EMS system than they get back in ALS services and BLS support payments.

ALS provider—staff believes that becoming an ALS provider within the King County EMS system is the lowest cost resolution to the equity problem. Staff analysis shows that Kirkland can provide ALS at a cost competitive with the Redmond Fire Department, the current provider operating the ALS unit located in Kirkland. However, Redmond would need to adopt efficiencies in overhead and supervision similar to those proposed by Kirkland to prevent an overall cost increase for ALS system-wide if Kirkland assumes operation of the ALS unit in Kirkland.

While the cost of making Kirkland an ALS provider in the EMS system is minimal, the local value it creates is substantial, and it creates a win-win solution. The benefits of local control of ALS include:

- Ability to retain Kirkland employees—some of Kirkland’s best young firefighters, who are passionate about providing EMS, choose to leave Kirkland for the opportunity to become paramedics in Redmond. Having a paramedic career track will allow Kirkland to develop a greater depth of knowledge and new proficiencies among firefighters, and eventually officers and chief officers. Many former paramedics rise to high levels of leadership later in their careers.
- Greater interaction between ALS and BLS crews in fire stations and during shifts will lead to greater depth of knowledge among BLS crews and a greater opportunity to improve teamwork and cooperation between ALS and BLS crews.
- Improved quality assurance (QA) and quality improvement (QI)—informal QA/QI activities will be enhanced by proximity, shared experience, eventually a greater depth of proficiency across the organization. Furthermore, a more formal BLS QA/QI program could be developed utilizing the in-house expertise of the paramedics and the administrative capacity that is necessary to provide ALS service.
- Greater interaction and influence with King County EMS Division—ALS administrators have regular and comprehensive interaction with the EMS Division. This regular interaction allows ALS providers to be better informed on the operation of the EMS system and to advocate more effectively for the needs of their agency as issues and opportunities arise.
- Local supervision of ALS crews will allow more direct control of the ALS unit, simplify the chain of command, and allow Kirkland’s organizational culture to be represented by Kirkland paramedics.

Both ALS and BLS outcomes are highly dependent on proficiency of providers, cooperation and familiarity between EMS providers, and teamwork. The opportunities and benefits outlined above will enhance proficiency, cooperation, familiarity and teamwork. The inevitable result is better outcomes for EMS patients served by Kirkland. At this time, Kirkland has not been able to find a forum to collaboratively discuss a way for Kirkland to become an ALS provider during the 2014-2019 levy cycle.

BLS funding for North Finn Hill—a novel approach to BLS funding for a regional response time problem in the North Finn Hill area was proposed by Kirkland. In addition to providing funding support for BLS service using the traditional funding formula, Kirkland staff proposed to directly fund BLS response in the North Finn Hill area where Kirkland, Northshore, Bothell and Woodinville all are unable to meet their respective response time standards. (Attachment #5, response time map) This proposal was not supported by the BLS Subcommittee.

Performance audits—Councilmember Asher proposed a series of performance audits that would lead to improved economy, efficiency, and effectiveness. This proposal was not initially

supported by the Regional Services Subcommittee, but has been sent back to the Subcommittee for further consideration by the Task Force at the May 30, 2012 meeting.

BLS Quality Improvement lead agency—this proposal would have approximated the administrative staffing of an ALS provider and focused on medical quality improvement for a consortium of BLS provider agencies. Kirkland's concept would have cost approximately \$450,000. When the concept was proposed and approved, the funding was drastically cut to \$150,000. Unfortunately that would require substantial financial support from the host agency and would only deepen inequity in the levy if undertaken by Kirkland.

Options / Alternatives (Next Steps)—at this time, Kirkland's delegation to the EMS Task Force and its subcommittees have not been successful in developing support for proposals that have regional benefit and also help reduce Kirkland's equity gap. The preliminary recommendations of the Task Force do not currently include provisions that materially address the equity gap. Options going forward include:

- Continue to work through the Task Force and accept the final recommendations even if those recommendations do not resolve the equity issue.
- Approve a letter to the King County Executive expressing Kirkland's concerns with the preliminary recommendations of the Task Force, and continue to negotiate with King County to find a combination of mutually beneficial program enhancements that resolve the equity issue. (Attachment #6, draft letter)
- Authorize discussions with the City of Redmond and Shoreline Fire District about Kirkland assuming responsibility for one or more of the existing ALS units funded by the levy.

Emergency Medical Services (EMS) Advisory Task Force Membership

The *EMS Advisory Task Force* is comprised of leaders and decision makers from throughout the region. The membership of the Task Force was recently reconfigured in an effort to make it more manageable, and consists of the following members:

<i>2014-2019 EMS Advisory Task Force King County Ordinance 17145 (7/11)</i>	<i>Representatives 19 Members</i>
(1) King County Executive or designee	Fred Jarrett
(2) King County Council members or designee	1. Kathy Lambert 2. Bob Ferguson
(9) Cities over 50,000 in population: Auburn Bellevue Federal Way Kent Kirkland Redmond Renton Seattle Shoreline.	Auburn: - - - - - Pete Lewis, Mayor Bellevue: - - - - - Don Davidson, Mayor Federal Way: - - - Linda Kochmar, Councilmember Kent: - - - - - Jim Schneider, Fire Chief Kirkland: - - - - - Dave Asher, Councilmember Redmond: - - - - - John Marchione, Mayor Renton: - - - - - Denis Law, Mayor Seattle: - - - - - Mike McGinn, Mayor Shoreline: - - - - - Keith McGlashan, Mayor
(4) Cities under 50,000 in population, reflecting geographical distribution and appointed by Suburban Cities Association.	1. Kenneth Hearing, Mayor, City of North Bend 2. Tom Agnew, Councilmember, City of Bothell 3. Jim Haggerton, Mayor, City of Tukwila 4. Craig Goodwin, Councilmember, City of Black Diamond
(3) King County Fire Districts	1. John Rickert, Commissioner, South King Fire & Rescue 2. Jon Kennison, Commissioner, Shoreline Fire Department 3. Rex Stratton, Commissioner, Vashon Island Fire & Rescue

Medic One/EMS Advisory Task Force

Medic One/EMS Strategic Plan & Levy Reauthorization

Scheduled Meetings

EMS Advisory Task Force:

- ✓ Tuesday, October 25, 2011 1 pm – 3 pm Seattle Joint Training Facility (9401 Myers Way S)
- ✓ Tuesday, January 31, 2012 1 pm – 3 pm Bellevue City Hall (450 110th Ave NE)
- ✓ Wednesday, May 30, 2012 1 pm – 3 pm Community Center at Mercer View (8236 SE 24th St
Mercer Island)

- Thursday, July 26, 2012 1 pm – 3 pm Tukwila Community Center (12424 42nd Ave S)

Subcommittee

Advanced Life Support (ALS)

1:00 – 3:00

Chief Gregory Dean, Chair

November 3, 2011 Renton Fire Station #14
 November 30, 2011 Renton Fire Station #14
 December 20, 2011 Renton Fire Station #14

February 7, 2012 - Bellevue City Hall

March 6, 2012 - Bellevue City Hall

April 3, 2012 - Bellevue City Hall

~~June 5, 2012 - Bellevue City Hall~~

Regional Services (RS)

1:00 – 3:00

Mayor Jim Haggerton, Chair

November 10, 2011 Tukwila City Hall, Conference
Room #3

December 14, 2011 Mercer Island Station 91

January 12, 2012 Mercer Island Station 91

February 23, 2012 Mercer Island Station 91

March 22, 2012 Mercer Island Station 91

April 10, 2012 (workgroup) Mercer Island Station 91

April 19, 2012 Mercer Island Station 91

April 26, 2012 Mercer Island Station 91

June 21, 2012 Mercer Island Station 91

Basic Life Support (BLS)

1:00 – 3:00

Mayor Denis Law, Chair

November 17, 2011 Renton City Hall, Council
Chambers

~~December 8, 2011 Renton Fire Station #14~~

January 5, 2012 Renton City Hall,
Conferencing Center, 7th floor

February 16, 2012 Renton City Hall, Council
Chambers, 7th floor

March 15, 2012 Renton City Hall, Council
Chambers, 7th floor

April 12, 2012 Renton City Hall,
Conferencing Center, 7th floor

~~June 14, 2012 Renton City Hall,
Conferencing Center, 7th floor~~

Finance

1:00 – 3:00

Mayor John Marchione, Chair

November 16, 2011 Eastside Fire & Rescue

January 24, 2012 Eastside Fire & Rescue

March 28, 2012 Eastside Fire & Rescue

~~May 2, 2012 location tbd~~

May 10, 2012 Eastside Fire & Rescue

July 11, 2012 Eastside Fire & Rescue

Renton Fire Station #14 - 1900 Lind Avenue SW, Renton - (425) 430-7100

Tukwila City Hall - 6200 Southcenter Blvd, Tukwila - (206) 433-1800

Mercer Island Station 91 - 3030 78th Avenue SE, Mercer Island - (206) 275-7607

Renton City Hall - 1055 South Grady Way, Renton - (425) 430-6400

Eastside Fire and Rescue HQ - 175 Newport Way NW, Issaquah - (425) 392-3433

Seattle/King County EMS Levy Equity Analysis

Agency	2010 Total AV	% of AV	2010 BLS Calls	% of Total BLS Calls	2010 ALS Calls	% of Total ALS Calls	Medic Service Value (1)	2012 BLS Support (2)	Overhead BLS Basis (4)	Total Service Value (5)	Levy Contribution	Services Minus Levy (3)	Relative Equity
Bellevue	\$39,646,320,877	11.90%	10,808	6.97%	3,081	6.61%	\$3,894,364	\$2,026,469	\$1,181,574	\$7,102,407	\$11,893,896	\$4,794,971	1.67
Eastside	\$21,838,819,633	6.56%	6,131	3.95%	1,969	4.22%	\$2,488,803	\$1,395,499	\$670,266	\$4,554,568	\$6,551,646	\$1,999,052	1.44
Redmond	\$17,165,603,997	5.15%	4,942	3.19%	1,508	3.24%	\$1,906,102	\$927,267	\$540,279	\$3,373,648	\$5,149,681	\$1,777,624	1.53
Mercer Island	\$8,517,437,983	2.56%	1,667	1.08%	497	1.07%	\$628,205	\$405,014	\$182,243	\$1,215,462	\$2,555,231	\$1,340,306	2.10
Kirkland	\$15,312,439,691	4.60%	5,348	3.45%	1,711	3.67%	\$2,162,693	\$855,091	\$584,665	\$3,602,449	\$4,593,732	\$993,005	1.28
Woodinville	\$7,428,036,567	2.23%	2,878	1.86%	801	1.72%	\$1,012,459	\$510,523	\$314,635	\$1,837,616	\$2,228,411	\$391,722	1.21
Maple Valley	\$4,565,729,307	1.37%	1,764	1.14%	435	0.93%	\$549,837	\$423,595	\$192,848	\$1,166,280	\$1,369,719	\$204,008	1.17
FD #2 (Burien)	\$5,833,268,423	1.75%	3,543	2.29%	639	1.37%	\$807,692	\$401,635	\$387,335	\$1,596,662	\$1,749,981	\$154,463	1.10
Snoqualmie	\$1,875,042,043	0.56%	801	0.52%	233	0.50%	\$294,510	\$92,142	\$87,569	\$474,221	\$562,513	\$88,550	1.19
FD #45	\$1,736,138,608	0.52%	694	0.45%	193	0.41%	\$243,951	\$154,912	\$75,871	\$474,734	\$520,842	\$46,332	1.10
FD #47	\$224,734,284	0.07%	46	0.03%	22	0.05%	\$27,808	\$23,659	\$5,029	\$56,496	\$67,420	\$10,939	1.19
Seattle	\$123,064,936,667	36.95%	45,712	29.49%	18,395	39.47%	\$20,933,346	\$15,986,135	\$0	\$36,919,481	\$36,919,481	\$0	1.00
FD #27	\$909,700,811	0.27%	559	0.36%	125	0.27%	\$157,999	\$98,376	\$61,112	\$317,487	\$272,910	\$44,397	0.86
Northshore (FD #16)	\$5,032,455,355	1.51%	2,485	1.60%	747	1.60%	\$944,203	\$345,990	\$271,670	\$1,561,863	\$1,509,737	\$51,326	0.97
FD #51 (Snoqualmie Pass)	\$73,939,711	0.02%	186	0.12%	47	0.10%	\$59,408	\$25,960	\$20,334	\$105,702	\$22,182	\$83,460	0.21
Tukwila	\$4,788,452,326	1.44%	3,502	2.26%	597	1.28%	\$754,604	\$385,638	\$382,853	\$1,523,095	\$1,436,536	\$85,428	0.94
FD #50	\$166,497,164	0.05%	309	0.20%	64	0.14%	\$80,896	\$44,369	\$33,781	\$159,046	\$49,949	\$108,997	0.31
FD #44 (Including Black Diamond)	\$2,795,703,779	0.84%	1,234	0.80%	384	0.82%	\$485,373	\$350,122	\$134,906	\$970,401	\$838,711	\$131,293	0.86
SeaTac	\$4,249,371,500	1.28%	3,118	2.01%	570	1.22%	\$720,476	\$364,556	\$340,872	\$1,425,905	\$1,274,811	\$150,087	0.89
Enumclaw	\$2,064,706,587	0.62%	1,471	0.95%	308	0.66%	\$389,310	\$294,290	\$160,816	\$844,416	\$619,412	\$224,529	0.73
Vashon	\$2,347,251,492	0.70%	1,036	0.67%	512	1.10%	\$647,165	\$189,437	\$113,260	\$949,861	\$704,175	\$245,354	0.74
FD #20	\$1,300,806,146	0.39%	1,961	1.26%	383	0.82%	\$484,110	\$179,096	\$214,384	\$877,590	\$390,242	\$486,715	0.44
Renton (Including #40 & #25)	\$14,437,282,044	4.33%	10,153	6.55%	2,245	4.82%	\$2,837,665	\$1,192,331	\$1,109,967	\$5,139,963	\$4,331,185	\$805,503	0.84
Kent	\$15,586,577,202	4.68%	12,266	7.91%	2,396	5.14%	\$3,028,528	\$1,237,758	\$1,340,968	\$5,607,255	\$4,675,973	\$927,323	0.83
Valley Regional Fire Authority	\$7,234,791,185	2.17%	7,181	4.63%	1,479	3.17%	\$1,869,446	\$747,964	\$785,056	\$3,402,466	\$2,170,437	\$1,229,712	0.64
Bothell	\$3,264,419,384	0.98%	3,602	2.32%	1,188	2.55%	\$1,501,624	\$344,422	\$393,785	\$2,239,831	\$979,326	\$1,259,346	0.44
North Highline (FD #11)	\$1,496,454,408	0.45%	3,974	2.56%	870	1.87%	\$1,099,674	\$428,712	\$434,454	\$1,962,840	\$448,936	\$1,512,622	0.23
Shoreline (FD #4)	\$6,777,945,404	2.03%	5,865	3.78%	2,125	4.56%	\$2,685,986	\$629,694	\$641,185	\$3,956,866	\$2,033,384	\$1,921,595	0.51
South King Fire & Rescue	\$13,342,937,992	4.01%	11,786	7.60%	2,638	5.66%	\$3,334,415	\$1,321,873	\$1,288,493	\$5,944,781	\$4,002,881	\$1,938,098	0.67
Port of Seattle (214) or Not Reported (229)		0.00%		0.00%	443	0.95%	\$559,949		\$0				
Total	\$333,077,800,570	100.00%	155,022	100.00%	46,605	100.00%	\$56,590,602	\$31,382,529	\$11,950,209	\$99,363,391	\$99,923,340		

Notes:

(1) "Medic Value" = ALS Budget / Total ALS Responses

ALS Budget	\$35,657,256
ALS Cost/Call	\$1,264

(2) "2012 BLS Support" = Current BLS Support Distributon Model (Provided by KCEMS Division)

(3) "Services Minus Levy" = (Value of ALS Services Calculated on Per Call Basis + BLS Support + Overhead Calculated on Per BLS Call Basis) - Levy Contribution

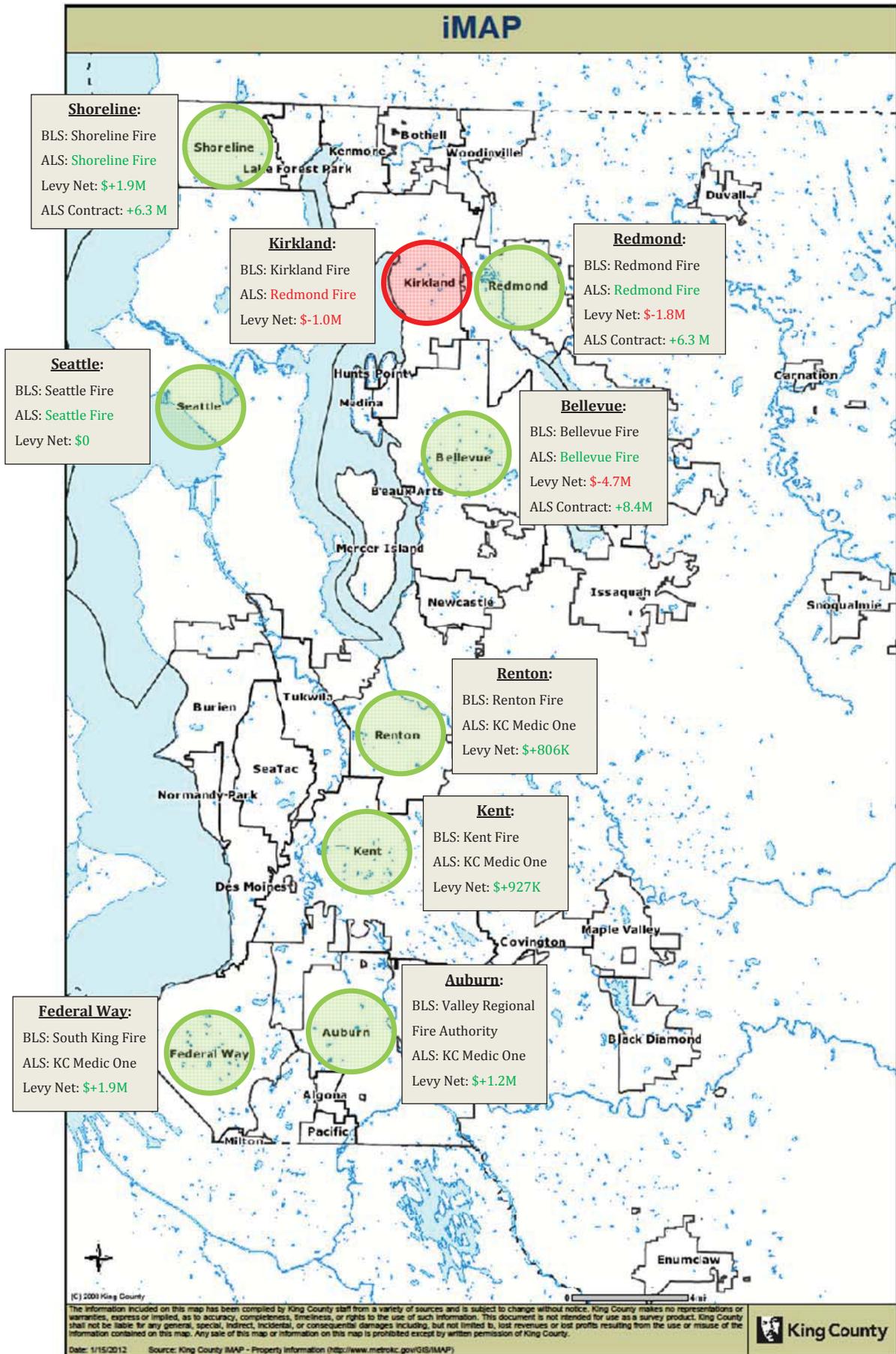
(4) "Overhead" = Total Levy (\$63,003,859) - (ALS Budget + BLS Support) / BLS Calls = \$109 Per Call

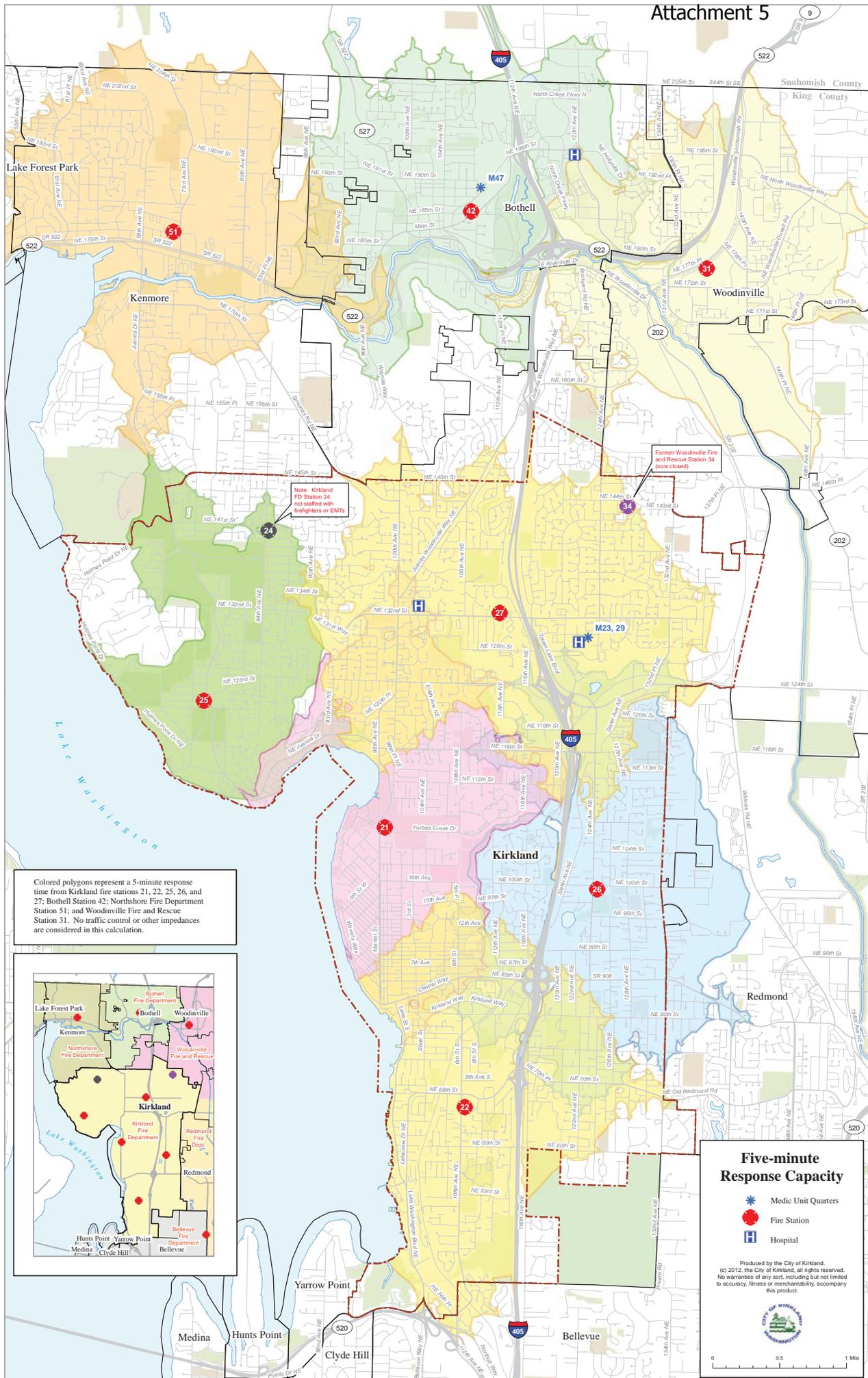
Overhead	\$11,950,209
Overhead per BLS Call	\$109

(5) Seattle responses are excluded from "ALS cost per call" and "Overhead per BLS call" calculations.

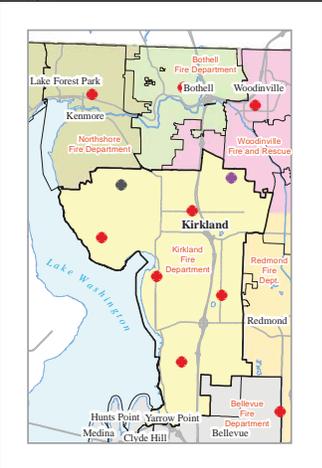
(6) "Total Service Value" = ALS Value + BLS Support + Overhead

Bellevue	\$4,794,971	
Eastside	\$1,999,052	
Redmond	\$1,777,624	
Mercer Island	\$1,340,306	
Kirkland	\$993,005	
Total	\$10,904,959	1.45





Colored polygons represent a 5-minute response time from Kirkland fire stations 21, 22, 25, 26, and 27; Bothell Station 42; Northshore Fire Department Station 51; and Woodinville Fire and Rescue Station 31. No traffic control or other impedances are considered in this calculation.



Five-minute Response Capacity

-  Medic Unit Quarters
-  Fire Station
-  Hospital

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June 19, 2012

Dow Constantine, King County Executive
King County Chinook Building
401 Fifth Avenue, Suite 800
Seattle, WA 98104

Re: Preliminary recommendations of Emergency Medical Services (EMS) Advisory Taskforce

Dear Executive Constantine,

At this point in the EMS strategic planning process, the preliminary recommendations of the EMS Advisory Taskforce are nearly complete and limited opportunities remain to shape the strategic plan for the upcoming EMS levy renewal. On behalf of the Kirkland City Council I am respectfully requesting your consideration of the concerns raised by Kirkland and our proposed solutions.

For more than thirty years, the City of Kirkland has partnered with King County to provide emergency medical services (EMS) in King County. Kirkland remains committed to our region's internationally renowned EMS system and the partnerships that make it successful.

As one of the nine cities required to authorize renewal of the EMS levy, the City of Kirkland's representatives have been actively and collaboratively engaged in the EMS strategic planning process for nearly eight months. Throughout this process, we have raised concerns with the regional transfer of revenue and inequity created by the County-wide levy. According to our analysis (included as attachments to this letter) each of the other eight cities is either an Advanced Life Support (ALS) provider or receives more money back from the levy for Basic Life Support (BLS) services than the jurisdiction pays in to the system. Seattle receives all of the levy money generated in Seattle. Kirkland is the only levy authorizing city that exports tax revenue to other parts of the region but is not an ALS provider. Kirkland has proposed constructive, pragmatic solutions to solve this problem. Unfortunately none of our proposals have been definitively included in the draft plan and Kirkland finds itself currently unable to support the preliminary recommendations of the Task Force. I am writing to you today in the hopes of finding solutions that will allow Kirkland to enthusiastically support the levy.

Striking a fair balance between tax and service equity is our primary concern. Our analysis shows that Kirkland's taxpayers contribute nearly \$1 million more annually to support the regional EMS system than they receive in services. Kirkland understands and strongly supports the idea that the EMS levy is a regional levy and that revenue transfers are necessary to ensure world class service throughout all of the King County. Nevertheless there is an equity issue to be resolved. We believe this revenue subsidy of other parts of the region has increased during this economic downturn as properties in the northeast portion of King County have retained more of their value. The contemplated increase in the levy rate will only exacerbate this gap. We believe that identifying a mix of system enhancements that will benefit EMS regionally while demonstrating public value locally for Kirkland is essential. We have proposed a series of system enhancements that would ease this issue of equity while providing benefits regionally.

Adding Kirkland as a new advanced life support (ALS) provider within the EMS system and giving Kirkland local control of the ALS unit located within the City is our preferred solution to the equity problem. This proposal could be implemented at no additional cost to the EMS system, it would benefit the system regionally, and it offers tremendous local value for Kirkland. It would benefit the region by improving EMS outcomes throughout Kirkland's response area, and it would add a new EMS administrative team to assist the County in carrying out the work of managing the regional EMS system. At this time, this proposal has not been given serious consideration and no "path" to Kirkland becoming an ALS provider has been identified.

As an alternative, Kirkland also proposed a creative solution to a regional response-time issue identified in the North Finn Hill area. Neither Kirkland, Northshore, Bothell nor Woodinville are currently able to meet response time goals in this area. We believe that partial levy funding of a BLS unit at Kirkland Station 24 would help resolve the response time issue for all four of these jurisdictions. However, this proposal was not supported by the BLS Subcommittee.

Kirkland representatives also supported a BLS "lead agency" proposal that was jointly developed by Kirkland and County EMS staff. This regional opportunity could be a viable solution to equity for Kirkland. However, at the Task Force recommended funding level, substantial financial support will be required from Kirkland order to make the concept successful. If additional funding can be found to make the BLS lead agency proposal cost neutral for the host agency, this proposal may be part of resolving our equity issue.

Kirkland representatives also proposed a series of performance audits similar to the excellent Metro Transit system audit done by King County that would illustrate the strengths of and opportunities for improvements to the EMS system and identify potential cost savings for all King County tax payers. This proposal was sent back to the Regional Services Subcommittee for further consideration at the last meeting of the Taskforce on May 30, 2012. The proposal for performance audits has both local and regional benefits and will certainly be considered part of a solution to Kirkland's equity issue.

The City of Kirkland remains committed to finding solutions that benefit the EMS system region-wide. Kirkland remains equally committed to demonstrating local value to Kirkland's taxpayers prior to the final recommendations being made at the last EMS Advisory Taskforce meeting on July 26, 2012.

We respectfully request a meeting with you to discuss our concerns and proposed solutions. City Manager Kurt Triplett will contact your office to follow-up with this request. Mr. Triplett may be reached at (425) 587-3020.

Thank you for your consideration. If you have any comments or questions, please don't hesitate to contact me at (425) 587-3529.

Sincerely,
Kirkland City Council

by Joan McBride
Mayor