



2021-2022 Adopted Biennial Budget

A Nationally Accredited
Emergency Communications Center



September 4, 2020



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Valley Communications Center

Washington

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a first Distinguished Budget Presentation Award to Valley Communications Center, Washington, for its budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another ward.

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The Adopted 2021-2022 Budget document may be viewed online through the following link:

<http://www.valleycom.org>

This on-line document can be downloaded as PDF. The Table of Contents includes bookmarks and links for ease of navigation.

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Vision Statement

An industry-leading regional public safety hub, Valley Communications Center is a team of dedicated public safety professionals working together to provide our community with responsive and coordinated emergency and essential services.

Mission Statement

Valley Communications Center saves lives by assessing, translating, and routing information efficiently, accurately, and rapidly.

Guiding Principles

- **Reliability.** We are always there when you need us.
- **Transparency.** We are direct and clear in all our decision-making and communication.
- **Compassion.** We look out and care for each other with genuine concern.
- **Accountability.** We are responsible and respectful stewards of the contracts and expectations of our partners and the public.
- **Teamwork.** We foster understanding, support, collaboration, and professionalism across our organization.
- **Continuous Improvement.** We will constantly improve and innovate our services by regularly reviewing performance and investing in our staff.

Critical Functions:

Emergency Communication <ul style="list-style-type: none"> • 911 & 10-digit call-taking • Law Enforcement, Fire, & Medical Dispatching • Radio 	
Communications Infrastructure <ul style="list-style-type: none"> • Technology Support 	Coordinating with Partner Agencies <ul style="list-style-type: none"> • Paging (Context for Emergency Responders) • Computer-Aided Dispatch (Internal, In-station support, Mobile Data Computer, Record Management System) • Internal/External Business Calls

Historical Information

In 1976, the Cities of Auburn, Kent, Renton, and Tukwila identified a concept which would provide their citizens with quality emergency call receiving and dispatching services without the duplicity of expenses. This vision resulted in an Interlocal agreement forming Valley Communications Center on August 20, 1976 and establishing the Administration Board as the governing body. This action established Valley Communications Center as a governmental administration agency under RCW 39.38.030 (3) (b). On January 1, 2000, the original cities entered into a new Interlocal agreement which included the addition of the City of Federal Way as an additional owner agency.

Since 1976, Valley Communications Center has been growing at a steady pace. Valley Communications Center (VCC or Valley Com) originally served the needs of the four owner cities and a small number of contract agencies. Today Valley Communications Center serves 10 law enforcement agencies, 13 fire departments, and King County Medic One paramedics, with a service population of approximately 785,525 residents.

In November 1992, the King County voters approved funding for the acquisition and installation of the Regional 800 MHz Radio System through a \$57 million levy. In May 1993, VCC entered into an agreement with King County for the purpose of providing joint project management of the system's implementation. In August 1993, VCC entered into an Interlocal agreement with the sub-regions of King County, Seattle, and Eastside Public Safety Communications Agency to jointly administer the Regional 800 MHz Radio System.

On August 23, 2000, the Valley Communications Center Public Development Authority (VCCDA) was created for the purpose of financing the construction of a state-of-the-art 24,000 square foot facility. After nearly two years of construction, equipment installation, testing and training, live operations were transferred to the new facility at 0400 on Sunday, June 23, 2002.

On November 17, 2001, Valley Communications Center became the first communications center on the West Coast to receive national accreditation and only the seventh in the nation through the Commission for the Accreditation of Law Enforcement Agencies (CALEA). Preparation for accreditation took 18 months and included proving best-practices for communications centers in over 200 stringent standards. Valley Communications Center was re-accredited in 2004, 2007, 2010, 2013, 2016 and is pursuing re-accreditation in 2020.

In July 2013, VCC entered into a Puget Sound Emergency Radio Network (PSERN) Contract Procurement Agreement with the sub-regions of King County, Seattle, and Eastside Public Safety Communications Agency to procure a contract for the provision of the electronics and development of certain new tower sites for an emergency radio system within King County. This agreement designates King County as the lead for the procurement. PSERN is the new emergency radio system that will replace the existing King County Emergency Trunked Radio System (KCETRS).

In June 2015, VCC entered into an Implementation Agreement with King County for PSERN System, financed through a \$273 million voter approved funding measure for the purpose of establishing the terms under which to undertake certain activities necessary to implement the PSERN System. King County is the lead agency for planning, procurement, financing, and implementation of PSERN System and for creation of a new non-profit corporation, to be responsible for the ownership, operations, maintenance and on-going upgrading/replacement of the PSERN System during its useful life.

Governing Boards

The Interlocal Agreement of January 1, 2000, states the Valley Communications Center shall be governed by an Administration Board comprised of the Mayors of the cities of Auburn, Federal Way, Kent, Renton, and Tukwila. In 2019, 3 nonvoting members were added to the Administration Board, one for each of the 3 disciplines VCC serves: law enforcement, fire, and paramedics.

Principle functions of the Administration Board:

- Reviews and approves the Valley Communications Center budget (note: Center’s budget is distributed to each owner and contract agency for incorporation into each entity’s budget)
- Appoints and supervises the Executive Director
- Approves administrative and personnel policies
- Reviews and approves contracts and agreements
- Reviews and approves disbursement of funds by Valley Communications Center
- Approves or disapproves recommendations from the Executive Director and the Operations Board
- Sets the long term strategic vision for the organization

The Operations Board provides operational guidance and support to Valley Communications Center. The Operations Board is comprised of the Police and Fire Chiefs of the five owner cities (or fire authorities in respective cities), one appointed representative from Police contract agencies, and one appointed representative from Fire contract agencies. In 2019, the Chief of Medic One was added as a member of the Board.

Principle responsibilities of the Operations Board:

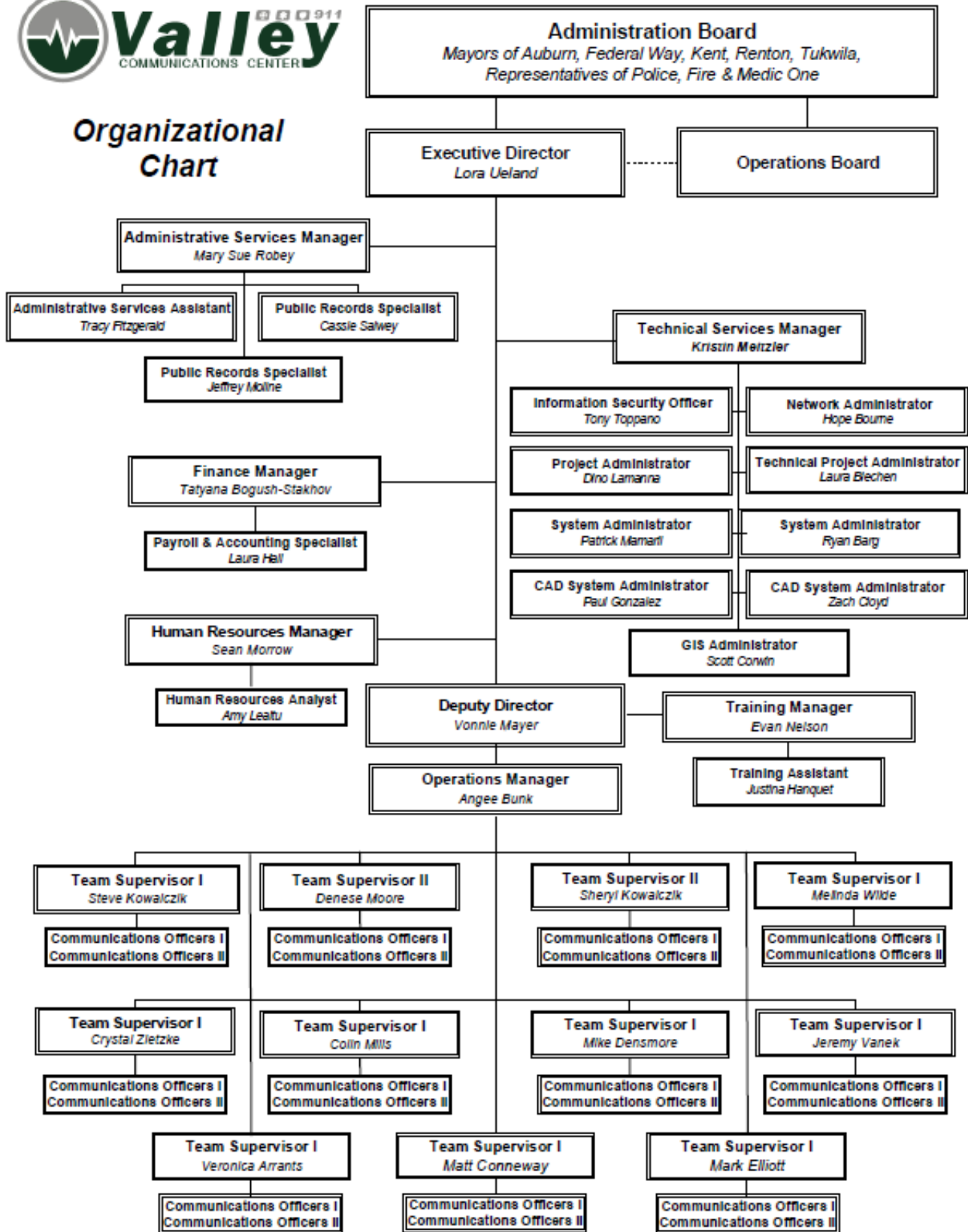
- Responsible for operational policies and procedures
- Assists staff and the Administration Board with strategic planning
- Makes recommendations on the selection of the Executive Director
- Members serve on supporting groups including the Finance Committee and The Advisory Committee on Technology (ACT)



Organizational Chart



Organizational Chart



Strategic Plan – Recent Accomplishments

NEXT GENERATION
VALLEY COM

At Valley Com, we do not shy away from challenging situations; instead, we meet them head on, rising to the occasion as the first of the first responders. The planning for the future of our organization is no different. To meet the challenges we face as an organization, we have undertaken a collaborative strategic planning process in 2018 to chart out a roadmap for the next five years. **Our collective vision is bold—to lead the industry— our mission is critical—to save lives.** Next Generation Valley Com puts a focus on the work we need to do internally to deliver on those aspirations.

The Roadmap 2023, Valley Com’s 5-year strategic plan, describing process, goals, and objectives in detail is available at www.valleycom.org along with the 2019 Annual Report providing an implementation update.



We completed successful Year One of Valley Communications Center Strategic Roadmap 2023 with 19 of 24 short-term initiatives achieved and incorporated into organizational culture. Implementation milestones for each of the 6 strategic plan goals include:

G1 | Public Safety Governance & Communication

- Executive Leadership attending regional advisory meetings.
- Expanded Community Involvement via social media connections.
- Adjusted governance with addition of police, fire, and EMS membership on the Administration Board and EMS membership on Operations Board.

G2 | Trust & Team Building

- Established Supervisor/Com Room One-on-One meetings as an opportunity for two-way feedback.
- Established monthly Leadership Team Meetings with Management and Labor Leadership.
- Implemented platform for all to recognize the contributions of others and for supervisors to transparently track interactions with employees providing real time feedback.
- Established committee to oversee formal employee recognition.
- Incorporated process for employees to provide feedback of supervisor performance.
- Highlighting individual employees on ADP and in newsletter.

G3 | Support & Resources

- Implemented platform for supervisors to share day-to-day activities in support of situational awareness.
- Established an employee Wellness Committee to communicate and promote wellness, earning the AWC Well City status for year 2020.
- Established committee of employees to provide feedback on proposed policy and operational changes that may impact workflow.
- Established process to collect and analyze call answering data and trends.

G4 | Current & Future Services

- Statement of Impact document and process created.
- Completed evaluation and adjustments to the long-standing funding model setting the stage for development of service level agreements with all agencies. The funding formula model was adjusted to reflect impacts of city fire departments becoming regional fire authorities.

G5 | New Technologies and Services

- Launched pilot of ESRI based dashboard allowing field units greater situational awareness.

G6 | Data Management & Access

- Implemented Power DMS for searchable database for policies, memos, and information.
- Implemented web-based public records platform to streamline delivery of public records requests.

Other Noteworthy Accomplishments

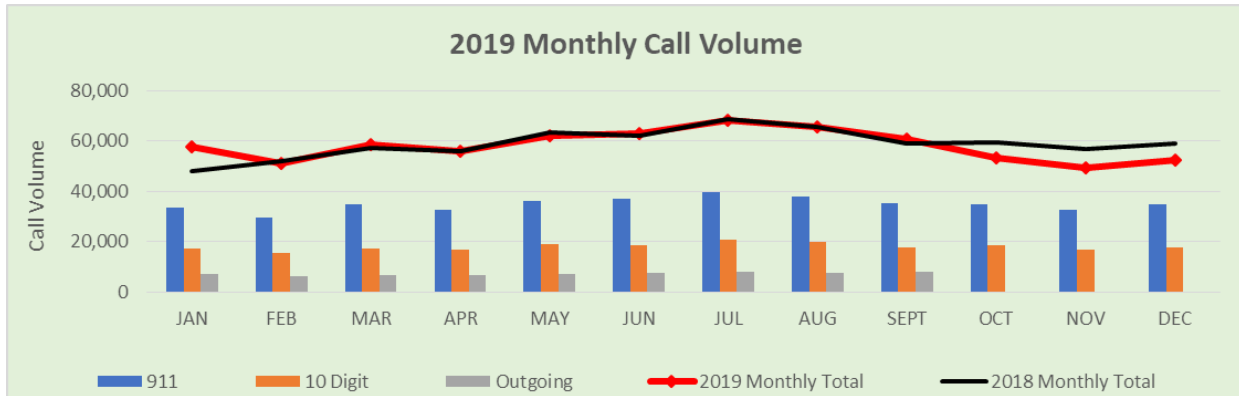
- Earned our 21st consecutive annual audit free of findings from the State Auditor's Office during 2019.
- Met all standards in the four-year CALEA recertification cycle.
- Received GFOA budget award for 2019-2020 budget document – 1st in history of Valley Com.
- Maintained public satisfaction survey rating of 4.8 out of 5 in 2019.
- Participated in the Tri-County Complex Coordinated Terrorist Attacks (CCTA) regional training exercises.
- Completed transfer of three emergency 800 MHz radio sites to Puget Sound Emergency Radio Network (PSERN) project.
- Completed the following projects: CAD upgrade and system virtualization, field unit mobile CAD and map upgrade, replacement of radio dispatch consoles with PSERN partnership, Tablet Command implementation for Fire agencies, Exchange software upgrade, ESRI enterprise software upgrade, Partner VPN hardware replacement, 911 phone system upgrade.
- Joined the Houston-Galveston Area Council Cooperative Purchasing Program to expedite certain purchases and ensure competitive pricing.
- Implemented remote deposits to limit trips to the bank.
- Reduced banking fees and negotiated 100% increase in earning credit rate on bank compensating balances.
- Designed and distributed Total Employee Compensation Statements to employees.
- Bargained agreements with both the Employee Association and Supervisors Guild.
- Conducted in-house COI (call receiver), COII (police dispatch and fire dispatch) training academies and successfully trained 13 call receivers, 8 police dispatchers and 8 fire dispatchers for the 2019/2020 years with 8 call receivers and 6 dispatchers currently in 1:1 training, a call receiver academy of 5 starting in September 2020.
- Promoted two Supervisor I and eight dispatchers in 2019.
- Held a community information day in 2019.

Issues Impacting the Future

- Increase in frequency and sophistication of cybersecurity and new security threats.
- Ability to meet data protection and privacy regulations.
- Staying current in rapidly evolving technology skill sets with limited resources.
- Public Safety technology software not keeping pace with the private sector.
- Being responsive to requested technology from partner agencies while maintaining and advancing internal systems.
- Increasing demand for real time data analytics involving disparate systems.
- Unknown impacts of Internet of Things (IOT) and NG-911 advancements will have on personnel, workflow and system requirements.
- Funding challenges with outdated and insufficient 911 excise taxing structure.
- Maintaining employee morale amid pandemic impacts and demands for public safety reform.
- Increasing percentage of retirement eligible employees.
- Finding and retaining qualified employees to work in high-stress environment.

Key Performance Indicators

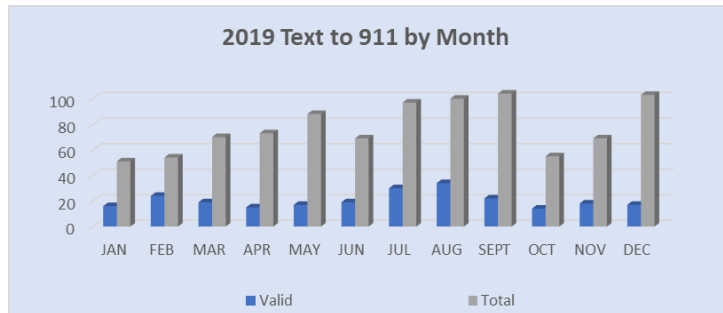
Valley Communications Center tracks key performance indicators on a monthly and quarterly basis for various functional areas. The graphs below present the main operating indicators for the communications room, which is the heart of Valley Com.



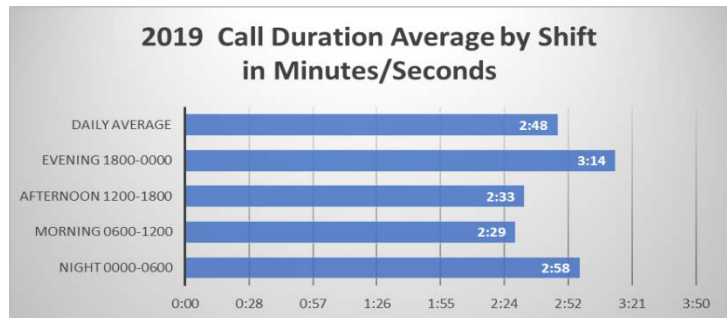
*Q4 Outgoing call data lost during reporting platform transition.

Call volume shown in the graph above has remained relatively steady the last several years.

Text to 911 was implemented in King County in December 2018. A text is considered valid if the texter was hard of hearing, hearing impaired, or under duress. If the texter could have safely dialed 911, but did not, the text is considered not valid.



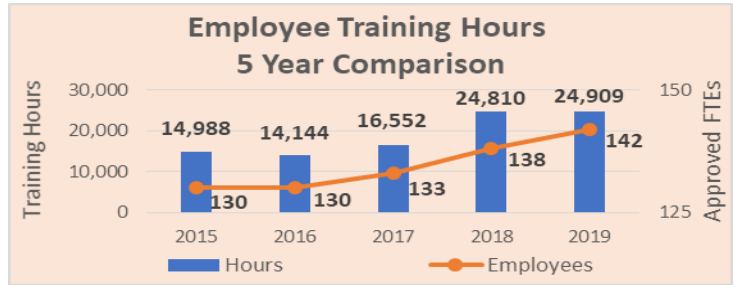
The call duration is a new measurement that came out of the strategic plan work. It shows longer duration times during evening and night hours. A workgroup is working to identify the causes and potentially reduce duration times.



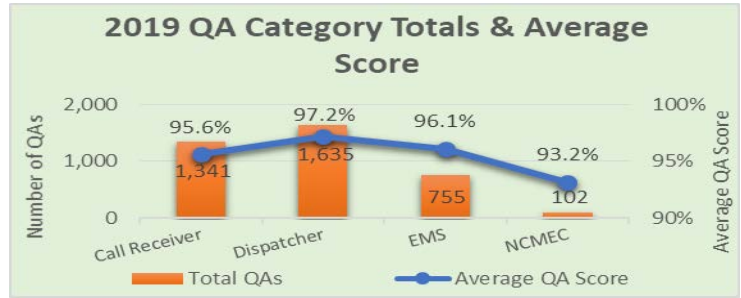
The next graph shows the Center’s record in meeting the King County E911 Program Office call answering standard. In 2019, the standard required that during each hour of a calendar quarter, a minimum of 90% of 911 calls be answered within 10 seconds. The PSAP is to meet that standard 80% of the time in that quarter. During the last 2 years, the Center has not consistently met the 90% standard. In 2021, the County will use the NENA call answering standard that 90% of 911 calls are answered within 15 seconds, based on a one-month evaluation.



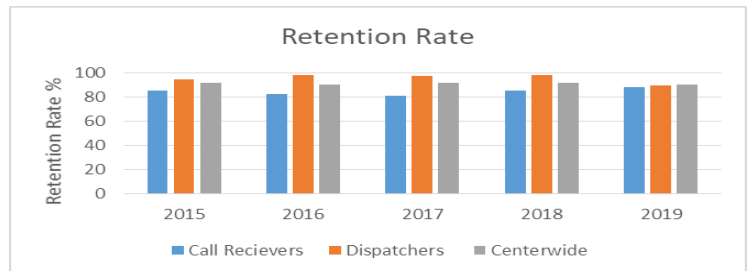
In 2019, all staff members met or exceeded the annual APCO Agency Training Program Certification requirement of 24 training hours per employee, ending the year with a total of 24,909 hours. Continuing education training represents 7,834 of those hours. The one-on-one and academy training accounted for the remainder of 17,115 hours. Previously reported training hours for 2017 were found to have excluded applicable hours and have been corrected in this document. The last 2 years saw a significant increase in training hours, mostly due to an increase in Call Receiver new hires and Dispatch promotions.



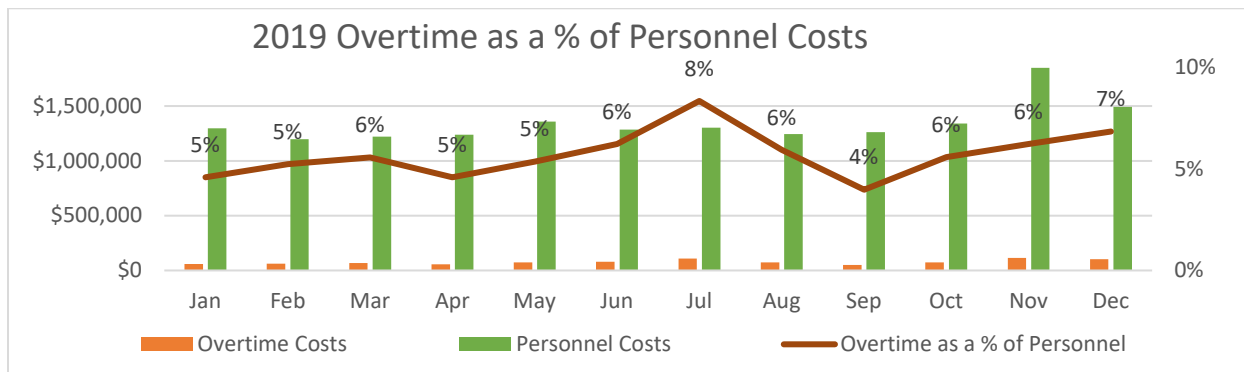
The Center has a quality assurance (QA) assessment process. Supervisors conduct assessments for their team members and Communications Training Officers (CTOs) provide extra QA feedback to newly released employees. The Center also participates in the King County Emergency Medical Services (EMS) and National Center for Missing and Exploited Children (NCMEC) programs. These reports provide timely feedback to employees, allow the supervisor to identify and address trends through training, are used to measure improvement, and recognize extraordinary performance. King County EMS uses the data to determine how call receivers and dispatchers can more accurately identify critical medical symptoms from callers in order to send the appropriate level of medical assistance. NCMEC QA evaluates calls that may involve children at risk with the goal to ensure we provide every child at potential risk with the highest attention and priority. The above graph shows the number of QAs completed under each program as well as the average score.



The Center maintained an average overall 92% retention rate during the last 3 years, which is above the industry retention rate of 81% (based on the 2009 APCO Project RETAINS announcement that research had proven turnover rates for communications centers in the U.S. to be 19%).



The Center is subject to the minimum staffing level requirements for its communications room operations. The graph below shows 2019 overtime costs relative to personnel costs, which assists management in personnel resource management.



2021-2022 Goals & Objectives

Overall

- Continue implementation of the VCC Roadmap 2023, Strategic Plan medium and long-term goals. The plan is available at www.valleycom.org. Areas of focus for the next two years include:
 - Initiate regular site visits with partners in the field to strengthen communication and working relationships.
 - Convene regional PSAP level workgroups for Training, Operations, Technology and GIS to share information and learn from each other.
 - Explore different staffing models that could create opportunities for in-person team briefings without negatively affecting staffing.
 - Establish a routine reporting mechanism to track the average time call receivers place themselves in a not-ready status and examine call processing practices.
 - Seek ways to adjust training program to be more effective and efficient.
- In partnership with King County and other radio system owners, implement the Puget Sound Emergency Radio Network (PSERN) system.
- In partnership with the E-911 Program Office, participate in the implementation of the Platform Modernization Project, the replacement of the county-wide 911 call handling system.
- Explore a phased-in approach to provide telework options for com room personnel.
- Continue to implement policies and practices to limit spread of COVID-19 and other infectious disease.



Administrative Services Department

The Administrative Team provides support to various functions throughout the organization and Commission on Accreditation for Law Enforcement Agencies (CALEA) compliance.

Measure	Target	2017	2018	2019	2020
CALEA Standards Compliance (166 mandatory & 39 other standards)	100%	100%	100%	100%	100%
PDR 5-day Response Compliance	100%	100%	100%	100%	N/A

Their duties include public disclosure requests, retention and destruction of records, testifying in court, coordination of meetings, management of information, and distribution of written directives. Goals and objectives for the next biennium include:

- Continue to provide high level administrative support to the Administration Board, Operations Board, management, and staff.
- Maintain CALEA accreditation to ensure operations and procedures align with best practices.
- Continue to recognize and celebrate staff year-round, including during National Emergency Telecommunicator Week.
- Continue to publish quarterly newsletters in support of internal communication efforts.
- Maintain relationship with Meadow Ridge Elementary developing student awareness of public safety and 911.
- Continue to work towards electronic archiving of documents.
- Complete transition to Power DMS as primary platform to maintain policies.

Finance Department

The Finance department is responsible for monitoring the financial health of the organization. The duties include development of the biennial budget, coordination of day-to-day budgetary and accounting functions, preparation of financial reports, coordination of annual audits, and management of cash, investments, assets and property, payroll, purchasing, accounts payable, and accounts receivable. Goals and objectives for the next biennium include:

Measure	Target	2016	2017	2018	2019	2020
Annual Financial Report to SAO (RCW 43.09.230)	Due 150 days after fiscal year-end	125	143	141	142	143
Biennial Budget presented to Administration Board for Adoption (Interlocal Agreement, Section 8)	Due 9/1 every other year since 2014	3-Aug	N/A	27-Jul	N/A	28-Aug

- Continue to produce accurate annual financial reports and work cooperatively with the State Auditor's Office on audits.
- Monitor financial activity to ensure continued fiscal responsibility and ongoing financial health despite the COVID-19 situation.
- Review and update financial policies as necessary to ensure current needs are adequately addressed.
- Continue to process financial transactions according to established policies and principles.
- Continue to streamline payroll related processes.

Human Resources Department

Human Resources works with Center and Union Leadership to create a healthy and inclusive workplace. The Human Resources department supports team members through recruiting and hiring to reach authorized staffing levels, coordination of promotional processes, and guidance with the complexities associated with various state and federal rules and regulations. The department is also responsible for administration of benefit plans, development of a competitive salary structure, negotiating collective bargaining agreements, and conducting employee investigations. Goals and objectives for the next biennium include:

Measure	Target	2015	2016	2017	2018	2019
Employee Retention Rate	81%	92%	91%	92%	92%	91%
Fully Staffed Com Room	100%	N/A	92%	93%	96%	94%
Fully Trained Com Room	100%	N/A	85%	87%	87%	84%

- Maintain the Center's Well City status through the Association of Washington Cities.
- Develop and create programs that focus on employees' physical, mental, and financial health.
- Seek proper and regular training for the Center's peer support team.
- Continue to move manual processes to the Human Resources Information System.
- Achieve and maintain full staffing.

Operations Department

Valley Com's main function is to answer, triage and dispatch incoming 911 emergency and 10-digit non-emergency calls for police, fire, and emergency medical services (EMS). This function is managed by the Operations Department. Goals and objectives for the next biennium include:

911 Call Answering Standard	Target	Q1	Q2	Q3	Q4
2018	90%	91%	86%	84%	89%
2019	90%	92%	89%	86%	92%

- Consistently meet call answering standards by reviewing trends, improving processes and using telephone queues strategically.
- Continue to refine call processing procedures as new performance and technology trends emerge.
- Engage stakeholders to make informed operational decisions regarding dispatch and call receiving operations.
- Continue to leverage operational employee workgroups in support of continual improvement principle.
- Expand the use of electronic monitors to provide additional information relevant to operations.
- Establish a Crisis Intervention Response Team (CIRT) with fully trained members.

Technical Services Department

The Technical Services Department is responsible for providing oversight, design, engineering, and technology services to

Measure (audit performed every 3 years)	Target	2017	2020
Criminal Justice Information Security (CJIS) Compliance Percentage (%)	100%	96%	95%

maintain and support Valley Communications 911 call taking, dispatching, and communications. The department provides enterprise level infrastructure, networking, Computer Aided Dispatching (CAD) application services, business applications, telephony, radio communications, and paging communications. In addition to the traditional information technology responsibilities, the department provides facilities management for the Center. Goals and objectives for the next biennium include:

GOAL 1 - Improve Cybersecurity posture

- Objective 1: Full compliance with Criminal Justice Information System audit
- Objective 2: Strengthen monitoring, response, and compliancy
- Objective 3: Increase security awareness and education

GOAL 2 - Leverage technology to gain operational efficiencies

- Objective 1: Implement ASAP to PSAP interface to automate alarm reporting
- Objective 2: Improve data collaboration and reporting

GOAL 3 - Focus on value-creation projects; leverage existing platforms and software configurations to maximize capabilities or gain efficiencies

- Objective 1: Implement CAD closest unit dispatching
- Objective 2: Leverage software data automation and visualization
- Objective 3: Maximize software suite productivity capabilities

GOAL 4 - Increase availability and ease of access to information securely

- Objective 1: Develop telework options for com room staff
- Objective 2: Increase mobility and access to data on multiple platforms

Training Department

Training Department facilitates contemporary training on a multitude of topics to a large and diverse employee group working staggered hours around the clock. They ensure training is current and documented and see that certifications remain up-to-date including Washington State Telecommunicator I and II, Criminal Justice Information Services (CJIS) state and national standards, King County EMS, and FEMA National Incident Management System (NIMS). Goals and objectives for the next biennium include:

Measure	Target	2015	2016	2017	2018	2019
Employee Training Standard (24 hours of annual training per employee)	100% of employees	100%	100%	100%	100%	100%
Academy Pass Rate	100%	Prior year data not available			90%	100%
1:1 Pass Rate	75%				74%	68%
QAs Performed	2%				0.5%	0.7%

- Schedule and conduct COI and COII academies as staffing needs dictate.
- Continual refinement of training processes to ensure all employees are provided with relevant and current training which enhances their ability to serve the public and our agencies.
- Increase the effectiveness of our public education initiatives by partnering with other agencies and public safety stakeholders.
- Ensure all employees meet the minimum 24 hours continuous education training to maintain compliance and proficiency of staff.
- Establish process to increase the number of QAs performed to meet NENA standards.

Budget Message

To: Administration Board Members

I am pleased to present the Valley Communications Center's 2021-2022 biennial budget. This budget was the result of careful analysis of present and future needs of staff, agencies and the community, as well as state and federal mandates to which Valley Com is obligated.

As always, Valley Com budgets to continue efforts that support the core mission of our agency; answer 911 calls and dispatch those calls to the public safety agencies in South King County. Criteria used to help guide budgeting decisions were:

- Support efforts towards a fully staffed and trained workforce
- Ensure continuity of operations
- Minimize financial impacts to Member Cities and Contract Agencies

The pandemic has influenced our preparations for the coming biennium, specifically as it relates to continuity of operations. 911 historically has been a profession that works from a hardened location that provides physical and system security. COVID-19 brought into sharp focus the need to safely diversify work locations to ensure 911 calls will be answered even if staff cannot come into the Center due to quarantine requirements, weather impacts, or building issues.

We also understand that the pandemic has affected the financial health of many of our member cities and contract agencies. Recognizing the need to balance our role in public safety with the financial realities of the agencies, we worked to keep impacts at a minimum. This budget provides for an overall reduction in contributions from member cities and maintains the 2020 rates for contract agencies in 2021.

Roadmap 2023, Valley Com's 5-year strategic plan launched in 2019, serves as our literal roadmap as we put actions towards these priorities. During these first two years, we have strengthened relationships both internally and with our partner agencies by focusing on the six goals and accompanying initiatives. You will see the emphasis placed on realizing this plan throughout the budget document. The Roadmap 2023, Valley Com's 5-year strategic plan, is available at www.valleycom.org.

Budget Overview and Recommendations

Valley Com's 2021-2022 biennial budget proposal was prepared consistent with the Board's policy direction, Center's needs, and identified budget priorities. While it was a challenge to balance the needs of owner/member agencies, regional fire authorities, contract agencies, while supporting VCC's priorities, we believe this budget achieves that goal. It is structurally balanced and financially sustainable for multiple years into the future, as the sum of estimated revenues and appropriated fund equity is equal to appropriations. In addition, the Center does not rely on non-recurring resources to balance its budget.

The Finance Committee, including Chief Administrative Officers from the owner/member cities, reviewed the preliminary budget on July 29, 2020 and unanimously recommended moving VCC's proposal forward. At its regular, remotely held, meeting on August 27, 2020, the Operations Board voted to recommend adoption of the proposed budget by the Administration Board.

The 2021-2022 biennial budget includes the following highlights:

Sets Rates:

- Establishes the 2021 contract agency rate at \$44.33 per billable call for service (same as 2020 rate).
- Establishes the 2021 member/owner agency rate equivalent at \$38.56 per billable call.
- Establishes the 2021 non-public safety radio rate at \$15.00 per radio.
- Establishes the 2021 public safety radio rate at \$0.85 per radio plus airtime charges.
- Establishes the 2021-2022 Netmotion services monthly rate at \$17.50 per user.

Maintains FTE positions:

- Authorized positions remain at 2020 approved levels at 142.5 FTE.
- Budgeted positions remain at 2020 levels at 136.5 FTE.

Funds Higher \$ New Items and Improvements:

- Funds HAWC Firewalls (8) and Management Licensing at \$472K (2021 Equipment Replacement Fund).
- Funds Cybersecurity at \$300K (\$150K per year Operating Fund).
- Funds Sparing for KC/VC Sites at \$200K (\$100K per year 800MHz Fund).
- Funds Servers Admin (4) at \$70K (2022 Equipment Replacement Fund).
- Funds SQL Enterprise Licensing 4 Cores at \$70K (2022 Equipment Replacement Fund).
- Funds SQL Software Use Licenses for CAD at \$60K (2022 Equipment Replacement Fund).
- Funds Facility Video and Access Control Maintenance & Support at \$41K (\$20K for 2021 and \$21K for 2022 Operating Fund).
- Funds Microsoft Phones at \$37K (\$19K per year Operating Fund).
- Funds Com Room Chairs (20) at \$20K (\$5K for 2021 and \$15K for 2022 Equipment Replacement Fund).

Makes Contributions:

- Contributes \$2.9 million in the next biennium to the Equipment Replacement Fund from operations to meet equipment and facility obligations, albeit at a reduced level (including \$795K per year to replace equipment support transfers from the E-911 Escrow Fund discontinued in 2019).
- Contributes \$22,611 in the next biennium to the Contingency Fund from operations; the Contingency Fund is at full funding status at the end of 2022.
- Utilizes \$5.5 million from E-911 excise tax revenue to support the Operating Fund personnel costs, including COI (Call Receivers) and technical staff positions.

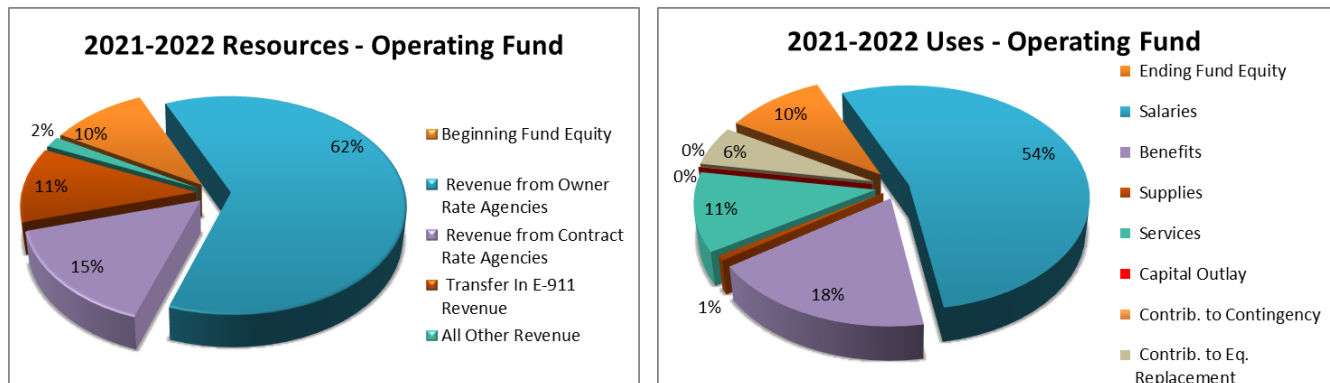
Makes Cuts:

- Discontinues \$1-\$1.6 million transfer per biennium for debt service replacement from the Operating Fund to the Equipment Replacement Fund.

Operating Fund

The 2021-2022 biennial budget reflects an overall decrease of 2% in Operating Fund uses from the 2019-2020 adjusted budget. This decrease is directly attributed to a 42% decrease in transfers out, which is largely offset by an increase in personnel cost driven by previously negotiated step, COLA, and benefit rate increases. Page 28 summarizes operating revenues, operating expenditures, and overall impact on the Operating Fund's 2022 ending fund equity. Pages 29 - 32 illustrate budgeted resources and uses in detail.

As seen in the *Resources* chart below, the majority of the Center's Operating Fund resources come from owner rate paying agencies (62%). The second largest resource is contract rate paying agencies (15%) with E-911 escrow transfer in the third place (11%). The breakdown of the combined 2021-2022 distribution changes slightly from prior biennium, with an overall 7% decrease in owner agencies, a 3% increase in contract agencies, a 3% increase in beginning fund equity, and a 1% increase in E-911 escrow transfer. Disregarding fund equity, 69% of Center Operating Fund resources are provided by owner rate paying agencies (was 74% in prior biennium).



The *Uses* chart above shows the breakdown of the Center's Operating Fund uses. For 2021-2022 biennial budget, 72% of all expenditures are directly related to personnel costs, which is just a 1% increase from the prior biennium. The fund equity increased 3%, while contribution to equipment replacement decreased 3%. Other categories remained relatively unchanged. Disregarding fund equity, personnel costs make up 80% of the Center Operating Fund uses (was 76% in prior biennium).

Equipment Replacement Fund

This Fund serves as a budgetary reserve specifically to purchase new or replace existing equipment and facilities as they physically wear out or become functionally obsolete. It has been supported in the past by either adopting a contribution as part of the operating budget or by allocating excess ending fund equity balance from the Operating Fund. \$2.9 million is transferred to support the Equipment Replacement Fund in the next biennium, which is a 41% decrease from the 2019-2020 adjusted budget and is due to elimination of the contributions made in replacement of debt service in prior biennium and reduction in the level of normal equipment contributions, as Valley Com needs to balance needs of the long term replacement fund with currently available owner and contract agency resources.

The Equipment Replacement Fund's estimated 2021 beginning fund equity balance is \$16.6 million. Of the total fund equity, \$6.3 million is set aside for facilities and remaining \$10.1 million is for general operating equipment. No facility costs are budgeted in the next biennium and \$0.7 million is budgeted in equipment replacement costs. See page 36 for a breakdown of the 2021-2022 biennial budgeted Equipment Replacement Fund noncapital and capital outlays.

Contingency Fund

In 2013, the Administration Board repealed previously established policy and adopted Resolution #114 establishing the Contingency Fund Policy to provide a financial resource in the event of an unanticipated expense essential to effective operation.

Funding for the Contingency Fund is accomplished by an annual contribution to the Fund at the rate of not less than 1% of the estimated annual operating expenses to a maximum fund balance of 12% of annual operating expenses.

- Contingency Fund will receive \$22,611 contribution in the next biennium.
- The 2022 estimated ending fund equity balance is expected to be at 12% and fully funded.

800 MHz Fund

Valley Communications Center's sub-regional responsibility for managing and operating the radio system is fulfilled through a separate budgetary fund. This Fund allows accurate accounting of system operational costs, the accumulation of infrastructure replacement reserves, and billing to the customer agencies for access and use of the system. This Fund has no financial impact on the Valley Communications Center's operating budget and is funded directly from subscriber/user assessment fees.

Assessment fees are calculated using the established formula approved by the Board to reflect overall agency costs based on airtime usage. This accomplishes the objective of charging a greater amount to those agencies that utilize more system airtime than agencies that use less. For a detailed breakdown of airtime vs. fixed cost by agency, see page 44.

For 2021-2022 biennial budget, no contributions are made to the radio equipment reserve and operational costs are on the decrease resulting in the overall user assessments decrease of 11% from 2019-2020 adjusted budget. Public safety revenue decreases 12% and while non-public safety revenue 9% in the next biennium.

E-911 Escrow Fund

The 2021 estimated beginning fund equity is \$1.7 million. These excise taxes fund enhanced 911 emergency communications systems and King County limits their use to authorized operational support. Valley Com's budget is built showing a stable revenue distribution commensurate with actual 2020 estimates and does not anticipate reduction in excise tax distribution during 2021-2022 biennium.

2021-2022 Biennial Budget E-911 Escrow Fund highlights:

- \$4.2 million received in Emergency Communications Center (ECC) distribution revenue from the King County E-911 Office.
- \$1 million received for 3 FTE positions: GIS/CAD support, IT System Specialist, and PBX Viper Support.
- \$5.5 million transferred to the Operating Fund to support 21 COI and 3 administrative IT positions.

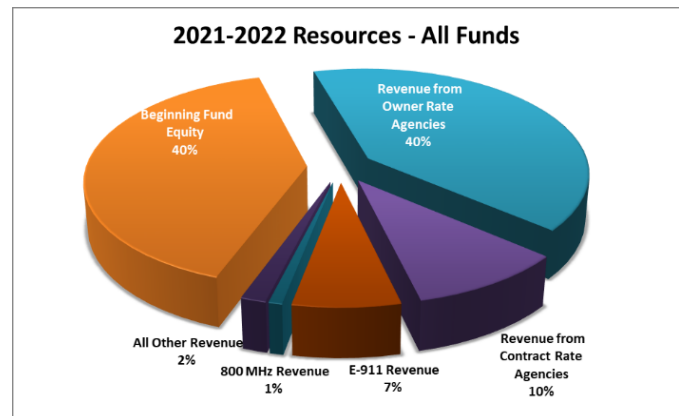
Consolidated Financial Schedule

Consolidated 2021-2022 biennial budget below provides overview of resources budgeted, disregarding internal transfers, and summarizes major resources and uses of the Center.

**CONSOLIDATED
2021-2022 BIENNIAL BUDGET**

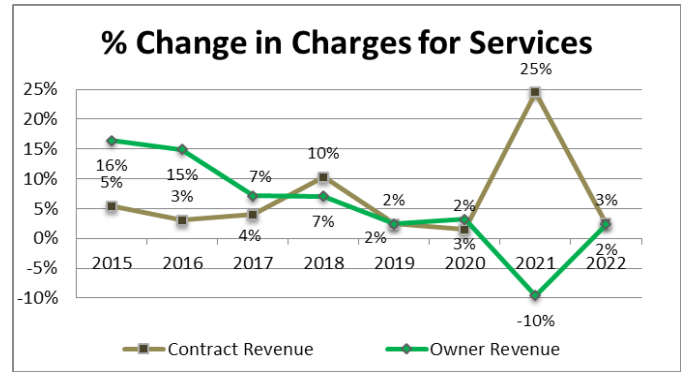
<i>Resources</i>	Total
Beginning Fund Equity	\$ 30,572,925
<i>Revenues</i>	
Charges for services - owner rate	30,794,743
Charges for services - contract rate	7,611,111
Other charges for services	839,984
Intergovernmental revenue	5,682,187
Miscellaneous revenue	126,032
Interest Earnings	429,000
Total Resources	\$ 76,055,981
<i>Uses</i>	
<i>Expenditures</i>	
Personnel services	\$ (36,009,872)
Other operation and maintenance	(6,943,673)
Capital Outlays	(611,232)
Total Uses	\$ (43,564,776)
<i>Fund Equity</i>	
Unrestricted	\$ 6,405,087
Designated	2,542,802
Restricted for Operations	1,660,952
Restricted for Equipment Replacement & Facilities	21,882,364
Ending Fund Equity	\$ 32,491,205
Change in Fund Equity	\$ 1,918,280

As seen in the chart to the right and table above, for the next biennium the majority of Valley Communications Center’s resources come from owner rate paying agencies at 40% and accumulated fund equity makes up another 40%. The contract rate paying agencies contribute 10%, and E-911 revenue accounts for 7% of resources. The distribution has shifted slightly from prior biennium, where owner rates were providing 47%, fund equity accounted for 35%, contract rates for 8%, and E-911 unchanged at 7%.

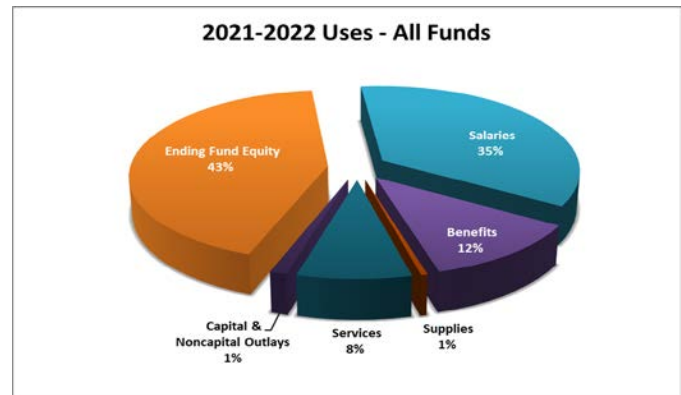


Disregarding beginning fund equity, 84% of Center’s resources are provided through charges for services by the owner (68%) and by contract (17%) rate paying agencies, based on a billable call for service funding formula that is designed to cover annual anticipated expenditures. Consequently, as costs to operate the Center increase over the years, so does revenue collected through these charges for services.

The deviation from normal pattern of percent change in charges for services in 2021, seen in the chart to the right, is due to shift of a portion of billable calls for services from owner rate paying category to contract rate paying category (this is a result of an update to the billable calls for service classification for calls incurred by regional fire authorities and South King Fire & Rescue agencies outside of owner jurisdiction boundaries during the 2019 funding formula review). See page 47 for additional formula detail.



The chart to the right shows the breakdown of Valley Communications Center’s uses. For the next biennium, 47% of all expenditures are directly related to personnel costs, compared to 49% in the last biennium. There is also a shift in breakdown between capital & noncapital outlays and fund equity, as equity is accumulated for future capital purchases. Capital outlays decrease 3% and are shown at 1% for the next biennium, while ending fund equity increased by 5% over the same time period. Disregarding ending fund equity, personnel costs account for 83% of Center’s uses.



Summary

Valley Com is well positioned to continue to provide quality service to our employees, public safety agencies and to our communities. I appreciate the assistance and collaboration of the Valley Com Finance Committee, led by Finance Manager Tatyana Bogush-Stakhov, and contributions of the VCC department heads to the development of this budget.

Respectfully Submitted,

Lora Ueland, RPL
Executive Director

On September 4, 2020 the Administration Board met remotely and unanimously approved to pass the 2021-2022 Biennial Budget as presented.

Budget Process

Valley Communications Center is an Enterprise Fund, primarily self-supporting through user fees based on calls for service. An annual formula has been established that apportions costs to the five owner cities based on use of the system after revenues from contract agencies and outside sources (such as King County E-911 excise tax funds) are subtracted from the required amount needed to operate the Center.

Before the Administration Board votes on the proposed budget developed by the Center’s staff, several groups review and make recommendations. A strategy discussion is held early in the process with the Finance Committee consisting of five owner cities Finance Directors and appointed members from the Operations Board. The same group scrutinizes the proposal and makes a recommendation to the Operations Board, who in turn votes on a recommendation to forward to the Administration Board. Prior to final action by the Administration Board, the Chief Administrative Officers from owner cities are provided an opportunity to review the proposal.

The Center changed from an annual to a biennial budget for the 2015-2016 calendar years. In August/September of each even numbered year, the final budget proposal is presented to the Administration Board for adoption.

BUDGET DEVELOPMENT CALENDAR FOR 2021-2022 BIENNIAL BUDGET

DATE	PROCESS	STAFF
Tue 1/28/20	Budget strategy at offsite – FTE priorities/large projects for 2021-2022	Management Team
Thu 2/27/20	Partner planned projects - request from Operations Board	Director
Tue 3/24/20	Budget strategy continue - VCC priorities, goals, projects, and organizational issues	Management Team
Wed 4/15/20	Budget strategy with Finance Committee - (including Owner City Finance Directors) - replaced by email request on impacts due to COVID-19	Director/Finance
Tue 4/21/20	Operating budget workshop (BARS, budget parameters, priorities, organizational issues, etc.)	Management Team
Mon 6/1/20	Department budget requests due to Finance	Management Team
Tue 6/9/20	Operating budget briefing (overview of available revenues, department requests, and project priority)	Management Team
Fri 7/3/20	Department goals & objectives, accomplishments, key performance indicators, and issues impacting the future due to Finance	Management Team
Tue 7/14/20	Revenue estimates and budget requests review complete – analysis prepared for Director’s review	Finance
Wed 7/29/20	Preliminary draft budget options presented to Finance Committee & owner cities Chief Administrative Officers for recommendation to Operations Board	Director/Finance
Thurs 8/27/20	Presentation of draft budget to Operations Board for recommendation to Administration Board	Director/Finance
Fri 8/28/20 Deadline 9/1	Distribution of draft budget documents to Administration Board	Finance/Admin Manager
Fri 9/04/20	Presentation of proposed budget to Administration Board - Board adopted 2021-2022 biennial budget	Director/Finance
10/15/20	Distribute final adopted budget	Finance/Admin Manager

Mid-Biennial Review / Budget Amendment Process

Budget amendment substantially follows the same process as budget adoption and is presented to the Finance Committee, the Operations Board, and is adopted by the Administration Board. Mid-biennial review (resulting in a budget adjustment), during the odd numbered year, and a budget adjustment, during the even numbered year, bring forward prior year actual ending equity balances into the current year and are used to approve any

supplemental requests. Approved adjustments are incorporated into the existing biennial budget resulting in the revised appropriation for the biennium, which is administered by Center staff.

Basis of Budgeting

Biennial appropriated budgets are adopted as one Proprietary Fund using a method that approximates accrual basis of accounting. Capital outlays are shown as expenditures, deferred inflows/outflows adjustments are disregarded, and fund equity is reported net of capital (i.e noncapital portion of net assets). The Center has five managerial funds to assist with management of budgeted resources and uses: Operating, Equipment Replacement, Contingency, 800MHz, and E-911 Escrow. Budgets for the Center’s functional units/departments are accounted for in the Operating Fund, while the rest of the management funds are used to account for reserves accumulated from various sources or for specific purposes, as distinguished by the name of each fund. As a management control tool, the subsidiary ledgers monitor expenditures by year for individual functions and activities by object class.

The Executive Director has all the responsibilities a chief executive officer would have over an organization and is authorized to transfer budgeted amounts within the fund; however, any revisions that alter the total expenses of the fund, or that affect the number of authorized employee positions must be approved by the Administration Board.

Financial Policies

Calls for Services Funding Formula

The annual funding formula was updated in September 2017 and is established by the Administration Board Resolution #128. Formula below illustrates how owner and contract agency rates and contributions are calculated:

1. Total expenses to be funded through billable calls for services are calculated
2. Baseline rate per call is calculated (total expenses/total billable call volume)
3. The contract agency rate is calculated (baseline rate + administrative overhead fee)
4. Total contract agency revenue is calculated (contract agency rate * # of contract agency billable calls)
5. Owner agency contributions are calculated (total expenses – contract agency revenue - savings)
6. Each owner agency’s contribution is calculated based on their percentage of overall billable call volume.

As part of the VCC Strategic Plan review of the Calls for Services Funding Formula during 2019, a small adjustment was made to the billable calls for service used in the Funding Formula. Billable calls generated outside owner cities’ jurisdictions by regional fire authorities (Puget Sound Regional Fire Authority, Renton Regional Fire Authority, and Valley Regional Fire Authority) and South King Fire & Rescue agency were changed to be counted in the contract agency volume category and billed at the contract agency rate. Previously, all billable calls for these agencies were counted in the owner call volume category and calculated under the owner agencies’ contribution.

Equipment Replacement Fund

The Administration Board Resolution #127 governs the Equipment Replacement Fund budgetary reserve set aside specifically for purchasing new equipment and facilities or replacing existing equipment and facilities, as they physically wear out or becomes functionally obsolete.

Contingency Fund

The Administration Board Resolution #114 establishes the Contingency Fund Policy to provide a financial resource in the event of an unanticipated expense essential to effective operation. Funding for the Contingency Fund is accomplished by an annual contribution to the Fund at the rate of not less than 1% of the estimated annual operating expenses to a maximum fund balance of 12% of annual operating expenses. Operating expenses are defined as those accounts required to conduct operations and do not include such expenses as capital requests or contributions to other funds or entities.

Position History

Valley Communications Center has 136.5 FTE positions budgeted in the 2021-2022 biennium. In addition to the 136.5 FTE regular ongoing positions, the Center has 6 FTE Communications Officers I over-hires/supernumerary ongoing unbudgeted positions (4 approved by the Administration Board in September 2015 and 2 approved in August 2018).

Budgeted Full Time Equivalent Positions										
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Administration:										
Executive Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CAD Project Manager	1.0	-	-	-	-	-	-	-	-	-
Administrative Services Department										
Administrative Services Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Services Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Public Records Specialist	1.0	1.0	1.0	1.0	1.5	1.5	1.5	1.5	1.5	1.5
Finance Department										
Finance Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Payroll & Accounting Specialist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Department										
Human Resources Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst**	-	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Technical Services Department										
Technical Services Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CAD System Administrator***	1.0	1.0	1.0	1.0	1.5	2.0	2.0	2.0	2.0	2.0
GIS Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Network Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Project Administrator*	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Security Officer****	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
System Administrator	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Technical Project Administrator****	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Training Department										
Training Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Training Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Subtotal Administration:	18.0	17.7	18.0	18.0	21.0	22.5	22.5	22.5	22.5	22.5
Communications Room:										
Supervisor I-II*****	10.0	10.0	9.0	9.0	9.0	9.0	11.0	11.0	11.0	11.0
Communications Officer I (Call Receiver)	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
Communications Officer II (Dispatcher)	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0
Subtotal Communications Room:	113.0	113.0	112.0	112.0	112.0	112.0	114.0	114.0	114.0	114.0
Total FTE Positions	131.0	130.7	130.0	130.0	133.0	134.5	136.5	136.5	136.5	136.5
% Change	0%	-1%	-2%	0%	2%	1%	1%	0%	0%	0%

* Portion of 1 position is assigned to 800 MHZ Radio Fund 504. Renamed from Communications Systems Administrator in 2015.

** 1 FTE position approved during 2014 Budget Adj. (position start May 2014). Renamed from Human Resources Specialist in 2016.

*** 1 FTE position approved 2017-2018 Original Budget (position start July 2017). Renamed from System Administrator in 2018.

**** Renamed from Project Administrator in 2017.

***** Renamed from Network Administrator (lead) in October 2018.

***** 2 FTE Supervisor I positions approved 2019-2020 Original Budget (position start January 2019).

**VALLEY COMMUNICATIONS CENTER
CONSOLIDATED FINANCIAL SCHEDULE**

	2018	2019	2020		2021	2022	2021-2022	2023-2024
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Budget	Forecast
Resources								
Beginning Fund Equity	\$ 24,949,086	\$ 27,274,760	\$ 24,573,305	\$ 25,200,343	\$ 30,572,925	\$ 31,369,277	\$ 30,572,925	\$ 32,491,205
Revenues								
Charges for services - owner rate agencies	15,926,803	16,289,122	16,769,594	16,812,118	15,206,023	15,588,720	30,794,743	32,642,427
Charges for services - contract rate agencies	2,920,120	2,842,728	3,061,082	3,018,558	3,758,262	3,852,848	7,611,111	8,067,778
Other charges for services	599,500	753,121	471,206	471,206	422,684	417,300	839,984	167,997
Intergovernmental revenue	2,589,236	2,642,380	2,641,178	2,641,178	2,841,038	2,841,149	5,682,187	4,432,106
Miscellaneous revenue	197,507	154,902	82,218	82,218	64,200	61,831	126,032	126,032
Interest earnings	450,035	611,557	190,000	190,000	149,000	280,000	429,000	429,000
Total Resources	\$ 47,632,287	\$ 50,568,570	\$ 47,788,582	\$ 48,415,621	\$ 53,014,133	\$ 54,411,125	\$ 76,055,981	\$ 78,356,544
Uses								
Expenditures								
Personnel services	\$ (14,838,741)	\$ (16,088,128)	\$ (17,421,288)	\$ (17,421,288)	\$ (17,797,976)	\$ (18,211,896)	\$ (36,009,872)	\$ (38,530,563)
Other operation and maintenance	(4,057,959)	(3,714,868)	(3,281,185)	(3,281,185)	(3,374,926)	(3,568,746)	(6,943,673)	(7,290,856)
Capital outlays	(1,510,828)	(863,973)	(495,712)	(640,712)	(471,953)	(139,278)	(611,232)	(2,799,231)
Total Uses	\$ (20,407,528)	\$ (20,666,969)	\$ (21,198,185)	\$ (21,343,185)	\$ (21,644,856)	\$ (21,919,920)	\$ (43,564,776)	\$ (48,620,650)
Fund Equity								
Unrestricted	\$ 5,557,045	\$ 5,920,687	\$ 4,782,464	\$ 4,618,385	\$ 6,583,684	\$ 6,405,087	\$ 6,405,087	\$ 2,428,517
Designated	2,284,443	2,421,017	2,428,426	2,437,804	2,490,191	2,542,802	2,542,802	2,669,942
Restricted for operations	1,706,087	1,660,952	1,581,767	1,563,052	1,660,952	1,660,952	1,660,952	1,660,952
Restricted for equipment replacement & facilities	17,727,185	19,598,946	17,797,739	18,453,192	20,634,450	21,882,364	21,882,364	22,976,482
Ending Fund Equity	\$ 27,274,760	\$ 29,601,602	\$ 26,590,397	\$ 27,072,434	\$ 31,369,277	\$ 32,491,205	\$ 32,491,205	\$ 29,735,894
Change in Fund Equity	2,325,674	2,326,842	2,017,092	1,872,091	796,352	1,121,928	1,918,280	(2,755,311)

Forecast Assumptions:

Charges for services from owner and contract agencies increase 6% per biennium based on prior trend and to recoup increased operational costs.

Other charges for services decreases 80% as PSERN's new radio system goes live and operation of current system winds down.

Intergovernmental revenue decreases 22% based on expected reductions in excise tax revenues from the KC E-911 Program Office.

Personnel services increase based on trend at 7% per biennium.

Other operation and maintenance increase based on trend at 5% per biennium.

Capital outlays reflect equipment and facilities scheduled for replacement based on equipment replacement schedule, excluding \$6.5 million identified for CAD System replacement.

Fund equity is estimated to remain relatively stable, with some decrease in unrestricted portion as surplus funds are transferred to restricted portion for equipment and facilities replacement.

**FINANCIAL SUMMARY - ALL FUNDS
2021-2022 BIENNIAL BUDGET**

	Fund 501 Operating	Fund 502 Eq. Replc	Fund 503 Contingency	Fund 504 800 MHz	Fund 505 E-911 Escrow	Total All Funds
Resources						
Beginning Fund Equity	\$ 4,991,310	\$ 16,560,380	\$ 2,470,191	\$ 4,833,431	\$ 1,717,612	\$ 30,572,925
<i>Revenues</i>						
Revenue from Owner Rate Agencies	30,794,743					30,794,743
Revenue from Contract Rate Agencies	7,611,111					7,611,111
Netmotion Revenue	74,332					74,332
Access Reimbursement	108,000					108,000
800 MHz Radio Revenue				657,652		657,652
E-911 Revenue					5,188,094	5,188,094
KC EMS Revenue	494,093					494,093
Miscellaneous Revenues	74,227			51,804		126,032
Interest Earnings	45,000	240,000	50,000	64,000	30,000	429,000
<i>Transfers In</i>						
From Operations		2,850,000	22,611			2,872,611
From E-911 Escrow	5,521,130					5,521,130
Total Resources	\$ 49,713,945	\$ 19,650,380	\$ 2,542,802	\$ 5,606,887	\$ 6,935,706	\$ 84,449,721
Uses						
<i>Expenditures</i>						
Salaries	\$ (26,827,475)			\$ (121,203)		\$ (26,948,679)
Benefits	(9,023,831)			(37,362)		(9,061,193)
Supplies	(351,133)			(2,000)		(353,133)
Services	(5,647,585)			(612,891)	\$ (800)	(6,261,276)
Noncapital Outlays		\$ (111,694)		(217,569)		(329,263)
Capital Outlays	-	(611,232)		-		(611,232)
<i>Transfers Out</i>						
For Operations					(5,521,130)	(5,521,130)
For Equipment Replacement	(2,850,000)				-	(2,850,000)
For Contingency	(22,611)					(22,611)
Total Uses	\$ (44,722,635)	\$ (722,926)	-	\$ (991,026)	\$ (5,521,930)	\$ (51,958,516)
<i>Fund Equity</i>						
Unrestricted	\$ 4,991,310				\$ 1,413,777	\$ 6,405,087
Designated			\$ 2,542,802			2,542,802
Restricted for Operations				\$ 1,660,952		1,660,952
Restricted for Equipment Replacement & Facilities		\$ 18,927,455		2,954,909		21,882,364
Ending Fund Equity	\$ 4,991,310	\$ 18,927,455	\$ 2,542,802	\$ 4,615,861	\$ 1,413,777	\$ 32,491,205
Change in Fund Equity		- \$ 2,367,074	\$ 72,611	\$ (217,569)	\$ (303,836)	\$ 1,918,280

**FINANCIAL SUMMARY - ALL FUNDS
2021 BUDGET**

	Fund 501 Operating	Fund 502 Eq. Repl	Fund 503 Contingency	Fund 504 800 MHz	Fund 505 E-911 Escrow	Total All Funds
Resources						
Beginning Fund Equity	\$ 4,991,310	\$ 16,560,380	\$ 2,470,191	\$ 4,833,431	\$ 1,717,612	\$ 30,572,925
<i>Revenues</i>						
Revenue from Owner Rate Agencies	15,206,023					15,206,023
Revenue from Contract Rate Agencies	3,758,262					3,758,262
Netmotion Revenue	37,166					37,166
Access Reimbursement	54,000					54,000
800 MHz Radio Revenue				331,518		331,518
E-911 Revenue					2,594,047	2,594,047
KC EMS Revenue	246,991					246,991
Miscellaneous Revenue	38,674			25,527		64,200
Interest Earnings	15,000	80,000	20,000	24,000	10,000	149,000
<i>Transfers In</i>						
From Operations		1,425,000	-			1,425,000
From E-911 Escrow	2,728,886					2,728,886
Total Resources	\$ 27,076,311	\$ 18,065,380	\$ 2,490,191	\$ 5,214,476	\$ 4,321,659	\$ 57,168,018
Uses						
<i>Expenditures</i>						
Salaries	\$ (13,248,136)			\$ (59,853)		\$ (13,307,989)
Benefits	(4,471,809)			(18,177)		(4,489,987)
Supplies	(171,588)			(1,000)		(172,588)
Services	(2,768,468)			(302,014)	\$ (400)	(3,070,883)
Noncapital Outlays		\$ (16,104)		(115,352)		(131,456)
Capital Outlays	-	(471,953)		-		(471,953)
<i>Transfers Out</i>						
For Operations					(2,728,886)	(2,728,886)
For Equipment Replacement	(1,425,000)				-	(1,425,000)
For Contingency	-					-
Total Uses	\$ (22,085,001)	\$ (488,057)	-	\$ (496,397)	\$ (2,729,286)	\$ (25,798,741)
<i>Fund Equity</i>						
Unrestricted	\$ 4,991,310				\$ 1,592,374	\$ 6,583,684
Designated			\$ 2,490,191			2,490,191
Restricted for Operations				\$ 1,660,952		1,660,952
Restricted for Equipment Replacement & Facilities		\$ 17,577,323		3,057,127		20,634,450
Ending Fund Equity	\$ 4,991,310	\$ 17,577,323	\$ 2,490,191	\$ 4,718,079	\$ 1,592,374	\$ 31,369,277
Change in Fund Equity	-	\$ 1,016,943	\$ 20,000	(115,352)	\$ (125,239)	\$ 796,352

**FINANCIAL SUMMARY - ALL FUNDS
2022 BUDGET**

	Fund 501 Operating	Fund 502 Eq. Replc	Fund 503 Contingency	Fund 504 800 MHz	Fund 505 E-911 Escrow	Total All Funds
Resources						
Beginning Fund Equity	\$ 4,991,310	\$ 17,577,323	\$ 2,490,191	\$ 4,718,079	\$ 1,592,374	\$ 31,369,277
<i>Revenues</i>						
Revenue from Owner Rate Agencies	15,588,720					15,588,720
Revenue from Contract Rate Agencies	3,852,848					3,852,848
Netmotion Revenue	37,166					37,166
Access Reimbursement	54,000					54,000
800 MHz Radio Revenue				326,134		326,134
E-911 Revenue					2,594,047	2,594,047
KC EMS Revenue	247,102					247,102
Miscellaneous Revenues	35,554			26,278		61,831
Interest Earnings	30,000	160,000	30,000	40,000	20,000	280,000
<i>Transfers In</i>						
From Operations		1,425,000	22,611			1,447,611
From E-911 Escrow	2,792,244					2,792,244
Total Resources	\$ 27,628,944	\$ 19,162,323	\$ 2,542,802	\$ 5,110,490	\$ 4,206,421	\$ 58,650,980
Uses						
<i>Expenditures</i>						
Salaries	\$ (13,579,339)			\$ (61,350)		\$ (13,640,689)
Benefits	(4,552,022)			(19,185)		(4,571,206)
Supplies	(179,545)			(1,000)		(180,545)
Services	(2,879,117)			(310,877)	\$ (400)	(3,190,394)
Noncapital Outlays		\$ (95,590)		(102,218)		(197,808)
Capital Outlays	-	(139,278)		-		(139,278)
<i>Transfers Out</i>						
For Operations					(2,792,244)	(2,792,244)
For Equipment Replacement	(1,425,000)					(1,425,000)
For Contingency	(22,611)					(22,611)
Total Uses	\$ (22,637,634)	\$ (234,868)	\$ -	\$ (494,629)	\$ (2,792,644)	\$ (26,159,775)
<i>Fund Equity</i>						
Unrestricted	\$ 4,991,310				\$ 1,413,777	\$ 6,405,087
Designated			\$ 2,542,802			2,542,802
Restricted for Operations				\$ 1,660,952		1,660,952
Restricted for Equipment Replacement & Facilities		\$ 18,927,455		2,954,909		21,882,364
Ending Fund Equity	\$ 4,991,310	\$ 18,927,455	\$ 2,542,802	\$ 4,615,861	\$ 1,413,777	\$ 32,491,205
Change in Fund Equity		- \$ 1,350,132	\$ 52,611	\$ (102,218)	\$ (178,597)	\$ 1,121,928

Operating Fund

The statement below summarizes budgeted resources, uses, and changes in fund equity for the Operating Fund in the 2021-2022 biennial budget. At the end of 2022, a \$5 million ending equity balance remains.

The Valley Communications Center Development Authority's (VCCDA) debt was paid off in 2015 and there are no plans to issue debt. In 2014, the Administration Board agreed, upon a recommendation from the Finance Committee, to make contributions in replacement of the debt service to Valley Com's facility needs. Since then, annual contributions in replacement of debt service of \$0.5-\$0.8 million per year have been transferred out to the Equipment Replacement Fund. However, no contributions are budget in the next biennium recognizing financial pressures owner and contract agencies are experiencing due to revenue shortage related to COVID-19 situation. Similarly to prior years, Valley Communications Center does not use fund equity to subsidize user rates.

OPERATING FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND EQUITY

	2018	2019	2020		2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Total Budget
Resources							
Beginning Fund Equity	\$ 3,635,268	\$ 3,932,395	\$ 3,292,769	\$ 3,108,484	\$ 4,991,310	\$ 4,991,310	\$ 4,991,310
Revenues							
Revenue from Owner Rate Agencies	15,926,803	16,289,122	16,769,594	16,812,118	15,206,023	15,588,720	30,794,743
Revenue from Contract Rate Agencies	2,970,120	2,842,728	3,061,082	3,018,558	3,758,262	3,852,848	7,611,111
Netmotion Revenue	54,912	45,856	41,376	41,376	37,166	37,166	74,332
Access Reimbursement	-	54,578	53,445	53,445	54,000	54,000	108,000
KC EMS Revenue	200,658	232,053	220,104	220,104	246,991	247,102	494,093
Miscellaneous Revenue	91,925	43,051	33,418	33,418	38,674	35,554	74,227
Interest Earnings	65,862	124,733	40,000	40,000	15,000	30,000	45,000
Total Revenues	19,310,280	19,632,122	20,219,019	20,219,019	19,356,116	19,845,390	39,201,506
Transfers In							
From E-911 Escrow Account	1,283,825	2,443,422	2,528,439	2,528,439	2,728,886	2,792,244	5,521,130
Total Transfers In	1,283,825	2,443,422	2,528,439	2,528,439	2,728,886	2,792,244	5,521,130
Total Resources	\$ 24,229,373	\$ 26,007,939	\$ 26,040,227	\$ 25,855,942	\$ 27,076,311	\$ 27,628,944	\$ 49,713,945
Uses							
Expenditures							
Salaries	\$ (11,096,911)	\$ (12,069,923)	\$ (12,686,827)	\$ (12,686,827)	\$ (13,248,136)	\$ (13,579,339)	\$ (26,827,475)
Benefits	(3,651,125)	(3,923,978)	(4,655,913)	(4,655,913)	(4,471,809)	(4,552,022)	(9,023,831)
Supplies	(205,959)	(130,327)	(203,173)	(203,173)	(171,588)	(179,545)	(351,133)
Services	(3,294,608)	(2,961,326)	(2,690,974)	(2,690,974)	(2,768,468)	(2,879,117)	(5,647,585)
Capital Outlay	(150,955)	(94,632)	(70,000)	(70,000)	-	-	-
Total Expenditures	(18,399,557)	(19,180,186)	(20,306,888)	(20,306,888)	(20,660,001)	(21,190,023)	(41,850,024)
Transfers Out							
For Equipment Replacement	(1,819,033)	(2,452,257)	(2,411,396)	(2,411,396)	(1,425,000)	(1,425,000)	(2,850,000)
For Contingency	(78,388)	(84,187)	(29,174)	(29,174)	-	(22,611)	(22,611)
Total Transfers Out	(1,897,421)	(2,536,444)	(2,440,570)	(2,440,570)	(1,425,000)	(1,447,611)	(2,872,611)
Total Uses	\$ (20,296,978)	\$ (21,716,630)	\$ (22,747,458)	\$ (22,747,458)	\$ (22,085,001)	\$ (22,637,634)	\$ (44,722,635)
Fund Equity							
Unrestricted	\$ 3,932,395	\$ 4,291,309	\$ 3,292,769	\$ 3,108,484	\$ 4,991,310	\$ 4,991,310	\$ 4,991,310
Total Ending Fund Equity	\$ 3,932,395	\$ 4,291,309	\$ 3,292,769	\$ 3,108,484	\$ 4,991,310	\$ 4,991,310	\$ 4,991,310

Resources Detail, table below, shows 2021-2022 resources. Overall, there is a 7% increase between 2022 and 2020 adjusted budget. Discussed below are the most significant accounts and changes in the next biennium.

Revenues from owner and contract rate agencies charges for Billable Calls For Service (BCFS) decrease 2% overall in the next biennium from the 2020 adjusted budget. Contributions from owner rate paying agencies decrease 7% and increase 28% for the contract rate paying agencies in the biennium, while the owner rate agencies' BCFS decrease 9% and increase 24% for the contract rate BCFS agencies. The increase in the volume of the contract rate BCFS leads to the increase in the revenues collected in that category, since as call count increases, so does the contribution to Valley Com's revenue. For 2021, contract rate agencies are budgeted to contribute 20% of BCFS revenue, while generating 18% of calls. However, the increase is solely due to a shift of calls from owner to contract category described below.

As part of the VCC Strategic Plan review of the Calls for Service Funding Formula during 2019, a small adjustment was made to the Billable Calls For Service used in the Funding Formula. Billable calls generated outside owner cities' jurisdictions by regional fire authorities (Puget Sound Regional Fire Authority, Renton Regional Fire Authority, and Valley Regional Fire Authority) and South King Fire & Rescue agency were changed to be counted in the contract agency volume category and billed at the contract agency rate. Previously, all billable calls for these agencies were counted in the owner call volume category and calculated under the owner agencies' contribution.

**OPERATING FUND
REVENUE/RESOURCE DETAIL**

	2018	2019	2020		2021	2022	2021 2022		2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Change Over Prior		Total Budget
Resources									
Beginning Fund Equity	\$ 3,635,268	\$ 3,932,395	\$ 3,292,769	\$ 3,108,484	\$ 4,991,310	\$ 4,991,310	61%	0%	\$ 4,991,310
Revenues									
Auburn Police Department	3,212,324	3,271,769	3,368,275	3,294,729	2,833,672	2,904,989	-14%	3%	5,738,661
Federal Way Police Department	2,713,416	2,669,938	2,748,692	2,709,687	2,577,829	2,642,707	-5%	3%	5,220,536
Kent Police Department	3,270,901	3,326,419	3,424,536	3,416,763	3,458,232	3,545,266	1%	3%	7,003,498
Puget Sound Regional Fire Authority (In)	979,750	1,058,451	1,089,671	1,135,445	717,379	735,434	-37%	3%	1,452,813
Renton Police Department	2,610,687	2,756,188	2,837,485	2,850,807	2,738,018	2,806,927	-4%	3%	5,544,945
Renton Regional Fire Authority (In)	582,471	601,924	619,679	673,679	567,448	581,729	-16%	3%	1,149,177
South King Fire and Rescue (In)	747,072	745,945	767,948	809,207	532,125	545,517	-34%	3%	1,077,641
Tukwila Fire Department	210,070	215,586	221,945	229,310	210,860	216,167	-8%	3%	427,027
Tukwila Police Department	1,131,133	1,152,470	1,186,464	1,174,997	1,133,816	1,162,351	-4%	3%	2,296,167
Valley Regional Fire Authority (In)	468,979	490,432	504,898	517,492	436,644	447,633	-16%	3%	884,277
Puget Sound Regional Fire Authority (Out)	-	-	-	-	454,377	465,812	n/a	3%	920,189
Renton Regional Fire Authority (Out)	-	-	-	-	129,056	132,304	n/a	3%	261,359
South King Fire and Rescue (Out)	-	-	-	-	280,278	287,332	n/a	3%	567,610
Valley Regional Fire Authority (Out)	-	-	-	-	60,250	61,766	n/a	3%	122,016
Algona Police Department	178,821	149,466	203,246	167,523	161,818	165,891	-3%	3%	327,709
Black Diamond Police Department	141,109	127,414	161,989	130,729	132,070	135,394	1%	3%	267,464
Burien Fire Department	428,845	473,784	460,729	482,132	484,391	496,582	0%	3%	980,972
Des Moines Police Department	720,010	753,636	751,733	769,124	771,541	790,958	0%	3%	1,562,499
Enumclaw Fire Department	105,905	107,016	107,993	114,593	105,603	108,261	n/a	3%	213,864
Kangley-Palmer Fire & Rescue (KC Fire District 47)	5,101	4,967	5,594	5,187	5,763	5,908	11%	3%	11,672
King County International Airport Fire Department	5,561	5,985	2,054	7,359	5,054	5,181	n/a	3%	10,235
King County Medic One	740,831	733,366	750,225	788,142	692,050	709,467	-12%	3%	1,401,517
Maple Valley Fire (KC Fire District # 43)	89,515	-	-	-	-	-	n/a	n/a	-
Mountain View Fire & Rescue	86,965	93,348	85,791	97,526	96,249	98,671	-1%	3%	194,920
Pacific Police Department	247,912	203,866	282,700	239,869	202,206	207,295	-16%	3%	409,502
Skyway Fire Department (KC Fire District 20)	97,250	98,229	98,028	106,170	100,327	102,852	-6%	3%	203,180
South Correctional Entity Regional Jail (SCORE)	49,628	26,701	83,475	34,090	14,098	14,453	-59%	3%	28,551
Vashon Island Fire and Rescue (KC Fire District 13)	72,666	64,949	67,523	76,114	63,131	64,720	-17%	3%	127,851
Netmotion Revenue	54,912	45,856	41,376	41,376	37,166	37,166	-10%	0%	74,332
Paging Service Revenue	502	509	490	490	540	552	10%	2%	1,092
Records Requests	165	-	-	-	50	50	n/a	n/a	100
ACCESS Reimbursement	53,445	54,578	53,445	53,445	54,000	54,000	n/a	n/a	108,000
KC EMS Revenue	200,658	232,053	220,104	220,104	246,991	247,102	12%	0%	494,093
Investment Interest	65,862	124,733	40,000	40,000	15,000	30,000	-63%	100%	45,000
VCC Antenna Lease	31,038	31,973	32,928	32,928	33,934	34,952	n/a	3%	68,885
Miscellaneous	6,776	10,569	-	-	4,150	-	n/a	n/a	4,150
Total Revenues	19,310,280	19,632,122	20,219,019	20,219,019	19,356,116	19,845,390	-4%	3%	39,201,506
Transfers In									
From E-911 Escrow Account	1,283,825	2,443,422	2,528,439	2,528,439	2,728,886	2,792,244	8%	2%	5,521,130
Total Transfers in	1,283,825	2,443,422	2,528,439	2,528,439	2,728,886	2,792,244	8%	2%	5,521,130
Total Resources	\$ 24,229,373	\$ 26,007,939	\$ 26,040,227	\$ 25,855,942	\$ 27,076,311	\$ 27,628,944	5%	2%	\$ 49,713,945

Beginning 2019, Puget Sound Regional Fire Authority includes KCFD 43 Maple Valley Fire.
Beginning 2021, Regional Fire Authorities and South King Fire and Rescue have In & Out of owner cities jurisdictions costs. Result of Funding Model update during 2019.
Burien Fire Department includes KC Fire District 2 and North Highline Fire District (KC Fire District 11).

Transfers in are budgeted to increase 10% over the next biennium. In 2021-2022 biennium, increased transfers are budgeted from the E-911 Escrow Fund to support salaries and benefits of COI (Call Receivers) and eligible IT positions. Transfers from E-911 Escrow Fund are budgeted to support 21 COI and 3 IT positions, which is an increase of 1 positions from a total of 23 positions supported in 2020, as the Center budgeted to use all excise tax funds expected to be received in the next biennium and some of the E-911 Escrow Fund accumulated balance. Detail on E-911 support to operational salaries is provided in the table below:

E-911 Funds to Support Operational Salaries						Change Over Prior Year	
	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2021	2022
Administrative IT - 3 FTEs	\$ 466,043	\$ 462,092	\$ 481,074	\$ 486,501	\$ 497,796	1%	2%
Call Receiver - 9/20/20/21/21 FTEs	839,194	1,966,583	2,047,365	2,242,385	2,294,448	10%	2%
Total E-911 Fund	\$ 1,305,237	\$ 2,428,675	\$ 2,528,439	\$ 2,728,886	\$ 2,792,244	8%	2%

Uses Detail, page 32, details Valley Communications Center’s budgeted uses. Overall, including onetime expenditures, there is a 0.5% decrease in total uses in the next biennium compared to the 2020 adjusted budget. This decrease is due to reductions in transfers out. The following is a discussion of the Center’s most significant uses and expenditure categories.

Personnel expenditures are budgeted to increase 5% over the next biennium. This increase is directly related to the 7% increase in salaries, which is offset by the 2% decrease in benefits.

Total *salary* expenditures are budgeted to increase 7% over the next biennium mostly due to cost increases for current ongoing position resulting from previously negotiated three-year bargaining contract with the largest VCC union that calls for a 3.25% increase in 2021 (expires 12/31/2021). This increase is in addition to the normal step increases, extra pay for additional duties, shift differential, longevity, etc. The 24% (\$200K) increase in budgeted overtime in the next biennium is due to the historically high actual Com Room overtime usage in recent years and expected continued trend in the next biennium, as negotiated contracts are generous in the contractual overtime provisions and VCC works on reducing overtime hours by examining scheduling methods and identifying appropriate staffing levels.

Total *benefits* expenditures are budgeted to decrease 2% over the next biennium, with 29% decrease in short-term and long-term disability insurance, 13% decrease in retirement contributions, and 6% decrease in dental and vision premiums due to expected decreases in rates. These decreases are mostly offset by expected increases of 167% in unemployment insurance, 10% in WA Paid Family & Medical Leave tax, 7% in Medicare taxes, and 1% in medical premiums. The 13% decrease in retirement contribution is depended on PERS rate established by the State, which is projected by the State to be reduced in mid-2021. The high increase in the unemployment insurance costs are due to the astronomical usage of the unemployment benefits during 2020 as a result of COVID-19 and the State’s expectation for unemployment premiums rates to triple in the next two years. The following is a breakdown of Center’s personnel costs:

Personnel Costs

Operating Fund (501):

Salaries	2018 FTE	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Change Over Prior Year	
											2021	2022
Administration	22.0	22.0	22.0	22.0	22.0	\$ 2,301,895	\$ 2,380,579	\$ 2,461,519	\$ 2,464,596	\$ 2,526,211	0%	2%
Supervisor	9.0	11.0	11.0	11.0	11.0	969,809	1,187,144	1,227,506	1,258,113	1,289,566	2%	2%
Call Receiver	44.0	44.0	44.0	44.0	44.0	2,942,576	3,043,183	3,146,651	3,357,820	3,441,766	7%	3%
Dispatcher	59.0	59.0	59.0	59.0	59.0	4,657,870	4,850,960	5,015,893	5,160,465	5,289,477	3%	3%
Overtime (~16,915 hours)						767,481	804,891	832,257	1,007,142	1,032,320	21%	2%
Total Salaries	134.0	136.0	136.0	136.0	136.0	\$ 11,639,630	\$ 12,266,757	\$ 12,683,827	\$ 13,248,136	\$ 13,579,339	4%	2%
Benefits												
Retirement						\$ 1,527,120	\$ 1,578,730	\$ 1,632,408	\$ 1,546,720	\$ 1,426,849	-5%	-8%
FICA/Medicare						168,775	177,868	183,916	192,098	196,900	4%	3%
WA Paid Family & Medical Leave						-	26,987	27,904	29,146	30,771	4%	6%
Medical Insurance						2,132,794	2,190,024	2,365,226	2,261,525	2,397,216	-4%	6%
L&I Insurance						63,648	52,169	55,821	53,906	55,523	-3%	3%
Life & ADD Insurance						7,390	7,148	7,649	7,192	7,408	-6%	3%
Dental/Vision Insurance						308,900	277,156	299,327	270,340	282,328	-10%	4%
Unemployment Insurance						57,034	45,387	48,807	86,846	130,269	78%	50%
LT & ST Disability						32,818	32,575	34,854	24,036	24,757	-31%	3%
Mobile Device Allowance						4,500	3,000	3,000	-	-	-100%	n/a
Total Benefits						\$ 4,302,979	\$ 4,391,044	\$ 4,658,914	\$ 4,471,809	\$ 4,552,022	-4%	2%
Total Operating Fund Personnel Costs (501)						\$ 15,942,609	\$ 16,657,801	\$ 17,342,740	\$ 17,719,945	\$ 18,131,361	2%	2%

Operating supplies expenditures are budgeted to decrease 12% over the next biennium. The decrease is due to reductions in tools & equipment costs (net \$37K), as the Center cut expenses where possible. Office and operating supplies increased by \$11K and disaster supplies increased \$5K, as the Center expects continuous purchases of cleaning and protective supplies due to COVID-19.

Service expenditures are budgeted to increase 7% over the next biennium. The largest increase come from \$340K increase in Hardware/Software Maintenance/Subscriptions due to higher cloud software maintenance costs, shift to more cloud systems, and procurement of cybersecurity monitoring systems. Professional Services increases \$41K due to augmentation of IT employee resources with cybersecurity active threat monitoring, response, and remediation services. The table below lists new items budgeted in the next biennium in the Operating Fund in the services category:

OPERATING FUND - ITEMS

Criticality	Operating	2019	2020
1	Active Threat Monitoring, Response, and Remediation Services	\$110,500	\$110,500
1	Automated Asset Discovery	21,176	21,811
1	System Event Log Aggregation and Compliance Software	15,000	15,000
1	Vulnerability Security Scanner	2,900	2,987
1	Facility Video and Access Control Maintenance & Support	20,000	20,600
1	Microsoft Phones	18,720	18,720
2	Virtualization Manager	13,840	4,152
Total Operating Items		\$202,136	\$193,770

Key:

- 1 = Must have
- 2 = Should have / best practices
- 3 = Could delay

Cybersecurity

Transfers out are budgeted to decrease 42%, as contributions to Equipment Replacement Fund decrease 41% and contributions to Contingency Fund decrease by 80% in the next biennium. The level of regular contribution to Equipment Replacement Fund was reduced and no annual contribution in replacement of debt service (normally of \$0.5-\$0.8 million per year) was budgeted in the next biennium recognizing financial pressures owner and contract agencies are experiencing due to revenue shortage related to COVID-19 situation. Additionally, since expenses didn't increase significantly from 2020 level, only a small contribution to Contingency Fund is required.

EXPENDITURE DETAIL

	2018	2019	2020		2021	2022	2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Change Over Prior Year	Total Budget	
Personnel									
Salaries	\$ 10,347,357	\$ 11,143,759	\$ 11,851,570	\$ 11,851,570	\$ 12,240,994	\$ 12,547,019	3%	3%	\$ 24,788,013
Overtime	746,881	926,040	832,257	832,257	1,007,142	1,032,320	21%	2%	2,039,462
Mobile Device Allowance	2,673	124	3,000	3,000	-	-	-100%	n/a	-
Retirement	1,404,325	1,530,001	1,632,409	1,632,409	1,546,720	1,426,849	-5%	-8%	2,973,569
FICA/Medicare	157,331	170,985	183,915	183,915	192,098	196,900	4%	3%	388,998
WA Paid Family & Medical Leave	683	17,281	27,904	27,904	29,146	30,771	n/a	6%	59,917
Medical Insurance	1,778,828	1,883,965	2,365,226	2,365,226	2,261,525	2,397,216	-4%	6%	4,658,741
L&I Insurance	43,509	49,855	55,821	55,821	53,906	55,523	-3%	3%	109,430
Life & ADD Insurance	6,039	6,395	7,649	7,649	7,192	7,408	-6%	3%	14,600
Dental/Vision Insurance	208,835	211,518	299,327	299,327	270,340	282,328	-10%	4%	552,668
Unemployment Ins.	24,392	26,132	48,807	48,807	86,846	130,269	78%	50%	217,114
LT & ST Disability	27,183	27,846	34,855	34,855	24,036	24,757	-31%	3%	48,792
Total Personnel	\$ 14,748,036	15,993,902	17,342,740	17,342,740	17,719,945	18,131,361	2%	2%	35,851,306
Supplies									
Office & Operating Supplies	39,140	36,803	33,966	33,966	\$41,683	\$44,540	23%	7%	86,223
Publications	641	757	2,007	2,007	\$1,205	\$1,205	-40%	0%	2,410
Consumable Goods	4,190	3,782	8,500	8,500	7,100	7,700	-16%	8%	14,800
Disaster Supplies	393	853	1,000	1,000	6,000	6,000	500%	0%	12,000
Training Supplies	1,226	1,431	2,000	2,000	1,200	1,200	-40%	0%	2,400
Fuel	5,918	-	4,000	4,000	2,000	4,000	-50%	100%	6,000
Tools & Equipment	154,450	86,701	151,700	151,700	\$112,400	\$114,900	-26%	2%	227,300
Total Supplies	205,959	130,327	203,173	203,173	\$171,588	179,545	-16%	5%	351,133
Services									
Recruitment & Advertising	14,091.10	6,423	5,300	5,300	4,000	4,000	-25%	0%	8,000
Annual Audit	14,745.26	16,066	16,758	16,758	19,526	21,089	17%	8%	40,615
Professional Services	821,533.83	334,888	315,011	315,011	355,225	356,960	13%	0%	712,185
Language Line	3,766.51	3,272	3,486	3,486	2,100	2,900	-40%	38%	5,000
Bank Fees	1,042.28	24	4,000	4,000	1,000	1,000	-75%	0%	2,000
Legal Services	600,971.99	713,545	90,350	90,350	\$76,200	\$113,440	-16%	49%	189,640
Janitorial Services	45,413.50	51,568	66,977	66,977	76,480	78,376	14%	2%	154,856
Postage	3,496.36	1,594	3,058	3,058	1,850	1,850	-40%	0%	3,700
Communication	128,649.51	136,332	219,888	219,888	155,000	155,000	-30%	0%	310,000
Mileage & Parking Reimb	5,722.96	7,393	9,975	9,975	5,837	6,933	-41%	19%	12,770
Subsistence/Lodging/Travel	62,490.65	83,605	133,043	133,043	43,374	51,110	-67%	18%	94,484
Rental/Leases	43,926.67	51,679	50,435	50,435	51,290	56,096	2%	9%	107,386
Insurance	51,773.56	49,658	56,360	56,360	38,664	42,529	-31%	10%	81,193
Electricity	124,342.41	124,722	134,568	134,568	127,229	128,502	-5%	1%	255,731
Disposal Services	10,254.31	15,220	8,939	8,939	18,951	19,676	112%	4%	38,627
Utility Services	27,742.67	18,008	21,979	21,979	18,188	18,370	-17%	1%	36,558
Repair & Maintenance	190,920.99	273,143	216,219	216,219	225,248	218,320	4%	-3%	443,568
CAD System Maintenance	325,206.40	282,050	426,519	426,519	395,782	412,452	-7%	4%	808,234
VHF/Paging Maintenance	-	-	73,700	73,700	46,100	46,124	-37%	0%	92,224
Hardware/Software Maint/Subscr	725,704.20	685,036	704,046	704,046	1,004,891	1,043,758	43%	4%	2,048,648
Training/Conf/Registrations	71,484.70	94,204	108,110	108,110	78,845	79,135	-27%	0%	157,980
Educational Allow/Union	-	-	5,100	5,100	5,500	5,500	8%	0%	11,000
Printing & Binding	4,738.86	4,221	3,677	3,677	4,414	3,514	20%	-20%	7,928
Memberships	16,589.00	8,676	13,476	13,476	12,774	12,484	-5%	-2%	25,258
Total Services	3,294,607.72	2,961,326	2,690,974	2,690,974	2,768,468	2,879,117	3%	4%	5,647,585
Capital Outlay									
Machinery & Equipment	150,955	94,632	70,000	70,000	-	-	-100%	n/a	-
Total Capital Outlay	150,955	94,632	70,000	70,000	-	-	n/a	n/a	-
Transfers Out									
For Equipment Replacement	\$1,819,033	\$2,452,257	2,411,396	2,411,396	1,425,000	1,425,000	-41%	0%	2,850,000
For Contingency	\$78,388	\$84,187	29,174	29,174	-	22,611	-100%	n/a	22,611
Total Transfers	1,897,421	2,536,444	2,440,570	2,440,570	1,425,000	1,447,611	-42%	2%	2,872,611
Total Expenditures	\$ 20,296,978	\$ 21,716,630	\$ 22,747,458	\$ 22,747,458	\$ 22,085,001	\$ 22,637,634	-3%	3%	\$ 44,722,635

Netmotion Service

In 2004, the Administration Board established the Public Safety Wireless Data Network (PSWDN). The PSWDN Fund was set up to track the revenues and costs associated with the Mobile Data Network System. By end of 2011, the Fund became obsolete and was closed in 2012, while Netmotion service continues to be tracked and billed to contract agencies on a monthly basis in the Operating Fund. In 2010, Valley Communications Center deployed a Netmotion service as part the of the HAWC project, to provide secure mobile VPN tunnels from the vehicle’s MDC to the Center to transfer CAD data. In 2013, due to CJIS 2 form authentication requirements, the cost model was changed from per device basis (vehicle) to per user basis.

For 2021-2022 biennial budget, the User Assessment Calculation model was updated with the expected costs in the next biennium and actual April 2020 user counts. Each agency’s total assessment will vary depending on the actual number of users during each year of the next biennium. Budgeted 2021-2022 user assessments are provided below:

**USER ASSESSMENT CALCULATION
NETMOTION SERVICE
2021 - 2022 Budget**

Expense:	
Remaining Original Net Motion 2019-2020 Costs	\$ 1,801
Staff Support Time	36,945
Software/Infrastructure Mx	35,587
Total Expenses	\$ 74,332

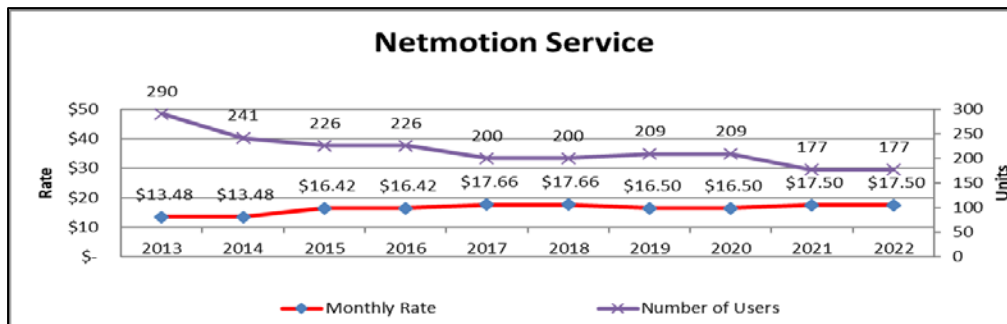
Revenues:	
2021 User Fees	\$ 37,166
2022 User Fees	37,166
Total Revenues	\$ 74,332

Agency	2021			2022			Total 2021-2022
	# of Users	User Based Rate	Total	# of Users	User Based Rate	Total	
City of Des Moines Police Department	41	\$17.50	\$ 8,609	41	\$17.50	\$ 8,609	\$ 17,218
Kangley-Palmer Fire & Rescue (KCFD 47)	3	\$17.50	630	3	\$17.50	630	1,260
King County International Airport Fire	18	\$17.50	3,780	18	\$17.50	3,780	7,559
King County Medic One	79	\$17.50	16,588	79	\$17.50	16,588	33,176
Mountain View Fire & Rescue (KCFD 44)	19	\$17.50	3,990	19	\$17.50	3,990	7,979
Skyway Fire Department (KCFD 20)	14	\$17.50	2,940	14	\$17.50	2,940	5,879
South King Fire and Rescue	1	\$17.50	210	1	\$17.50	210	420
Valley Regional Fire Authority	2	\$17.50	420	2	\$17.50	420	840
Total Units	177		\$ 37,166	177		\$ 37,166	\$ 74,332

Notes:

- Cost model updated with budgeted 2021-2022 costs to be recovered in the biennium.
- User counts are from April 2020 billing.
- Remaining Original Net Motion 2019-2020 Costs are due to Enumclaw Fire transitioning away from service in Oct 2019.
- No new customers and no addition users are added to projections.

Below chart shows historical monthly rate and user counts for Netmotion Service. Units of measure changed in 2013 from a mobile unit basis to a user basis. In future years, as agencies find ways to manage their own Netmotion service and no longer rely on Valley Com, the monthly cost per user is likely to increase.



Equipment Replacement Fund

In providing quality services to the owner and contract agencies, Valley Communications Center has invested in state-of-the-art technology and facility. In order to protect our initial investment into the future, Valley Communications Center has a long-established practice of contributing to the Equipment Replacement Fund. The Fund was established in 1980 and in 2017, the Administration Board repealed a previously established policy and adopted Resolution #127 to govern this budgetary reserve that is set aside specifically for purchasing new equipment and facilities or replacing existing equipment and facilities, as they physically wear out or becomes functionally obsolete. The ability to keep pace with the latest technological advances has kept the Center at the forefront in 9-1-1 and dispatch services.

The Fund has been supported in the past by either adopting a contribution or by allocating excess ending equity balance from the Operating Fund into this reserve Fund. Historically, most of the expenditures in the Fund are for capital outlays, with the anticipated increases in operating maintenance and support costs from capital investments accounted for in the Operating Fund. Capital expenditures are land, buildings, equipment, and other improvements with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of three years.

Due to the revolving nature of the Equipment Replacement Fund, the immediate impact of budgeted capital outlays on operating budget is mitigated and spread over the long term, as funding for replacements is accumulated over an extended period of time. The following is a summary of the Equipment Replacement Fund resources, uses, and impact on restricted ending fund equity:

EQUIPMENT REPLACEMENT FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND EQUITY

	2018	2019	2020		2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Total Budget
Resources							
Beginning Fund Equity	\$ 13,247,499	\$ 14,663,936	\$ 12,641,167	\$ 13,360,030	\$ 16,560,380	\$ 17,577,323	\$ 16,560,380
Revenues							
Interest Earnings	237,858	292,745	80,000	80,000	80,000	160,000	240,000
Total Revenues	237,858	292,745	80,000	80,000	80,000	160,000	240,000
Transfers In							
From Operations	1,819,033	2,452,257	2,411,396	2,411,396	1,425,000	1,425,000	2,850,000
From E-911 Escrow	738,406	-	-	-	-	-	-
Total Transfers In	2,557,439	2,452,257	2,411,396	2,411,396	1,425,000	1,425,000	2,850,000
Total Resources	\$ 16,042,796	\$ 17,408,938	\$ 15,132,563	\$ 15,851,426	\$ 18,065,380	\$ 19,162,323	\$ 19,650,380
Uses							
Expenditures							
Noncapital ER	\$ (123,359)	\$ (206,934)	-	-	\$ (16,104)	\$ (95,590)	(111,694)
Capital Outlay	(1,255,501)	(769,341)	\$ (425,712)	\$ (570,712)	(471,953)	(139,278)	\$ (611,232)
Total Expenditures	(1,378,860)	(976,276)	(425,712)	(570,712)	(488,057)	(234,868)	(722,926)
Total Uses	\$ (1,378,860)	\$ (976,276)	\$ (425,712)	\$ (570,712)	\$ (488,057)	\$ (234,868)	\$ (722,926)
Fund Equity							
Restricted for:							
Equipment Replacement & Facilities	\$ 14,663,936	\$ 16,432,663	\$ 14,706,850	\$ 15,280,713	\$ 17,577,323	\$ 18,927,455	\$ 18,927,455
Ending Fund Equity	\$ 14,663,936	\$ 16,432,663	\$ 14,706,850	\$ 15,280,713	\$ 17,577,323	\$ 18,927,455	\$ 18,927,455

The budget summary above reflects 2021 *beginning fund equity* of \$16.6 million, which is higher than in prior years signifying that over the last few years annual expenditures were less than annual revenues. At the end of 2022, the *fund equity* will increase by \$2.4 million as a result of annual contributions at \$1.4 million per year,

while equipment replacements for 2021-2022 are expected to total less than in the last couple of years, as expenditures in the Fund are cyclical in nature and noncritical capital outlays will be delayed due to COVID-19 and resulting financial pressures.

The following is a summary of the Equipment Replacement Fund’s estimated beginning and ending equity for 2020, 2021 and 2022. This illustrates the breakdown between funding for equipment and facilities categories within the Fund. The facilities portion of the Fund was mostly developed in 2014 through the Capital Facilities Plan integrated into the Equipment Replacement Fund’s schedules. At the end of 2022, the *fund equity* is expected to consist 62% in equipment category and remaining 38% in facilities category.

EQUIPMENT REPLACEMENT FUND EQUITY

	Equipment	Facilities	Total
Actual 2020 Beginning Balance	\$ 10,108,954	\$ 6,323,708	\$ 16,432,663
Estimated Interest	94,737	59,263	154,000
Contributions from Fund 501	1,325,698	1,085,698	2,411,396
Estimated Expenditures	(1,510,292)	(927,386)	(2,437,678)
Estimated 2020 Ending Balance	\$ 10,019,097	\$ 6,541,284	\$ 16,560,380
Estimated 2021 Beginning Balance	\$ 10,019,097	\$ 6,541,284	\$ 16,560,380
Estimated Interest	48,400	31,600	80,000
Contributions from Fund 501	1,110,000	315,000	1,425,000
Budgeted Expenditures	(488,057)	-	(488,057)
Estimated 2021 Ending Balance	\$ 10,689,439	\$ 6,887,884	\$ 17,577,323
Estimate 2022 Beginning Balance	\$ 10,689,439	\$ 6,887,884	\$ 17,577,323
Estimated Interest	97,302	62,698	160,000
Contributions from Fund 501	1,110,000	315,000	1,425,000
Budgeted Expenditures	(234,868)	-	(234,868)
Estimated 2022 Ending Balance	\$ 11,661,873	\$ 7,265,581	\$ 18,927,455

Transfers in, as budget summary on prior page shows, will decrease 41% in the next biennium, which shows continued commitment to fund critical equipment and historically underfunded facility needs while also recognizing constrained owner and contract agencies resources. Over the past few years, the Center has concentrated on critical risk mitigation and continuity of operation, which requires investment in upgrading of existing equipment/facilities and purchase of new equipment. This commitment continues into 2021-2022 biennium.

During 2014, Valley Communications Center developed a Capital Facilities Plan and integrated it into the equipment replacement schedules, which resulted in an addition of \$13 million in replacement costs for the Valley Com’s main facility to the operational schedule. As a result, the Equipment Replacement Fund requires more contributions than it has in the past to ensure all of the equipment and facility needs are adequately funded in the future. At the end of the biennium, the Fund is 73% funded, with a \$1.4 million contribution in 2021 (61% of 2021 requirement) and a \$1.4 million in 2022 (64% of 2022 requirement). Below table shows fund equity balances required for full funding:

Equipment Replacement Schedule

Year	100% Funded Level			Expected Funded % Level
	Equipment	Facilities	Total	
2020	\$ 11,429,859	\$ 10,509,586	\$ 21,939,445	75%
2021	\$ 12,891,705	\$ 11,118,366	\$ 24,010,071	73%
2022	\$ 14,200,258	\$ 11,615,754	\$ 25,816,012	73%

Capital outlay expenditures will decrease 54% in the next biennium compared to prior biennium, as replacements and projects were postponed due to COVID-19 related financial pressures, useful life for some items was extended due to extended vendor support, and the Center continues to experience a lack of IT resources to complete scheduled projects.

The following list details capital and noncapital equipment budgeted for replacement in the next biennium and shows criticality of those items to the Center. These items are fully funded through the annual rolling equipment replacement contributions and are selected based on need and replacement life cycles of the schedule.

Fund 502
2021 EQUIPMENT REPLACEMENT

Criticality	Equipment Replacements	
1	HAWC Firewalls (8) and Management Licensing	\$471,953
3	Paging Data Terminal (9)	6,652
2	Com Room Chairs (5)	5,089
3	Laptops (2)	4,363
Total ER Outlays		\$488,057

Fund 502
2022 EQUIPMENT REPLACEMENT

Criticality	Equipment Replacements	
1	Servers Admin (4)	\$69,809
1	SQL Enterprise Licensing 4 Cores	69,469
2	Com Room Chairs (15)	15,278
1	SQL Software Use Licenses for CAD	59,814
1	RSA Tokens	16,696
3	Console Manager	3,802
Total ER Outlays		\$234,868

Key:

1 = Must have

2 = Should have / best practices

3 = Could delay

The operational impacts for the capital equipment purchases may be as follows:

- HAWC Firewalls (8) and Management Licensing: The new equipment offers additional features and options that the Center can license. So those options may be exercised with a moderate cost increase in operating costs to bring increased security and protections to the Center.
- Servers Admin (4): The replacement of these servers will have the maintenance included in the initial purchase of the servers.
- SQL Enterprise Licensing 4 Cores: May move the model of this software to operational cost; will look to see what is most advantageous for all software using this licensing at the time of transition.

Contingency Fund

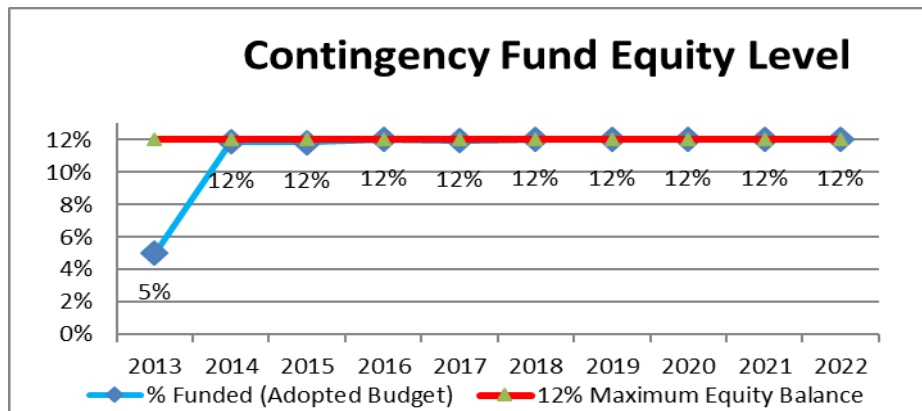
In 1995, the Administration Board established a Contingency Fund in order to provide additional resources in the event of a financial shortfall. In 2013, the Administration Board repealed previously established policy and adopted Resolution #114 establishing the Contingency Fund Policy to provide a financial resource in the event of an unanticipated expense essential to effective operation.

Funding for the Contingency Fund is accomplished by an annual contribution to the Fund at the rate of not less than 1% of the estimated annual operating expenses to a maximum fund balance of 12% of annual operating expenses. Operating expenses are defined as those accounts required to conduct operations and do not include such expenses as capital requests or contributions to other funds or entities.

CONTINGENCY FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND EQUITY

	2018	2019	2020		2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Total Budget
Resources							
Beginning Fund Equity	\$ 2,163,677	\$ 2,284,443	\$ 2,379,252	\$ 2,388,630	\$ 2,470,191	\$ 2,490,191	\$ 2,470,191
Revenues							
Interest Earnings	42,378	52,387	20,000	20,000	20,000	30,000	50,000
Total Revenues	42,378	52,387	20,000	20,000	20,000	30,000	50,000
Transfers In							
From Operations	78,388	84,187	29,174	29,174	-	22,611	22,611
Total Transfers In	78,388	84,187	29,174	29,174	-	22,611	22,611
Total Resources	\$ 2,284,443	\$ 2,421,017	\$ 2,428,426	\$ 2,437,804	\$ 2,490,191	\$ 2,542,802	\$ 2,542,802
Fund Equity							
Designated for:							
Contingency	\$ 2,284,443	\$ 2,421,017	\$ 2,428,426	\$ 2,437,804	\$ 2,490,191	\$ 2,542,802	\$ 2,542,802
Ending Fund Equity	\$ 2,284,443	\$ 2,421,017	\$ 2,428,426	\$ 2,437,804	\$ 2,490,191	\$ 2,542,802	\$ 2,542,802

At the end of the next biennium, the Fund is fully funded at 12% after a less than a 1% contribution from operations of \$22,611 in 2022. There is no contribution in 2021, as operating budget did not have a significant increase in 2021 and expected interest earnings on the accumulated balance bring the Contingency Fund to the maximum fund balance level. The Fund's full funding status is largely due to the onetime \$862,605 transfer of 2013 operational savings to Contingency Fund done through the 2014 budget adjustment.



800 MHz Fund

In November of 1992, the voters of King County approved a levy to fund the acquisition and installation of the 800 MHz emergency radio communications system. While the levy produced the funds necessary for the construction and acquisition of the system, it also mandated that the users of the system pay for the current operating costs and set aside an amount for an equipment replacement reserve. Valley Communication Center is a part owner of this system and as of year-end 2019, there is \$3.2 million available to support repairs or replacements to the system.

Given the Puget Sound Emergency Radio Network (PSERN) regional effort as a replacement for the current King County Emergency Trunked Radio System (KCETRS), it is expected that VCC will be able to maintain the current functionality of the VCC's portion of the KCETRS until replacement in 2022. The following is a summary of the 800 MHz resources, uses, and impact on restricted ending fund equity:

800 MHz FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND EQUITY

	2018	2019	2020		2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Total Budget
Resources							
Beginning Fund Equity	\$ 4,666,461	\$ 4,769,336	\$ 4,672,656	\$ 4,735,531	\$ 4,833,431	\$ 4,718,079	\$ 4,833,431
Revenues							
800 MHz Revenue							
Public Safety Radios	442,378	263,272	267,665	283,865	240,078	234,694	474,772
Non-public Safety Radios	102,210	89,415	108,720	92,520	91,440	91,440	182,880
Reimbursements	65,858	109,244	48,800	48,800	25,527	26,278	51,804
Radio Lease Site Revenue	38,269	2,914	-	-	-	-	-
Interest Earnings	82,929	103,034	40,000	40,000	24,000	40,000	64,000
Total Revenues	731,644	567,879	465,185	465,185	381,045	392,411	773,456
Total Resources	\$ 5,398,104	\$ 5,337,215	\$ 5,137,841	\$ 5,200,716	\$ 5,214,476	\$ 5,110,490	\$ 5,606,887
Uses							
Expenditures							
Salaries	\$ (70,882)	\$ (73,393)	\$ (58,717)	\$ (58,717)	\$ (59,853)	\$ (61,350)	\$ (121,203)
Benefits	(19,822)	(20,832)	(19,830)	(19,830)	(18,177)	(19,185)	(37,362)
Supplies	-	(5,684)	-	-	(1,000)	(1,000)	(2,000)
Services	(433,691)	(410,070)	(386,638)	(386,638)	(302,014)	(310,877)	(612,891)
Noncapital ER	-	-	-	-	(115,352)	(102,218)	(217,569)
Capital Outlay	(104,373)	-	-	-	-	-	-
Total Expenditures	(628,768)	(509,980)	(465,185)	(465,185)	(496,397)	(494,629)	(991,026)
Total Uses	\$ (628,768)	\$ (509,980)	\$ (465,185)	\$ (465,185)	\$ (496,397)	\$ (494,629)	\$ (991,026)
Fund Equity							
Restricted for:							
800 MHz Operations	\$ 1,706,087	\$ 1,660,952	\$ 1,581,767	\$ 1,644,642	\$ 1,660,952	\$ 1,660,952	\$ 1,660,952
800 MHz Equipment Replacement	3,063,249	3,166,283	3,090,889	3,090,889	3,057,127	2,954,909	2,954,909
Ending Fund Equity	\$ 4,769,336	\$ 4,827,235	\$ 4,672,656	\$ 4,735,531	\$ 4,718,079	\$ 4,615,861	\$ 4,615,861

The budget summary above reflects 2021 *beginning fund equity* of \$4.8 million, which is on a continuous increase over the last few years signifying that annual revenues cover annual expenditures. At the end of 2022, the *fund equity* will remain at \$4.6 million, as revenues will continue to cover operating expenditures and only \$217,569 in noncapital equipment replacements are planned. No capital outlays are expected.

The following is a summary of the 800 MHz Fund's estimated beginning and ending equity for 2020, 2021, and 2022. This illustrates the breakdown between funds available for equipment replacement and for operations.

At the end of 2022, \$3 million of the \$4.6 million *ending equity* is reserved for equipment replacement to maintain the current functionality of the VCC’s portion of the KCETRS.

800 MHz FUND EQUITY

	<u>Operations</u>	<u>Equipment Replacement</u>	<u>Total</u>
Actual 2020 Beginning Balance	\$ 1,660,952	\$ 3,166,283	\$4,827,235
Revenues/Contributions	465,185	40,000	505,185
Estimated Expenditures	(465,185)	(33,804)	(498,989)
Estimated 2020 Ending Balance	\$ 1,660,952	\$ 3,172,479	\$4,833,431
Estimated 2021 Beginning Balance	\$ 1,660,952	\$ 3,172,479	\$4,833,431
Revenues/Contributions	381,045	-	381,045
Budgeted Expenditures	(381,045)	(115,352)	(496,397)
Estimated 2021 Ending Balance	\$ 1,660,952	\$ 3,057,127	\$4,718,079
Estimated 2022 Beginning Balance	\$ 1,660,952	\$ 3,057,127	\$4,718,079
Revenues/Contributions	392,411	-	392,411
Budgeted Expenditures	(392,411)	(102,218)	(494,629)
Estimated 2020 Ending Balance	\$ 1,660,952	\$ 2,954,909	\$4,615,861

During 2014, Valley Communications Center developed a Capital Facilities Plan and integrated it into the equipment replacement schedules, which resulted in an addition of \$4 million in replacement costs for the 3 Valley Com owned radio sites. During 2019, the Center transferred ownership of the wireless communications facilities at these 3 sites to King County to be used in conjunction with the Puget Sound Emergency Radio Network. These transfers were pursuant to two separate Communications Site Sublease and Access Agreements and grant VCC the right to use the space on and within the facilities for continued operations of its emergency communications equipment.

In the past, the equipment replacement reserve has been continuously substantially underfunded. However, given PSERN project, the Center has discontinued contributions to equipment reserve in 2017 (normally \$0.5 million per biennium) and removed items transferred to PSERN or planned to be replaced by PSERN, such as the \$2 million radio consoles replacement planned for 2020, from the equipment replacement schedule. As a result, at the end of 2022, the equipment reserve schedule is 75% funded. Below table shows fund equity balances required for full funding based on current schedule:

Equipment Replacement Schedule

Year	100% Funded Level	Expected Funded % Level
2020	\$ 3,901,924	81%
2021	\$ 3,951,924	77%
2022	\$ 3,951,924	75%

Noncapital equipment replacement outlays will increase in the next biennium, as there were no equipment replacement outlays in the last 2 years. The PSERN project is scheduled to replace consoles in the fall of 2020 and VCC equipment replacement funds will remain to support the KCETRS system through end of its life. The following list details equipment budgeted for replacement in the next biennium and its criticality.

**800MHz Fund
2021 EQUIPMENT REPLACEMENT**

Criticality	<i>Equipment Replacements</i>	
2	Sparing for KC/VC Sites	\$100,000
2	Power Equip for Radio & Paging (6 rectifiers & shelf McDonald)	15,352
Total ER Outlays		\$115,352

**800MHz Fund
2022 EQUIPMENT REPLACEMENT**

Criticality		
2	Sparing for KC/VC Sites	\$100,000
2	Low Band Mobile Radio	2,218
Total ER Outlays		\$102,218

Key:

1 = Must have

2 = Should have / best practices

3 = Could delay

Revenue Detail, table below, shows 2021-2022 resources. To accomplish the mandate of the levy, the users of the 800 MHz radio system are charged monthly user access fees based upon the air time usage and the number of radios used. These fees entirely support the current maintenance and operations, as well as were providing funds for the equipment replacement reserve. Since PSERN is scheduled for final system acceptance in December 2022, no user revenue is expected beyond 2022.

There are an estimated 508 radios in 2021 compared to 514 radios in 2020 for non-public safety agencies and 2,904 radios for public safety agencies compared to 2,829 the prior year.

Revenue table shows how user assessments are allocated among agencies using the 800 MHz system. Overall, over the next biennium resources are projected to decrease 2%. However, the *public safety* revenue is projected to decrease 17% and *non-public safety* revenue is expected to decrease 1% in the biennium. Since 800 MHz user assessment formula is designed to fund annual expenditures and an equipment reserve component, discontinuing funding of the equipment reserve and decrease in expected operating expenditures results in the decrease to user assessments and revenue collected through user fees.

**VALLEY COMMUNICATIONS CENTER
800 MHz FUND
REVENUE DETAIL**

	2018	2019	2020		2021	2022	2021	2022	2021-2022 Total Budget
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Change Over Prior Year		
Beginning Fund Equity	\$ 4,666,461	\$ 4,769,336	\$ 4,672,656	\$ 4,735,531	\$ 4,833,431	\$ 4,718,079	2%	-2%	\$ 4,833,431
800 MHz Revenue									
Algona Police Department	4,598	2,779	2,912	2,291	2,135	2,087	-7%	-2%	4,221
Auburn Police Department	78,809	37,456	39,404	40,535	32,834	32,098	-19%	-2%	64,931
Des Moines Police Department	29,925	16,398	17,181	21,988	16,503	16,133	-25%	-2%	32,636
Kent Police Department	97,981	56,089	56,796	67,921	62,767	61,360	-8%	-2%	124,127
Pacific Police Department	6,610	4,126	4,228	3,393	2,783	2,720	-18%	-2%	5,503
Renton Police Department	77,220	40,421	41,489	50,006	41,611	40,677	-17%	-2%	82,288
Tukwila Police Department	47,711	25,558	26,071	28,724	20,583	20,122	-28%	-2%	40,705
Kangley-Palmer Fire & Rescue (KC Fire District 47)	652	854	894	504	303	296	-40%	-2%	598
Maple Valley Fire (KC Fire District # 43)	5,080	-	-	-	-	-	n/a	n/a	-
Mountain View Fire & Rescue	5,564	5,983	7,403	3,941	2,396	2,342	-39%	-2%	4,739
Puget Sound Regional Fire Authority	34,528	29,873	28,661	26,613	20,367	19,910	-23%	-2%	40,277
Renton Regional Fire Authority	20,646	15,802	16,095	14,997	12,253	11,978	-18%	-2%	24,231
Skyway Fire Department (KC Fire District 20)	3,987	3,066	3,212	3,220	1,737	1,698	-46%	-2%	3,435
Tukwila Fire Department	9,731	9,660	9,515	7,228	6,053	5,918	-16%	-2%	11,971
Valley Regional Fire Authority	16,995	12,866	13,804	12,504	17,754	17,356	42%	-2%	35,109
American Medical Response	300	180	-	180	180	180	0%	0%	360
Auburn Emerg Mgmt	3,240	3,630	3,240	3,600	3,600	3,600	0%	0%	7,200
Auburn School District	1,440	1,470	1,440	1,440	1,440	1,440	0%	0%	2,880
Cedar River Water District	4,140	4,140	4,140	4,140	4,140	4,140	0%	0%	8,280
City of Covington	1,260	1,620	900	1,620	1,620	1,620	0%	0%	3,240
City of Kent OEM	8,640	-	11,520	-	-	-	n/a	n/a	-
City of Maple Valley	1,800	1,800	1,800	1,800	1,800	1,800	0%	0%	3,600
Covington Water District	6,195	4,140	6,840	4,140	4,140	4,140	0%	0%	8,280
Kent School Risk	59,925	59,940	59,940	59,940	59,940	59,940	0%	0%	119,880
Kent School Security	6,840	6,840	6,840	6,840	6,840	6,840	0%	0%	13,680
Multicare Health Systems	900	900	900	900	900	900	0%	0%	1,800
Renton School District	900	900	900	900	900	900	0%	0%	1,800
South Correctional Entity Regional Jail (SCORE)	2,340	2,340	2,340	2,340	2,340	2,340	0%	0%	4,680
Soos Creek Water District	3,900	1,335	5,400	1,260	1,260	1,260	0%	0%	2,520
Tahoma School District	540	540	540	540	540	540	0%	0%	1,080
Tri-Med Ambulance	210	180	-	180	180	180	0%	0%	360
Tukwila Public Works	1,080	900	1,080	1,800	720	720	-60%	0%	1,440
Valley Medical Center	900	900	900	900	900	900	0%	0%	1,800
Investment Interest	82,929	103,034	40,000	40,000	24,000	40,000	-40%	67%	64,000
Cambridge Lease	23,356	1,649	-	-	-	-	n/a	n/a	-
Skyway Lease	14,913	1,264	-	-	-	-	n/a	n/a	-
Reimb - PSERN	65,858	80,082	48,800	48,800	25,527	26,278	-48%	3%	51,804
Miscellaneous	-	29,163	-	-	-	-	n/a	n/a	-
Total 800 MHz Resources	\$ 5,398,104	\$ 5,337,215	\$ 5,137,841	\$ 5,200,716	\$ 5,214,476	\$ 5,110,490	0%	-2%	\$ 5,606,887

Beginning 2019, Puget Sound Regional Fire Authority includes KCFD 43 Maple Valley Fire and City of Kent OEM.

Expenditure Detail, table below, shows *total expenditures* over the next biennium increase by 2% mostly due to the onetime noncapital equipment replacement outlays discussed previously. Services will decrease 23% over the biennium due to the transfer ownership of radio sites to PSERN in 2019 and a no cost lease back of space at the sites for VCC equipment. VCC continues to own and maintain equipment at these sites and costs, such as UPS and battery replacements shown in site facility maintenance accounts, will continue through the KCETRS system end of its life.

800 MHz FUND EXPENDITURE DETAIL									
	2018	2019	2020		2021	2022	2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Change Over Prior Year		Total Budget
Personnel									
Salaries	\$ 70,882	\$ 73,393	\$ 58,717	\$ 58,717	\$ 59,853	\$ 61,350	2%	2%	\$ 121,203
Benefits	19,822	20,832	19,830	19,830	18,177	19,185	-8%	6%	37,362
Total Personnel	90,704	94,226	78,547	78,547	78,031	80,534	-1%	3%	158,565
Supplies									
Tools & Equipment	-	5,684	-	-	1,000	1,000	n/a	n/a	2,000
Total Supplies	-	5,684	-	-	1,000	1,000	n/a	n/a	2,000
Services									
Professional Services	1,330	6,722	10,000	10,000	4,000	4,000	-60%	0%	8,000
Legal Services	26,464	27,266	-	-	3,600	3,600	n/a	0%	7,200
Postage	-	72	-	-	-	-	n/a	n/a	-
Mileage & Parking Reimb	577	316	2,300	2,300	760	960	-67%	26%	1,720
Subsistence/Lodging/Travel	5,935	-	1,500	1,500	-	-	-100%	n/a	-
Cambridge Site Lease	3,180	265	-	-	-	-	n/a	n/a	-
McDonald Site Lease	12,375	19,313	-	-	-	-	n/a	n/a	-
Skyway Site Lease	9,600	800	-	-	-	-	n/a	n/a	-
Insurance	20,861	19,935	15,138	15,138	34,143	35,168	126%	3%	69,311
Electricity at Cambridge	16,119	2,627	-	-	-	-	n/a	n/a	-
Electricity at McDonald	5,895	(204)	-	-	-	-	n/a	n/a	-
Electricity at Skyway	13,630	2,205	-	-	-	-	n/a	n/a	-
Sub-Regional Maintenance	255,534	306,156	350,200	350,200	254,611	262,249	-27%	3%	516,860
Repair & Maintenance	-	8,872	-	-	-	-	n/a	n/a	-
Facility Maint at Cambridge	4,100	9,504	2,500	2,500	2,500	2,500	0%	0%	5,000
Facility Maint at Skyway	7,813	540	2,500	2,500	-	-	-100%	n/a	-
Facility Maint at McDonald	6,911	5,683	2,500	2,500	2,400	2,400	-4%	0%	4,800
Total Services	390,324	410,070	386,638	386,638	302,014	310,877	-22%	3%	612,891
Machinery & Equipment	147,741	-	-	-	115,352	102,218	n/a	-11%	217,569
Total Expenditures	\$ 628,769	\$ 509,980	\$ 465,185	\$ 465,185	\$ 496,397	\$ 494,629	7%	0%	\$ 991,026

Since 2013, Valley Communications Center budgets 0.50 FTE in the 800 MHz radio Fund. The internal radio resource was established to allow the Center to decrease its reliance on King County. King County Radio Shops currently provide maintenance services to upkeep, repair, and manage the Center’s equipment at the Cambridge, Skyway, and McDonald radio sites. However, this position is heavily involved in the PSERN project and facilities, with PSERN project reimbursing related project costs incurred by VCC. As shown below, personnel costs are expected to increase 3% over the next biennium mostly due to salary increases.

800 MHz Personnel Costs

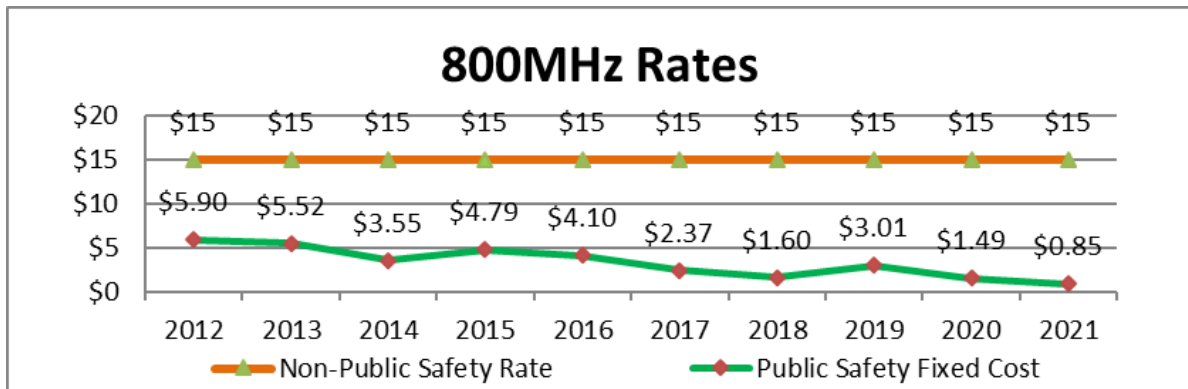
800 MHz	2018 FTE	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Change Over Prior Year	
											2021	2022
Salaries	0.5	0.5	0.5	0.5	0.5	\$ 53,258	\$ 56,786	\$ 58,717	\$ 59,853	\$ 61,350	2%	2%
Benefits						\$ 18,716	18,762	19,830	18,177	19,185	-8%	6%
Total 800 MHz Fund Personnel Costs (504)						\$ 71,974	\$ 75,548	\$ 78,547	\$ 78,031	\$ 80,534	-1%	3%

Radio System User Assessment Calculation

Each agency's assessment contribution to Valley Communications Center's budgeted revenue is determined by the following formula illustrated on the next page. *Public safety* agency revenue is calculated by:

1. Determine overall expenses (including equipment replacement contribution)
2. Subtract *non-public safety* revenue (total # of radios x \$15 per radio)
3. Subtract estimated *lease, interest, and reimbursement* revenue
4. Distribute remaining needed revenue across each public safety entity as a percentage of their own airtime usage, relative to the total system airtime, and the number of radios used, relative to the total number of public safety radios used.

Below chart provides historical rates per radio since 2012.



Next page provides User Assessment Calculation for 2021. The 2022 rates will be established during the 2021-2022 mid-biennium review done in 2021. The preliminary rate per radio is estimated at \$0.83 per public safety radio and at \$15 per non-public safety radio. These rates will be updated to reflect April 2021 radio count, April 2021 airtime usage, July 2020-June 2021 call volume, and any mid-biennial budget modifications.

**800 MHz TRUNKED RADIO SYSTEM
2021 USER ASSESSMENT CALCULATION
BASED ON AIR TIME USAGE**

Maintenance and Operations	\$ 381,045
Equipment Replacement Contribution	-
Total Expenditures	\$ 381,045

Public Safety	
Airtime Applied Expenditures	\$ 240,078 a
Non-Public Safety Revenue	91,440 b
Reimbursements	25,527 c
Interest Revenue	24,000 d
Total Revenues	\$ 381,045

	Number of Radios	Fixed Cost per Month	Fixed Costs	Airtime Percentages	Airtime Costs	Annual Amount
Public Safety						
Algona Police Department	35	\$0.85	\$ 358	0.7%	\$ 1,776	\$ 2,135
Auburn Police Department	284	\$0.85	2,906	12.5%	29,928	32,834
Des Moines Police Department	108	\$0.85	1,105	6.4%	15,398	16,503
Kent Police Department	482	\$0.85	4,932	24.1%	57,836	62,767
Pacific Police Department	55	\$0.85	563	0.9%	2,220	2,783
Renton Police Department	326	\$0.85	3,336	15.9%	38,275	41,611
Tukwila Police Department	225	\$0.85	2,302	7.6%	18,281	20,583
Subtotal	1515		\$ 15,502	68.2%	\$ 163,714	\$ 179,216
Kangley-Palmer Fire & Rescue (KC Fire District 47)	22	\$0.85	\$ 225	0.0%	\$ 77	\$ 303
Mountain View Fire & Rescue	126	\$0.85	1,289	0.5%	1,107	2,396
Puget Sound Regional Fire Authority	513	\$0.85	5,249	6.3%	15,118	20,367
Renton Regional Fire Authority	260	\$0.85	2,660	4.0%	9,592	12,253
Skyway Fire Department (KC Fire District 20)	57	\$0.85	583	0.5%	1,154	1,737
Tukwila Fire Department	200	\$0.85	2,046	1.7%	4,007	6,053
Valley Regional Fire Authority	211	\$0.85	2,159	6.5%	15,595	17,754
Subtotal	1389		\$ 14,212	19.4%	\$ 46,650	\$ 60,863
Public Safety Total	2904		\$ 29,714	87.6%	\$ 210,365	\$ 240,078 a
System Overhead Airtime				12.4%	\$ 29,714	
Total Airtime Applied Expenditures				100.0%	\$ 240,078	
Non-Public Safety Rate						
American Medical Response	1	\$15.00				\$ 180
Auburn Emerg Mgmt	20	\$15.00				3,600
Auburn School District	8	\$15.00				1,440
Cedar River Water District	23	\$15.00				4,140
City of Covington	9	\$15.00				1,620
City of Maple Valley	10	\$15.00				1,800
Covington Water District	23	\$15.00				4,140
Kent School Risk	333	\$15.00				59,940
Kent School Security	38	\$15.00				6,840
Multicare Health - Covington	2	\$15.00				360
Multicare Health - Auburn	3	\$15.00				540
Renton School District	5	\$15.00				900
South Correctional Entity Regional Jail (SCORE)	13	\$15.00				2,340
Soos Creek Water District	7	\$15.00				1,260
Tahoma School District	3	\$15.00				540
Tri-Med Ambulance	1	\$15.00				180
Tukwila Public Works	4	\$15.00				720
Valley Medical Center	5	\$15.00				900
Non-Public Safety Total	508					\$ 91,440 b
PSERN Reimbursements						\$ 25,527
Total Reimbursements						\$ 25,527 c
Estimated Interest Revenue						\$ 24,000
Total Interest Revenue						\$ 24,000 d

Airtime usage is from April 2020.

E-911 Escrow Fund

King County (KC) collects excise taxes to fund enhanced 911 emergency communications systems per RCW 82.14B. These tax proceeds are distributed among the twelve 9-1-1 Emergency Communications Centers (ECC or PSAP) in King County. The King County E-911 Office establishes a budget each year to determine exactly how tax proceeds will be allocated to each ECC. All proceeds distributed to the Valley Communications Center on quarterly basis are held by the King County Finance in an escrow fund until the Center makes a request to draw out a specific amount for authorized operational support. During Valley Communications Center’s budget process, it is determined how much E-911 funding will be used to support operations and subsidize calls for service rates. The amount of funding that remains in the escrow account at the end of each year has historically been carried forward and kept available for operational support in future years, as determined by the Valley Communications Center.

In 2017, the King County E-911 Office completed a 10-year strategic planning process approved by the KC Council in March 2018 where it explored the governing, technology, and funding issues. As part of that process a new single platform for regional call taking was decided upon and the County is in the beginning stages of obtaining a new system. During 2018, the Program Office changed its reimbursement guidelines for the escrow funds and consequently Valley Communications Center changed its prior strategy of reducing reliance on E911 funds to instead using the newly deposited excise taxes as they become available. This new approach continues into the 2021-2022 biennium.

E-911 ESCROW FUND STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND EQUITY

	2018	2019	2020		2021	2022	2021-2022
	Actual	Actual	Adopted Budget	Adjusted Budget	Budget	Budget	Total Budget
Resources							
Beginning Fund Equity	\$ 1,236,181	\$ 1,624,651	\$ 1,587,461	\$ 1,607,668	\$ 1,717,612	\$ 1,592,374	\$ 1,717,612
Revenues							
E-911 Revenue	1,203,056	1,204,684	1,940,000	1,940,000	2,107,546	2,096,251	4,203,797
FTE Support	447,116	465,524	481,074	481,074	486,501	497,796	984,297
Equipment Support	738,406	740,119	-	-	-	-	-
Settlements	1,455	(307)	-	-	-	-	-
Interest Earnings	21,009	38,657	10,000	10,000	10,000	20,000	30,000
Total Revenues	2,411,042	2,448,676	2,431,074	2,431,074	2,604,047	2,614,047	5,218,094
Total Resources	\$ 3,647,223	\$ 4,073,327	\$ 4,018,534	\$ 4,038,741	\$ 4,321,659	\$ 4,206,421	\$ 6,935,706
Uses							
Expenditures							
Professional Services	\$ (342)	\$ (527)	\$ (400)	\$ (400)	\$ (400)	\$ (400)	\$ (800)
Total Expenditures	(342)	(527)	(400)	(400)	(400)	(400)	(800)
Transfers Out							
For Operations	(1,283,825)	(2,443,422)	(2,528,439)	(2,528,439)	(2,728,886)	(2,792,244)	(5,521,130)
For Eq. Replacement	(738,406)	-	-	-	-	-	-
Total Transfers Out	(2,022,231)	(2,443,422)	(2,528,439)	(2,528,439)	(2,728,886)	(2,792,244)	(5,521,130)
Total Uses	\$ (2,022,572)	\$ (2,443,949)	\$ (2,528,839)	\$ (2,528,839)	\$ (2,729,286)	\$ (2,792,644)	\$ (5,521,930)
Fund Equity							
Unrestricted E-911 Escrow	\$ 1,624,651	\$ 1,629,378	\$ 1,489,695	\$ 1,509,902	\$ 1,592,374	\$ 1,413,777	\$ 1,413,777
Ending Fund Equity	\$ 1,624,651	\$ 1,629,378	\$ 1,489,695	\$ 1,509,902	\$ 1,592,374	\$ 1,413,777	\$ 1,413,777

Total revenues are budgeted to increase 7% in the next biennium reflecting current actual distribution levels and projections communicated by the KC E-911 Program Office. Given the work of the KC E-911 Finance Workgroup, created as a result of the E-911 Office strategic plan, and recent operational savings in the Program Office, there

are no anticipated changes in the types of ECC funding provided in the next biennium (equipment support funds were expected to be combined with the general revenues in the current biennium).

However, according to KC, the E-911 excise tax revenues are not keeping up with expenses and the KC E-911 Finance Workgroup has been tasked with:

- Developing a new PSAP Funding Policy that accounts for the needs of the system. This refers to a policy that dictates how much of the available excise tax money will be retained by the Program Office versus the amount that will be distributed to the PSAPs, including Valley Com, in the future.
- Developing recommendations on process efficiencies and a plan for new revenue sources that will improve the financial standing of the regional system in the long run.

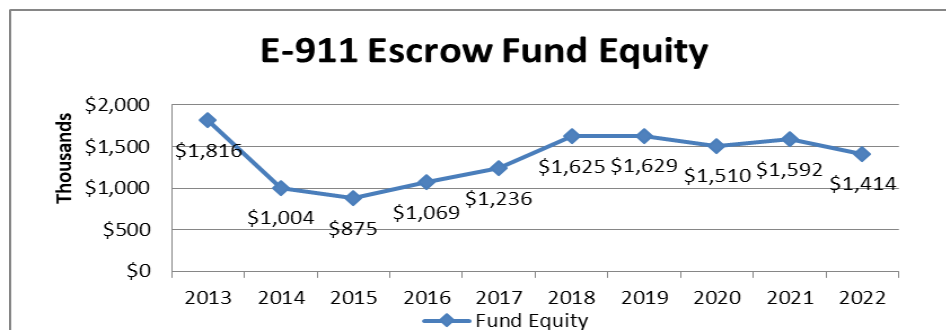
Valley Com’s budget is built showing revenue distribution to match current levels and the Fund is relying on KC E-911 Program Office confirmation that in total PSAPs can expect a similar level of funding in the next budget cycle. Table below shows expected E-911 revenue in detail:

Projected PSAP Revenue KC E-911 Escrow			
	2020	2021	2022
General Revenue	\$ 1,340,176	\$ 2,107,546	\$ 2,096,251
Equipment Support	795,941	-	-
GIS/CAD FTE Support	163,018	160,579	164,308
IT System Specialist FTE Support	167,134	181,340	185,550
PBX/Viper FTE Support	150,921	144,581	147,938
Total Support	\$ 2,617,191	\$ 2,594,047	\$ 2,594,047

Transfers out are budgeted to increase 11% in the next biennium reflecting E-911 tax revenue support for call receiver positions budgeted in the Operating Fund. 2021-2022 budget supports 21 FTE COI positions per year, an increase from the 20 positions in 2020. The support for 3 administrative IT positions remains unchanged in the next biennium. In 2019, VCC discontinued to fund equipment in the Equipment Replacement Fund with E-911 funds, as KC E-911 Office changed reimbursement criteria and subsequently all excise tax funds received by VCC are used to support salaries and benefit costs of eligible COI and IT positions. The following are budgeted activities the E-911 transfers support:

Contributions to Operations & Eq. Replacement			
	2020	2021	2022
3 Administrative IT Positions	\$ 481,074	\$ 486,501	\$ 497,796
20/21/21 Call Receivers	2,047,365	2,242,385	2,294,448
Total Uses	\$ 2,528,439	\$ 2,728,886	\$ 2,792,244

The overall ending fund equity has been on the increase in recent years as shown in the chart below and is projected to level off in the next biennium mostly due to the increased transfers out to operations discussed above. However, if E-911 revenue distributions to VCC decrease during the next biennium, then sufficient fund equity is available to mitigate this reduction.



Operating Contribution Calculations

Formula below illustrates how owner and contract agency rates and contributions are calculated. The annual funding formula was updated in September 2017 and is established by the Administration Board Resolution #128. During 2019, as part of the VCC Strategic Plan review of the Calls for Services Funding Formula, a small adjustment was made to the billable calls for service used in the Funding Formula. Billable calls generated outside owner cities' jurisdictions by regional fire authorities (Puget Sound Regional Fire Authority, Renton Regional Fire Authority, and Valley Regional Fire Authority) and South King Fire & Rescue agency were changed to be counted in the contract agency volume category and billed at the contract agency rate. Previously, all billable calls for these agencies were counted in the owner call volume category and calculated under the owner agencies' contribution.

1. Total expenses to be funded through billable calls for service are calculated
2. Baseline rate per call is calculated (total expenses/total billable call volume)¹
3. The contract agency rate is calculated (baseline rate + administrative overhead fee)²
4. Total contract agency revenue is calculated (contract agency rate * # of contract agency billable calls)
5. Owner agency contributions are calculated (total expenses – contract agency revenue - savings)
6. Each owner agency's contribution is calculated based on their percentage of overall billable call volume. See page 48 for the apportionment calculation for each owner agency.

OPERATING CONTRIBUTIONS CALCULATION CONTRACT AND OWNER AGENCIES

Expenses:	2020	2021	2022
Operational Costs	\$ 2,964,147	\$ 2,940,056	\$ 3,058,662
Personnel Costs	17,342,740	17,719,945	18,131,361
Transfer to Equipment Replacement Fund	1,911,396	1,425,000	1,425,000
Transfer to Contingency Fund	29,174	-	22,611
Replace Contribution to Debt Service	500,000	-	-
Less:			
Miscellaneous Revenues	(388,343)	(391,831)	(403,822)
Transfer from E911 Escrow Fund	(2,528,439)	(2,728,886)	(2,792,244)
1 Total Expenses to be Funded by Agencies	\$ 19,830,675	\$ 18,964,285	\$ 19,441,568
Total Call Volume*	501,024	479,093	479,093
2 Baseline Rate Per Call	\$39.58	\$39.58	\$40.58
Contract Agency Revenue:			
Baseline Rate Per Call	\$39.58	\$ 39.58	\$ 40.58
Add: Admin Overhead Fee (surcharge)	\$4.75	4.75	4.87
3 Contract Agency Rate Per Call	\$44.33	\$ 44.33	\$ 45.45
Total Contract Agency Call Volume	68,093	84,772	84,772
4 Total Contract Agency Revenue	\$ 3,018,558	\$ 3,758,262	\$ 3,852,848
Owner Agency Revenue:			
Total Expenses	\$ 19,830,675	\$ 18,964,285	\$ 19,441,568
Less: Contract Agency Revenue	(3,018,558)	(3,758,262)	(3,852,848)
5 Total Owner Agency Contribution	\$ 16,812,118	\$ 15,206,023	\$ 15,588,720

Operating contributions calculation for 2022 will be updated to reflect July 2020 – June 2021 billable call volume as part of the 2021-2022 mid-biennial review done in 2021.

¹ See page 51 for billable call volume breakdown and analysis.

² Administrative surcharge for 2021 is the same as in 2020 at 12% (unchanged since 2013).

Owner/Member Agency Impact

The following table shows total budgeted owner/member agency impact for 2021; including operational contributions and 800 MHz assessments. In addition, this table compares total 2021 contributions and assessments to 2020. The 2022 owner/member agency impact will be calculated during the 2021-2022 mid-biennial review done in 2021.

Overall, the grand total owner/member contributions for 2021 are projected to decrease 6%, with a 5% decrease in operating contribution and a 32% decrease in 800 MHz user assessments, while the billable call volume has also decreased 5%.

OWNER IMPACT SUMMARY 2021 BUDGET

Owner Agency	Billable Call		Call for Service Contribution	800 MHz Fund	Contribution + 800 MHz
	Volume	Percentage			
Auburn Police Department	73,483	22%	\$ 2,833,672	\$ 2,135	\$ 2,835,807
Federal Way Police Department	66,848	20%	\$ 2,577,829		\$ 2,577,829
Kent Police Department	89,679	27%	\$ 3,458,232	\$ 62,767	\$ 3,520,999
Renton Police Department	71,002	21%	\$ 2,738,018	\$ 41,611	\$ 2,779,629
Tukwila Police Department	29,402	9%	\$ 1,133,816	\$ 20,583	\$ 1,154,399
Tukwila Fire Department	5,468	2%	210,860	6,053	216,913
Tukwila Total	34,870	10%	\$ 1,344,676	\$ 26,637	\$ 1,371,313
Total Police	330,414	98%	\$ 12,741,567	\$ 127,096	\$ 12,868,663
Total Fire	5,468	2%	210,860	6,053	216,913
2021 Grand Total	335,881	100%	\$ 12,952,427	\$ 133,149	\$ 13,085,577
2020 Totals*	352,180		\$ 13,676,293	\$ 194,414	\$ 13,870,707
Increase (Decrease) from 2020	-5%	n/a	-5%	-32%	-6%

* Restated to match agencies presented for 2021.

Owner agency equivalent call rates:

2018: \$36.61

2019: \$37.18

2020: \$38.83

2021: \$38.56

Regional Fire Authorities and South King Fire & Rescue Impact

The following table shows total budgeted regional fire authorities and South King Fire & Rescue agency impact for 2021; including operational contributions, fee charges for service based on BCFS rate, and 800 MHz assessments. In addition, this table compares total 2021 contributions and assessments to 2020. The 2022 agency impact will be calculated during the 2021-2022 mid-biennial review done in 2021.

Overall, the grand total regional fire authorities and South King Fire & Rescue agency charges for 2021 are projected to increase 1%, with a 1% increase in total BCFS charges and a 7% decrease in 800 MHz user assessments, while the billable call volume has decreased 2%.

RFAs and SKFR IMPACT SUMMARY 2021 BUDGET

Agency	Billable Call For Service				800 MHz Fund			Contribution + Rate + 800 MHz	
	Volume In	Volume Out	Total Volume	%	Contribution	Rate**	Total		
Puget Sound Regional Fire Authority Apportionment	18,603 32%	10,249 49%	28,852	36%	\$ 717,379	\$454,377	\$ 1,171,756	\$20,367	\$ 1,192,123
Renton Regional Fire Authority Apportionment	14,715 25%	2,911 14%	17,626	22%	\$ 567,448	\$129,056	\$ 696,504	\$12,253	\$ 708,756
South King Fire & Rescue Apportionment	13,799 24%	6,322 30%	20,121	25%	\$ 532,125	\$280,278	\$ 812,403		\$ 812,403
Valley Regional Fire Authority Apportionment	11,323 19%	1,359 7%	12,682	16%	\$ 436,644	\$ 60,250	\$ 496,893	\$17,754	\$ 514,647
2021 Grand Total	58,440	20,841	79,281	100%	\$2,253,595	\$923,960	\$3,177,555	\$50,373	\$ 3,227,929
2020 Totals*	80,751	0	80,751		\$3,135,823	0	\$3,135,823	\$ 54,113	\$3,189,936
Increase (Decrease) from 2020	-28%	n/a	-2%		-28%	n/a	1%	-7%	1%

* Prior to 2021 budget, all BCFS were reported in Volume In category.

** Beginning 2021, RFA's and SKFR will be charged Contract call rates for BCFS Volume Out units based on their actual monthly usage.

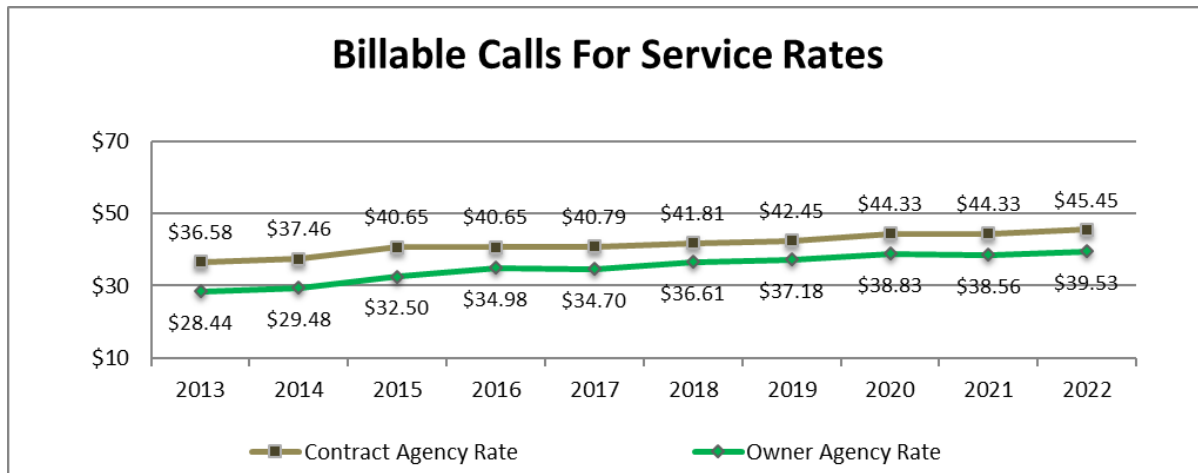
Contract call rates:

2018: \$41.81
2019: \$42.45
2020: \$44.33
2021: \$44.33

Owner equivalent call rates:

2018: \$36.61
2019: \$37.18
2020: \$38.83
2021: \$38.56

Below chart provides 10 years of historical rates per billable call. The spread between owner and contract rates has decreased from 29% in 2013 to 15% in 2022 due to several factors including payoff of debt service in 2015 that was included in the calculation of contract agency rate and removed from owner rate.



Total Owner Rate Paying Agencies Impact

The following table shows total budgeted owner rate paying agency impact for 2021; including operational contributions and 800 MHz assessments. In addition, this table compares total 2021 contributions and assessments to 2020.

Overall, the grand total owner rate contributions for 2021 are projected to decrease 10%, with a 10% decrease in operating contribution and a 14% decrease in 800 MHz user assessments, while the billable call volume has decreased 9%.

OWNER RATE AGENCIES IMPACT SUMMARY 2021 BUDGET

Owner Agency	Billable Call		Call for Service Contribution	800 MHz Fund	Contribution + 800 MHz
	Volume	Percentage			
Auburn Police	73,483	19%	\$ 2,833,672	\$ 32,834	\$ 2,866,506
Valley Regional Fire Authority*	11,323	3%	436,644	17,754	454,398
Auburn Total	84,806	22%	\$ 3,270,316	\$ 50,588	\$ 3,320,904
Apportionment	22%				
Federal Way PD	66,848	17%	\$ 2,577,829		\$ 2,577,829
South King Fire & Rescue*	13,799	3%	532,125		532,125
Federal Way Total	80,647	20%	\$ 3,109,954		\$ 3,109,954
Apportionment	20%				
Kent Police	89,679	23%	\$ 3,458,232	\$ 62,767	\$ 3,520,999
Puget Sound Regional Fire Authority*	18,603	5%	717,379	20,367	737,746
Kent Total	108,282	27%	\$ 4,175,611	\$ 83,134	\$ 4,258,745
Apportionment	27%				
Renton Police	71,002	18%	\$ 2,738,018	\$ 41,611	\$ 2,779,629
Renton Regional Fire Authority*	14,715	4%	567,448	12,253	579,701
Renton Total	85,717	22%	\$ 3,305,466	\$ 53,864	\$ 3,359,330
Apportionment	22%				
Tukwila Police	29,402	7%	\$ 1,133,816	\$ 20,583	\$ 1,154,399
Tukwila Fire	5,468	1%	210,860	6,053	216,913
Tukwila Total	34,870	9%	\$ 1,344,676	\$ 26,636	\$ 1,371,312
Apportionment	9%				
Total Police	330,414	84%	\$ 12,741,567	\$157,795	\$ 12,899,362
Total Fire	63,908	16%	2,464,456	56,427	2,520,883
2021 Grand Total	394,321	100%	\$ 15,206,023	\$214,222	\$ 15,420,245
2020 Totals	432,931		\$ 16,812,118	\$ 248,528	\$ 17,060,646
Increase (Decrease) from 2020	-9%	n/a	-10%	-14%	-10%

*Starting 2021, out of owner jurisdictions BCFS are excluded for Puget Sound Regional Fire Authority, Renton Regional Fire Authority, South King Fire and Rescue, and Valley Regional Fire Authority agencies owner contribution calculations.

Total Contract Rate Paying Agency Impact

Based on the contract agency rates calculated on page 47, the following chart details the estimated operating charges for services from each contract rate paying agency. The estimated contribution is based on the number of actual billable calls received from July 1, 2019 – June 30, 2020. Each contract agency’s total estimated charges will vary depending on the actual number of calls received during 2021. Contract agencies are billed on a monthly basis based on the actual billable calls received within the given month.

CONTRACT RATE AGENCIES IMPACT SUMMARY 2021 BUDGET

Agency	# of Calls *	2021	Estimated Contribution
Algona Police Department	3,650	\$44.33	\$ 161,818
Black Diamond Police Department	2,979	\$44.33	132,070
Burien Fire Department	10,926	\$44.33	484,391
Des Moines Police Department	17,403	\$44.33	771,541
Enumclaw Fire Department	2,382	\$44.33	105,603
Kangley-Palmer Fire & Rescue (KC Fire District 47)	130	\$44.33	5,763
King County International Airport Fire Department	114	\$44.33	5,054
King County Medic One	15,610	\$44.33	692,050
Mountain View Fire & Rescue	2,171	\$44.33	96,249
Pacific Police Department	4,561	\$44.33	202,206
Puget Sound Regional Fire Authority**	10,249	\$44.33	454,377
Renton Regional Fire Authority**	2,911	\$44.33	129,056
Skyway Fire Department (KC Fire District 20)	2,263	\$44.33	100,327
South Correctional Entity Regional Jail (SCORE)	318	\$44.33	14,098
South King Fire and Rescue**	6,322	\$44.33	280,278
Valley Regional Fire Authority**	1,359	\$44.33	60,250
Vashon Island Fire and Rescue (KC Fire District 13)	1,424	\$44.33	63,131
Total	84,772	\$44.33	\$ 3,758,262

*Billable call volume is based on actual calls for service July 2019 - June 2020.

**Starting 2021, Puget Sound Regional Fire Authority, Renton Regional Fire Authority, South King Fire and Rescue, and Valley Regional Fire Authority agencies have owner and contract rate components in BCFS.

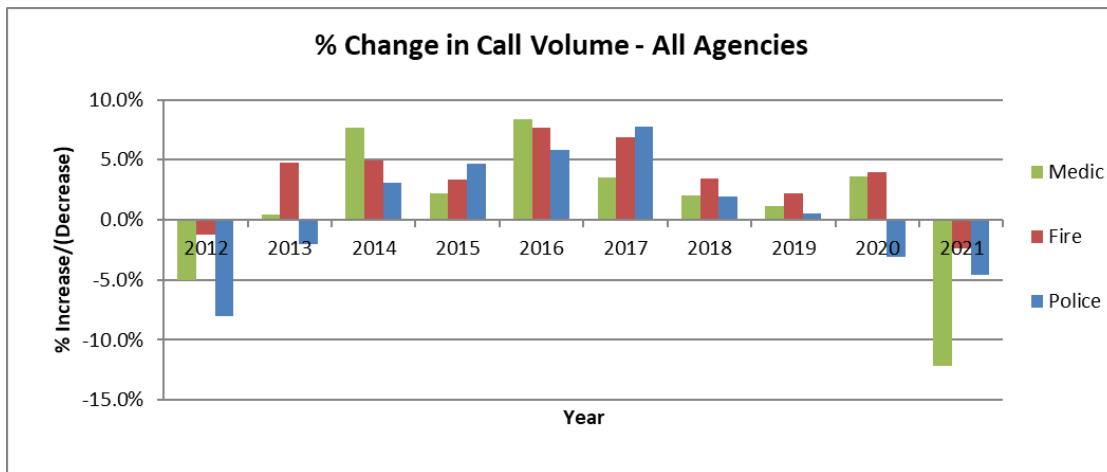
The 2022 contract agency rate will be established during the 2021-2022 mid-biennial review done in 2021. The preliminary rate is estimated at \$45.45 per billable call. This rate will be updated to reflect July 2020-June 2021 billable call volume and any mid-biennial budget modifications.

Billable Calls for Service (BCFS)

Call Breakdown by Discipline

The following table and graph show a breakdown of total billable calls by call type and the percent change from year-to-year. Call volume totals are calculated from the prior July – June time period (for example, 2021 call totals are based on actual billable calls for service between July 1, 2019 – June 30, 2020 time period).

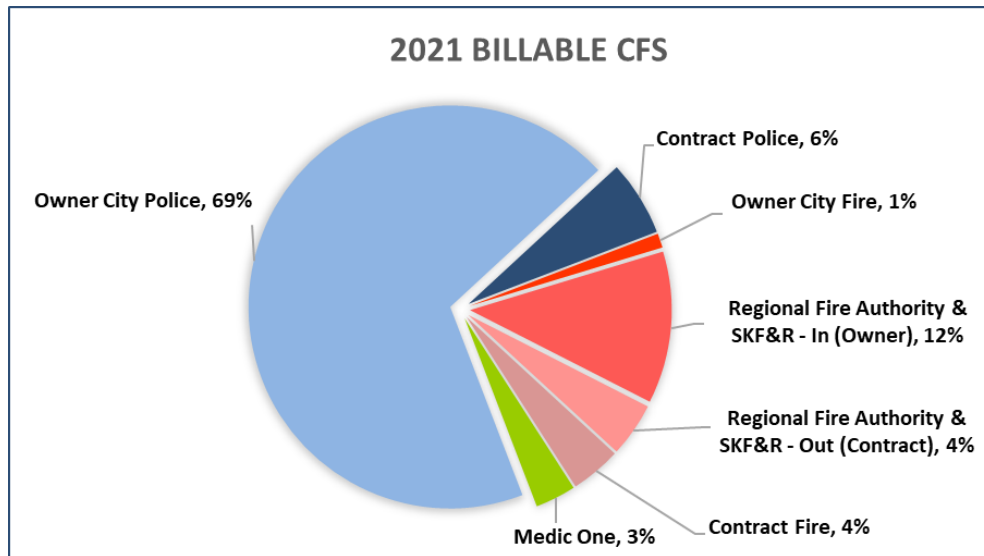
	2016	2017	2018	2019	2020	2021
Medic	16,067	16,640	16,972	17,166	17,779	15,610
Fire	90,825	97,090	100,464	102,657	106,712	104,159
Police	351,639	378,792	386,242	388,375	376,533	359,324
Total	458,531	492,522	503,678	508,198	501,024	479,093
% Increase(Decrease)	6.3%	7.4%	2.3%	0.9%	-1.4%	-4.4%



Call Breakdown by All Agencies

The following table and chart show the billable call volume breakdown by owner and contract rate agencies. The apportionment of each category shown for 2021 is substantially unchanged in the last 4 years.

	2018	2019	2020	2021	2021 Apportion
Owner City Fire	5,738	5,799	5,905	5,468	1%
Regional Fire Authority & SKF&R - In (Owner)	75,085	77,919	80,751	58,440	12%
Regional Fire Authority & SKF&R - Out (Contract)	n/a	n/a	n/a	20,841	4%
Contract Fire	19,641	18,939	20,056	19,410	4%
Medic One (Contract)	16,972	17,166	17,779	15,610	3%
Owner City Police	353,410	354,437	346,275	330,413	69%
Contract Police	32,832	33,938	30,258	28,911	6%
Total	503,678	508,198	501,024	479,093	100%
% Increase (Decrease)	2.3%	0.9%	-1.4%	-4.4%	n/a



Call Breakdown by Owner/Member Jurisdictions

The following two tables detail the breakdown of total billable call volume by owner jurisdictions. The first table, "Call Statistic Analysis – Owner Cities Police and Fire Department Breakdown" shows billable call volume of each owner/member city, as a percentage of all owner cities. City of Tukwila is the only remaining owner city with a city owned fire department. The second table, "Call Statistic Analysis – Within Owner Jurisdictions" shows the apportionment of billable call volume to each owner jurisdiction, as a percentage of all owner jurisdictions.

Call Statistic Analysis - Owner Cities Police and Fire Department Breakdown

	2018		2019		2020		2021		Change Over Prior Year			
	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	2018	2019	2020	2021
Auburn PD	87,744	24%	88,007	24%	84,843	24%	73,483	24%	4%	0%	-4%	-13%
Federal Way PD	74,116	21%	71,818	21%	69,778	21%	66,848	21%	1%	-3%	-3%	-4%
Kent PD	89,344	25%	89,477	25%	87,986	25%	89,679	25%	0%	0%	-2%	2%
Renton PD	71,310	20%	74,138	20%	73,412	20%	71,002	20%	0%	4%	-1%	-3%
Tukwila FD	5,738	2%	5,799	2%	5,905	2%	5,468	2%	0%	1%	2%	-7%
Tukwila PD	30,897	9%	31,000	9%	30,258	9%	29,402	9%	-2%	0%	-2%	-3%
TOTAL	359,149	100%	360,239	100%	352,180	100%	335,881	100%	1%	0%	-2%	-5%

Call volume is based on actual calls for service July - June.

Call Statistic Analysis - Within Owner Jurisdictions

	2018		2019		2020		2021		Change Over Prior Year			
	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	2018	2019	2020	2021
Auburn	100,554	23%	101,199	23%	98,169	23%	84,806	22%	4%	1%	-3%	-14%
Federal Way	94,522	22%	91,883	21%	90,616	21%	80,647	20%	2%	-3%	-1%	-11%
Kent	115,303	27%	117,948	27%	117,225	27%	108,282	27%	0%	2%	-1%	-8%
Renton	87,220	20%	90,329	21%	90,760	21%	85,717	22%	0%	4%	0%	-6%
Tukwila	36,635	8%	36,799	8%	36,163	8%	34,870	9%	-2%	0%	-2%	-4%
TOTAL	434,233	100%	438,157	100%	432,931	100%	394,321	100%	1%	1%	-1%	-9%

Billable call volumes generated inside owner cities' jurisdictions for the Puget Sound Regional Fire Authority, the Renton Regional Fire Authority, the South King Fire & Rescue, and the Valley Regional Fire Authority are reported under their corresponding owner city's billable call volumes in above table. Starting 2021, the contract rate BCFS component for these agencies is excluded and reported under the contract agencies statistics. Above jurisdictional billable call volume breakdown is used for annual apportionment of VCC equity to owner/member cities.

Call Breakdown by Agency Rate Type

The following two tables detail the breakdown of total billable call volume by agency rate type. The first table, "Call Statistics Analysis – Owner Rate Agencies Breakdown" shows apportionment to each owner rate paying agency individually. The second table, "Call Statistic Analysis – Contract Rate Agencies" shows the apportionment of billable call volume to each contract rate paying agency as a percentage of all contract rate agencies.

Call Statistic Analysis - Owner Rate Agencies Breakdown

	2018		2019		2020		2021		2018 2019 2020 2021			
	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Change Over Prior Year			
Auburn PD	87,744	20%	88,007	20%	84,843	20%	73,483	19%	4%	0%	-4%	-13%
Federal Way PD	74,116	17%	71,818	16%	69,778	16%	66,848	17%	1%	-3%	-3%	-4%
Kent PD	89,344	21%	89,477	20%	87,986	20%	89,679	23%	0%	0%	-2%	2%
Puget Sound RFA****	25,959	6%	28,471	6%	29,239	7%	18,603	5%	3%	10%	3%	-36%
Renton PD	71,310	16%	74,138	17%	73,412	17%	71,002	18%	0%	4%	-1%	-3%
Renton RFA****	15,910	4%	16,191	4%	17,348	4%	14,715	4%	3%	2%	7%	-15%
South King F&R****	20,406	5%	20,065	5%	20,838	5%	13,799	3%	5%	-2%	4%	-34%
Tukwila FD	5,738	1%	5,799	1%	5,905	1%	5,468	1%	0%	1%	2%	-7%
Tukwila PD	30,897	7%	31,000	7%	30,258	7%	29,402	7%	-2%	0%	-2%	-3%
Valley RFA****	12,810	3%	13,192	3%	13,326	3%	11,323	3%	7%	3%	1%	-15%
TOTAL	434,233	100%	438,157	100%	432,931	100%	394,321	100%	1%	1%	-1%	-9%

Call volume is based on actual calls for service July - June.

2019 and subsequent call volume for KCFD # 43 Maple Valley is included in Puget Sound RFA.

****Starting 2021, Puget Sound Regional Fire Authority, Renton Regional Fire Authority, South King Fire and Rescue, and Valley Regional Fire Authority agencies have owner and contract rate components in BCFS.

Call Statistic Analysis - Contract Rate Agencies

	2018		2019		2020		2021		2018 2019 2020 2021			
	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Call Volume	Apportion	Change Over Prior Year			
Algona PD	4,545	7%	4,651	7%	3,779	6%	3,650	4%	19%	2%	-19%	-3%
Black Diamond PD	2,919	4%	3,707	5%	2,949	4%	2,979	4%	-8%	27%	-20%	1%
Burien Fire	10,286	15%	10,542	15%	10,876	16%	10,926	13%	-1%	2%	3%	0%
Des Moines PD	16,715	24%	17,201	25%	17,350	25%	17,403	21%	3%	3%	1%	0%
Enumclaw Fire*	530	1%	2,471	4%	2,585	4%	2,382	3%	n/a	366%	5%	-8%
Kangley-Palmer F&R	109	0%	128	0%	117	0%	130	0%	-1%	17%	-9%	11%
KC Int. Airport Fire**	0	0%	47	0%	166	0%	114	0%	n/a	n/a	253%	-31%
KC Medic One	16,972	24%	17,166	25%	17,779	26%	15,610	18%	2%	1%	4%	-12%
Maple Valley Fire***	2,844	4%	0	0%	0	0%	0	0%	2%	-100%	n/a	n/a
Mountain View F&R	1,895	3%	1,963	3%	2,200	3%	2,171	3%	-7%	4%	12%	-1%
Pacific PD	6,465	9%	6,469	9%	5,411	8%	4,561	5%	30%	0%	-16%	-16%
Puget Sound RFA****	n/a	n/a	n/a	n/a	n/a	n/a	10,249	12%	n/a	n/a	n/a	n/a
Renton RFA****	n/a	n/a	n/a	n/a	n/a	n/a	2,911	3%	n/a	n/a	n/a	n/a
SCORE Jail	2,188	3%	1,910	3%	769	1%	318	0%	571%	-13%	-60%	-59%
Skyway Fire	2,390	3%	2,243	3%	2,395	4%	2,263	3%	-1%	-6%	7%	-6%
South King F&R****	n/a	n/a	n/a	n/a	n/a	n/a	6,322	7%	n/a	n/a	n/a	n/a
Valley RFA****	n/a	n/a	n/a	n/a	n/a	n/a	1,359	2%	n/a	n/a	n/a	n/a
Vashon Island F&R	1,587	2%	1,545	2%	1,717	3%	1,424	2%	-4%	-3%	11%	-17%
TOTAL	69,445	100%	70,041	100%	68,093	100%	84,772	100%	8%	1%	-3%	24%

Call volume is based on actual calls for service July - June.

*Enumclaw Fire KCFD # 28 became a customer in April 2017.

**KC Airport Fire Department became a customer in February 2018.

***2019 and subsequent call volume for KCFD # 43 Maple Valley is included in Puget Sound RFA.

****Starting 2021, Puget Sound Regional Fire Authority, Renton Regional Fire Authority, South King Fire and Rescue, and Valley Regional Fire Authority agencies have owner and contract rate components in BCFS.

Service Area



Valley Communications Center service area is shown to the left and is approximately 443 square miles. The vast majority of law enforcement, fire, and EMS activity in South King County is processed by the COI (Call Receiver) and COII (Dispatcher) positions in our Center.

We serve 10 law enforcement agencies, 13 fire departments, and King County Medic One paramedics, with a service population of approximately 785,525 residents. Service population for the last census and subsequent available estimates are provided in the table below.

Most of the people served are in the incorporated area with only 20% in the unincorporated King County. Level of service differs by agency within our service area.

City	2010 Population Census	2015 Population Estimate	2016 Population Estimate	2017 Population Estimate	2018 Population Estimate	2019 Population Estimate
Algona	3,014	3,105	3,175	3,180	3,180	3,190
Auburn	70,180	75,545	77,060	78,960	80,615	81,720
Black Diamond	4,153	4,200	4,305	4,335	4,360	4,525
Burien	33,313	48,810	50,000	50,680	51,850	52,000
Covington	17,575	18,520	18,750	19,850	20,080	20,280
Des Moines	29,673	30,100	30,570	30,860	31,140	31,580
Enumclaw	10,669	11,140	11,410	11,450	11,660	12,200
Federal Way	89,306	90,760	93,670	96,350	97,440	97,840
Kent	92,411	122,900	124,500	127,100	128,900	129,800
Maple Valley	22,684	24,700	24,790	24,900	25,280	26,180
Normandy Park	6,335	6,420	6,540	6,595	6,595	6,610
Pacific	6,606	6,840	6,890	6,910	6,915	6,910
Renton	90,927	98,470	101,300	102,700	104,100	104,700
SeaTac	26,909	27,650	27,810	28,850	29,130	29,180
Tukwila	19,107	19,300	19,540	19,660	19,800	20,930
Incorporated Total	522,862	588,460	600,310	612,380	621,045	627,645
Unincorporated Total	183,032	149,377	153,453	157,424	156,907	157,880
Total	705,894	737,837	753,763	769,804	777,952	785,525
VCC PD Served	405,377	451,220	461,010	470,055	476,450	481,195

Public Safety Partner Agencies

Below are 24 Valley Communications Center partner agencies and the communities we serve:

Fire:

1. Burien Fire Department – serving:
 - City of Burien
 - City of Normandy Park
 - KC Fire District 2
2. Enumclaw Fire Department – serving:
 - City of Enumclaw
 - KC Fire District 28
3. Kangley-Palmer Fire & Rescue (KC Fire District 47)
4. King County International Airport Fire Department
5. Mountain View Fire & Rescue – serving:
 - KC Fire District 17
 - KC Fire District 44
 - City of Black Diamond
6. North Highline Fire District (KC Fire District 11)
7. Puget Sound Regional Fire Authority – serving:
 - City of Kent
 - City of Covington
 - City of SeaTac
 - City of Maple Valley (July 1, 2018)
 - KC Fire District 37
 - KC Fire District 43 (July 1, 2018)
8. Renton Regional Fire Authority – serving:
 - City of Renton
 - KC Fire District 25
 - KC Fire District 40
9. Skyway Fire Department (KC Fire District 20)
10. South King Fire & Rescue – serving:
 - City of Federal Way
 - KC Fire District 39
 - City of Des Moines
 - KC Fire District 26
11. Tukwila Fire Department
12. Valley Regional Fire Authority – serving:
 - City of Auburn
 - City of Algona
 - City of Pacific
 - KC Fire District 31
13. Vashon Island Fire & Rescue (KC Fire District 13)

Police:

1. City of Algona Police Department
2. City of Auburn Police Department
3. City of Des Moines Police Department
4. City of Black Diamond Police Department
5. City of Federal Way Police Department
6. City of Kent Police Department
7. City of Pacific Police Department
8. City of Renton Police Department
9. City of Tukwila Police Department

Correctional Entity:

1. South Correctional Entity Regional Jail (SCORE)

EMS:

1. King County Medic One – serving:
 - South King County

Valley Communications Center Owner/Member Cities:



Glossary and Acronyms

Accrual basis of accounting – is the concept of recording revenues when earned and expenses as incurred.

ACT – Advisory Committee on Technology.

ADP – Automatic Data Processing human resources management software and services provider.

APCO – Association of Public Safety Communications Officials.

APCO Project 33 – is a formal mechanism for public safety agencies to certify their training programs as meeting APCO American National Standards by obtaining Training Program Certification.

APCO Project RETAINS - a national study of staffing and retention issues in a random sample of public safety communications centers done by researchers at The University of Denver Research Institute for APCO International.

Appropriation – is the act of setting aside money for a specific purpose that provides legal authority to spend or obligate funds.

ASAP – Automated Secure Alarm Protocol.

AWC – Association of Washington Cities.

Balanced Budget – resources are equal to uses.

BCFS – Billable Calls For Services.

BARS – Budget Accounting Reporting System prescribed by the Washington State Auditor’s Office.

Budget Resolution – The Resolution adopted by the Administration Board that sets appropriations for the ensuing biennium. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the biennium.

C3 – Community Connectivity Consortium.

CAD – Computer Aided Dispatch.

CALEA – Commission for the Accreditation of Law Enforcement Agencies.

Calls for Service – request for service or unit initiated activity resulting in a creation of a Computer Aided Dispatch System incident and interaction with Valley Com personnel.

CCTA – Complex Coordinated Terrorist Attacks.

CFS – billable Calls for Service.

CIRT – Crisis Intervention Response Team.

CJIS – Criminal Justice Information Services.

COI – Communications Officer I (Call Receiver).

COII – Communications Officer II (Dispatcher)

COLA – Cost-of-living adjustment.

CTO – Communications Training Officer.

Designated equity – resources with internally imposed restrictions specifying under which circumstances they can be spent.

DOL – Washington State Licensing.

ECC – Emergency Communications Center.

EMS – Emergency Medical Services.

Enterprise Fund – a type of self-supporting proprietary fund established by a governmental entity to account for operations of an activity for which a fee is charged to external users for goods or services.

ESI-Net II - managed IP network that is used for emergency services communications.

ESRI – geographical information system software.

FICA – Federal Insurance Contributions Act.

Fiscal Year – same as calendar year.

FTE – Full Time Equivalent.

Fund – an independent budgetary, fiscal, and accounting entity with a self-balancing set of accounts used to track collection and expenditure of financial resources.

Fund Equity - is the excess of assets and estimated revenues for the period over its liabilities and appropriations in a proprietary fund.

GIS – Geographic Information System.

GFOA – Government Finance Officer Association.

HAWC – High Availability Wireless Connectivity.

HP – Hewlett-Packard.

HRIS – Human Resources Information System.

Interlocal Agreement - is a collaborative contract between public bodies aiming to provide more efficient, less costly public services.

IOT – Internet of Things.

IT – Information Technology.

K – Thousand.

KC – King County.

KCETRS – King County Emergency Trunked Radio System.

KCFD – King County Fire District.

L&I – Labor and Industries.

LT – Long Term.

MDC – Mobile Data Computer.

N/A – Not Available.

NCMEC – National Center for Missing and Exploited Children.

NENA – National Emergency Number Association.

NG 911 – Next Generation 911.

PBX – Private Branch Exchange.

PD – Police Department.

PDR – Public Disclosure Request.

PERS – Public Employees Retirement System.

Power DMS – Policy Management Software.

Project RETAINS - a national study of staffing and retention issues in a random sample of public safety communications centers done by researchers at The University of Denver Research Institute for APCO International.

Proprietary Fund – used in governmental accounting to account for activities that involve business-like interactions.

PSAP – Public Safety Answering Point.

PSERN – Puget Sound Emergency Radio Network.

PSWDN – Public Safety Wireless Data Network.

QA – Quality Assurance.

RCW – Revised Code of Washington.

Resolution – an order of the Administration Board. A resolution is required to formally adopt the budget.

Resources – Estimated beginning fund equity on hand at the beginning of the period, plus all anticipated revenues during the period.

Restricted equity – resources with external restrictions or restrictions imposed by the Valley Com Administration Board on the user of those resources.

RFA – Regional Fire Authority.

RSA SecurID – two-factor authentication technology that is used to protect network resources.

SAO – State Auditor’s Office.

ST – Short Term.

UPS – Uninterruptible Power Supply.

Valley Com – Valley Communications Center.

VCC – Valley Communications Center.

VCCDA – Valley Communication Center Development Authority.

VHF – Very High Frequency.

VPI – Virtual Path Identifier.

VPN – Virtual Private Network.

WA – State of Washington.