



# SHORELINE FIRE DEPARTMENT BOARD OF COMMISSIONERS MEETING



## SPECIAL JOINT BOARD MEETING MINUTES October 25, 2022

Chair Callahan called the special joint meeting of the Shoreline and Northshore Board of Commissioners to order at 5:00 p.m. on October 25, 2022, at the Shoreline Fire Department, located at 17525 Aurora Avenue North, Shoreline, Washington 98133. Per RCW 42.30, the special meeting notice was posted on October 6, 2022. The purpose of the special joint meeting is to discuss the 2023 budget.

### ROLL CALL:

#### SHORELINE DEPARTMENT:

**FIRE** Ken Callahan, Chair  
David Harris, Vice Chair  
Kim Fischer, Commissioner  
Rod Heivilin, Commissioner  
Barb Sullivan, Commissioner

Matt Cowan, Fire Chief

#### NORTHSHORE DEPARTMENT:

**FIRE** Josh Pratt, Chair  
Tyler Byers, Commissioner  
(Zoom)  
Rick Webster, Commissioner  
Lisa Wollum, Commissioner  
(Zoom)

Matt Paxton, Legal Counsel  
(Zoom)

**Absent:** Eric Adman, Commissioner

### PLEDGE OF ALLEGIANCE

### PUBLIC COMMENT:

- Derek Daniels, Board Chair of the South Snohomish County Fire, attended the meeting with no comment.

### 2023 Budget:

- Chief Cowan provided a brief update and a short presentation of the 2023 budget process and impacts, which is attached and incorporated by reference. The presentation included the below topics:
  - Expense Drivers
  - Revenue Summary
  - Assessed Evaluation
  - Equivalent Levy Rate
  - Proposed Organizational Chart
  - 2023 Tentative Suppression Apparatus Staffing Matrix
  - Revenue and Expenses
  - Apparatus Replacement Fund

- Further discussion was on minimum staffing levels.
- Chief Cowan briefed the Commissioners on the 2023 Budget Proposal Summary, the Financial Outlook for 2023, the 2023 Revenue vs. Expenses (General Expense Fund), and the 2023 Budget Development (Capital Fund), which is attached and incorporated by reference.
- Chief Cowan discussed the State Family Paid Medical Leave (PFML) costs and usage. Commissioner Webster asked if the PFML could or should be negotiated. Chief Cowan noted that this has been a topic of discussion as the PFML program is currently being managed in-house rather than by the State, which creates long-term impacts.
- Chief Cowan noted that the proposed equivalent levy rate is \$1.1085.
- Commissioner Heivilin suggested to keep the rate conservative due to the increase in population and potentially unstable economy.
- The 2023 budget and resolutions will be prepared for the next scheduled Shoreline Fire Board meeting on November 3, 2022.

The Shoreline Board of Commissioners moved to adjourn the special meeting at 5:56 p.m.

***MOTION:** Commissioner Heivilin moved, and Commissioner Fischer seconded, a motion to adjourn the special meeting of the Board of Commissioners at 5:56 p.m. The motion passed; five ayes.*

Minutes prepared by: Beatriz Goldsmith, Shoreline Fire Department

**Attachments:** Agenda, Public Notice, 2023 Budget Development- Capital, 2023 Budget Presentation, 2023 Revenue vs. Expenses- General Fund, Summary of 2023 Budget and Financial Outlook.

**BOARD OF COMMISSIONERS**



**ERIC ADMAN**, Member



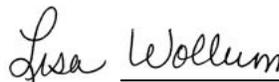
**JOSH PRATT**, Member



**TYLER BYERS**, Member



**RICK WEBSTER**, Member



**LISA WOLLUM**, Member

**ATTEST**

Amy Oakley \_\_\_\_\_

**Amy Oakley**, Secretary

King County Fire Protection District No. 16

Adopted at a Regular Meeting of the Board of Commissioners on November 1, 2022



**Shoreline Fire Department**  
*Dedicated to the Protection of Life and Property*

*Serving the Shoreline Community for Over 75 years, since 1939*

**FIRE CHIEF**  
Matt Cowan

**COMMISSIONERS**  
Ken Callahan      Rod Heivilin  
Kim Fischer        Barb Sullivan  
David Harris

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## **SPECIAL JOINT MEETING NOTICE**

As required by RCW 42.30, the Open Public Meetings Act, you are hereby notified that the Board of Commissioners of Shoreline Fire Department will hold a Special Joint Meeting on **October 25, 2022 at 5:00 p.m. with the Commissioners of the Northshore Fire Department.** The purpose of the special joint meeting is to discuss the 2023 budget.

**DATE:**                      October 25, 2022

**TIME:**                      5:00 pm

**LOCATION:**                Shoreline Fire Department  
17525 Aurora Avenue North  
Shoreline, WA 98133

To attend the meeting online please use the below information:  
<https://us02web.zoom.us/j/85825657923?pwd=MVlxVVA2SUNIZUpETGtDTTdpd3NDdz09>  
Meeting ID: 858 2565 7923  
Passcode: 977650  
Dial by your location: #253 215 8782

*Notice posted by:        Beatriz Goldsmith  
   Executive Assistant  
   October 6, 2022*



**SHORELINE FIRE DEPARTMENT  
BOARD OF COMMISSIONERS MEETING  
SPECIAL MEETING AGENDA**

**Joint Meeting with  
The Shoreline Fire Department and Northshore Fire Department**

**October 25, 2022  
5:00 p.m.**

**Meeting will be held via Zoom conferencing and  
on-site at Station 61 17525 Aurora Avenue North**

Join Zoom Meeting

<https://us02web.zoom.us/j/85825657923?pwd=MVksVVA2SUNIZUpETGtDTTdpd3NDdz09>

Meeting ID: 858 2565 7923

Passcode: 977650

Dial by your location: #253 215 8782

- I. **Call to Order**
- II. **Pledge of Allegiance**
- III. **Roll Call**
- IV. **Public Comment** (please see public comment procedures)
- V. **2023 Budget / DISCUSSION**
- VI. **Executive Session**
  - RCW 42.30.110(1)(i) Litigation
  - RCW 42.30.110(1)(f) Evaluate Complaints / Charges
  - RCW 42.30.110(1)(g) Applicant Qualifications / Employee Performance
  - RCW 42.30.140 Negotiations
  - RCW 42.30.110(1)(b) Real Estate / Site or Acquisition

**Public Comment Procedures:**

Individuals wishing to comment must do so by signing the Public Comment Sign-In Sheet or if appearing virtually by "raising their hand" or the equivalent. Each individual must state their name, the organization they are affiliated with if applicable, and their city of residence. The chair shall recognize those persons and provide them the opportunity to comment. Individuals may speak for two minutes and those representing recognized organizations may speak for four minutes.

# 2023 Budget Development Document- CAPITAL Fund (10-004-0020)

Last Update: October 25, 2022

Budget Line	Budget Title	2022 BUDGET	YTD thru June 30, 2022	Remaining Amount as of 6-30-22	% Remaining as of 6-30-22	2023 PROPOSED	2023 BUDGET	% Change from 2022 to 2023	Notes
<b>594.22.64.01.51</b>	<b>BUNKER GEAR/UNIFORMS</b>	<b>\$77,000.00</b>	<b>\$78,097.04</b>	<b>(\$1,097.04)</b>	<b>-1.42%</b>	<b>\$112,250.00</b>	<b>\$112,250.00</b>	<b>46%</b>	
52	Bunker Gear- New Hires	\$32,000	\$27,273.88	\$4,726.12	14.77%	\$40,750	\$40,750	27%	8 new hires
53	Bunker Gear- Life Cycle Replacement	\$45,000	\$50,823.16	(\$5,823.16)	-12.94%	\$71,500	\$71,500	59%	20 sets
<b>594.22.64.02-51</b>	<b>FIXTURE REPLACEMENT</b>	<b>\$25,000.00</b>	<b>\$4,141.95</b>	<b>\$20,858.05</b>	<b>83.43%</b>	<b>\$26,000.00</b>	<b>\$30,000.00</b>	<b>20%</b>	
52	Appliances	\$15,000	\$3,706.26	\$11,293.74	75.29%	\$15,000	\$18,000	20%	Annual
53	Furniture	\$10,000	\$435.69	\$9,564.31	95.64%	\$11,000	\$12,000	20%	Annual (incl TJ desk)
<b>594.22.64.03-51</b>	<b>COMMUNICATIONS EQUIPMENT</b>	<b>\$53,000.00</b>	<b>\$1,052.70</b>	<b>\$51,947.30</b>	<b>98.01%</b>	<b>\$43,000.00</b>	<b>\$42,500.00</b>	<b>-20%</b>	
52	Portable (Bendex)	\$500	\$0.00	\$500.00	100.00%	\$500	\$0	-100%	
53	Pagers	\$2,500	\$0.00	\$2,500.00	100.00%	\$3,500	\$3,500	40%	
54	PSERN Implementation Equip	\$50,000	\$1,052.70	\$48,947.30	97.89%	\$39,000	\$39,000	-22%	
<b>594.22.64.04-51</b>	<b>Special Operations</b>	<b>\$5,000.00</b>	<b>\$0.00</b>	<b>\$5,000.00</b>	<b>100.00%</b>	<b>\$2,500.00</b>	<b>\$0.00</b>	<b>-100%</b>	
52	New Swim Team Members PPE (4)	\$5,000	\$0.00	\$5,000.00	100.00%	\$2,500	\$0	-100%	
53	Seadoo		\$0.00	\$0.00	#DIV/0!	\$3,150	\$0	#DIV/0!	radio mount, etc.
53	Seadoo		\$0.00	\$0.00	#DIV/0!	\$34,500	\$0	#DIV/0!	rescue accessory package
53	Seadoo		\$0.00	\$0.00	#DIV/0!	\$1,400	\$1,400	#DIV/0!	towable sled
53	Motorized Surf Board		\$0.00	\$0.00	#DIV/0!	\$14,500	\$0	#DIV/0!	
53	Swimmer Dry Suit		\$0.00	\$0.00	#DIV/0!	\$750	\$750	#DIV/0!	dry suit
53	TRT Tech Bag		\$0.00	\$0.00	#DIV/0!	\$10,000	\$10,000	#DIV/0!	Surplus equipment bag for truck
53	TRT Rope		\$0.00	\$0.00	#DIV/0!	\$7,000	\$7,000	#DIV/0!	Life cyce replacement
53	Webbing		\$0.00	\$0.00	#DIV/0!	\$8,000	\$8,000	#DIV/0!	Life cyce replacement
53	Harnesses		\$0.00	\$0.00	#DIV/0!	\$6,400	\$6,400	#DIV/0!	12 for NFD
<b>594.22.64.05-51</b>	<b>FITNESS EQUIPMENT REPLACEMENT PLAN</b>	<b>\$22,000.00</b>	<b>\$5,433.92</b>	<b>\$16,566.08</b>	<b>75.30%</b>	<b>\$14,000.00</b>	<b>\$20,000.00</b>	<b>-9%</b>	
52	Fitness Equip. Rpl. Plan	\$22,000	\$5,433.92	\$16,566.08	75.30%	\$14,000	\$20,000	-9%	51/57 - Pelotons and treadmills
<b>594.22.64.11-51</b>	<b>SECURITY SYSTEM</b>	<b>\$80,000.00</b>	<b>\$20,417.74</b>	<b>\$59,582.26</b>	<b>74.48%</b>	<b>\$106,000.00</b>	<b>\$106,000.00</b>	<b>33%</b>	
52	Door Card Entry	\$30,000	\$0.00	\$30,000.00	100.00%	\$40,000	\$40,000	33%	64/65 in 2023
53	Security Cameras	\$10,000	\$16,648.20	(\$6,648.20)	-66.48%	\$20,000	\$20,000	100%	64/65 panoramic
54	Security Gate	\$40,000	\$3,769.54	\$36,230.46	90.58%	\$46,000	\$46,000	15%	65
<b>594.22.64.13-51</b>	<b>APPARATUS</b>	<b>\$37,000.00</b>	<b>\$5,824.20</b>	<b>\$31,175.80</b>	<b>84.26%</b>	<b>\$175,500.00</b>	<b>\$133,500.00</b>	<b>261%</b>	
52	Fleet Van	\$34,000	\$695.89	\$33,304.11	97.95%	\$38,000	\$38,000	12%	didn't happen in 2022
53	Landscape Trailer	\$0	\$0.00	\$0.00	#DIV/0!	\$7,000	\$7,000	#DIV/0!	Dump trailer
54	REMS Apparatus	\$0	(\$324.90)	\$324.90	#DIV/0!	\$45,000	\$0	#DIV/0!	ATV for rescue work on wildland fires, w/
59	Utility Box	\$3,000	\$2,775.00	\$225.00	7.50%	\$17,500	\$17,500	483%	To make a truck a mobile fleet service truck

Budget Line	Budget Title	2022 BUDGET	YTD thru June 30, 2022	Remaining Amount as of 6-30-22	% Remaining as of 6-30-22	2023 PROPOSED	2023 BUDGET	% Change from 2022 to 2023	Notes
59	Four post lift	\$0	\$2,678.21	(\$2,678.21)	#DIV/0!	\$68,000	\$71,000	#DIV/0!	
<b>594.22.64.14-51</b>	<b>ELECTRONICS/IT</b>	<b>\$60,000.00</b>	<b>\$67,182.67</b>	<b>(\$7,182.67)</b>	<b>-11.97%</b>	<b>\$87,200.00</b>	<b>\$87,200.00</b>	<b>45%</b>	
52	Computers	\$30,000	\$42,609.99	(\$12,609.99)	-42.03%	\$25,000	\$25,000	-17%	
53	ESO Tablets Surface	\$20,000	\$0.00	\$20,000.00	100.00%	\$1,200	\$1,200	-94%	FMO-2=\$3,600, need to figure out apparatus solution
54	61 Upper Classroom Hardware	\$0	\$24,572.68	(\$24,572.68)	#DIV/0!	\$6,000	\$6,000	#DIV/0!	
55	Administrative Laptops	\$5,000	\$0.00	\$5,000.00	100.00%	\$5,000	\$5,000	0%	3-4 annually
57	Office Suite	\$0	\$0.00	\$0.00	#DIV/0!	\$30,000	\$30,000	#DIV/0!	
58	Operative IQ Asset Control	\$5,000	\$0.00	\$5,000.00	100.00%			-100%	possibly Vector Solutions
59	MDT Tablets			\$0.00	#DIV/0!	\$20,000	\$20,000		What are we going to do?
<b>594.22.64.15-51</b>	<b>LCD Projector/Displays</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	
52	LCD Projector/Displays	\$0	\$0.00	\$0.00			\$0		
<b>594.22.64.16-51</b>	<b>SCBA</b>	<b>\$4,000.00</b>	<b>\$380.03</b>	<b>\$3,619.97</b>	<b>90.50%</b>	<b>\$296,162.40</b>	<b>\$10,261.82</b>	<b>157%</b>	
52	New Hire Masks	\$4,000	\$0.00	\$4,000.00	100.00%	\$1,697	\$1,700	-58%	8 new hires (NFD 38.5%=3)
53	Chest Strap	\$0	\$380.03	(\$380.03)	#DIV/0!	\$12,465	\$8,562	#DIV/0!	all SCBAs (68/99)
54	Mask Blue Tooth Communication		\$0.00	\$0.00	#DIV/0!	\$282,000	\$0	#DIV/0!	all new masks
<b>594.22.64.17-51</b>	<b>TRAINING EQUIPMENT</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	<b>\$24,396.00</b>	<b>\$5,200.00</b>	<b>#DIV/0!</b>	
52	Rescue Manikin	\$0	\$0.00	\$0.00	#DIV/0!	\$1,700	\$1,700	#DIV/0!	MP rescue randy
53	Door Props	\$0	\$0.00	\$0.00	#DIV/0!	\$7,000	\$3,500	#DIV/0!	63
54	Wood Hose Beds	\$0	\$0.00	\$0.00	#DIV/0!	\$0	\$0	#DIV/0!	63/65
55	Training Trailer	\$0	\$0.00	\$0.00	#DIV/0!	\$15,696	\$0	#DIV/0!	NKCTC Purchase
<b>594.22.64.18-51</b>	<b>EMS EQUIPMENT</b>	<b>\$9,000.00</b>	<b>\$0.00</b>	<b>\$9,000.00</b>	<b>100.00%</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>	<b>-67%</b>	
52	EMS Equipment	\$8,000	\$0.00	\$8,000.00	100.00%	\$3,000	\$3,000	-63%	
53	Safety Glasses	\$1,000	\$0.00	\$1,000.00	100.00%	\$0	\$0	-100%	
<b>594.22.64.18-51</b>	<b>DISASTER CACHE</b>	<b>\$10,000.00</b>	<b>\$5,261.31</b>	<b>\$4,738.69</b>	<b>47.39%</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>	<b>-70%</b>	
52	Pandemic Supplies	\$10,000	\$5,261.31	\$4,738.69	47.39%	\$3,000	\$3,000	-70%	Annual replacement
<b>594.22.64.20-51</b>	<b>EQUIPMENT</b>	<b>\$106,120.00</b>	<b>\$78,672.89</b>	<b>\$27,447.11</b>	<b>25.86%</b>	<b>\$166,450.00</b>	<b>\$146,650.00</b>	<b>38%</b>	
54	5 Gas Detector	\$4,000	\$8,856.79	(\$4,856.79)	-121.42%	\$4,400	\$4,400	10%	51/57
54	Natural Gas Detector		\$8,856.79	(\$8,856.79)	#DIV/0!	\$2,000	\$2,000	#DIV/0!	
55	Drone Equipment	\$4,000	\$0.00	\$4,000.00	100.00%	\$10,650	\$10,650	166%	life ring drone included
56	Hose Replacement	\$2,000	\$0.00	\$2,000.00	100.00%	\$10,000	\$10,000	400%	bulk 2 1/2" loads on SFD engines
57	Knox E-Secure 6 Program	\$44,800	\$46,342.57	(\$1,542.57)	-3.44%	\$44,800	\$44,800	0%	
60	Reserve Apparatus Equipment	\$10,000	\$1,442.62	\$8,557.38	85.57%	\$10,000	\$10,000	0%	
63	Wireless Headsets L161	\$15,000	\$0.00	\$15,000.00	100.00%	\$0	\$0	-100%	
64	Nozzle replacement	\$15,000	\$13,174.12	\$1,825.88	12.17%	\$22,000	\$18,200	21%	
65	Poratable hose washer(3)	\$2,820	\$0.00	\$2,820.00	100.00%		\$0	-100%	
68	Circular Saws	\$4,500	\$0.00	\$4,500.00	100.00%	\$6,600	\$0	-100%	
69	Salvage Master(2)	\$4,000	\$0.00	\$4,000.00	100.00%	\$4,000	\$4,200	5%	

Budget Line	Budget Title	2022 BUDGET	YTD thru June 30, 2022	Remaining Amount as of 6-30-22	% Remaining as of 6-30-22	2023 PROPOSED	2023 BUDGET	% Change from 2022 to 2023	Notes
69	PPV		\$0.00	\$0.00	#DIV/0!	\$12,000	\$12,000	#DIV/0!	electric fans for reserve rigs
69	Wildland Equipment/PPE			\$0.00	#DIV/0!	\$16,000	\$16,000	#DIV/0!	
69	SEEK TIC			\$0.00	#DIV/0!	\$24,000	\$14,400	#DIV/0!	18 for SFD, 12 for NFD
<b>594.22.64.21-51</b>	<b>FACILITIES</b>	<b>\$263,500.00</b>	<b>\$64,683.82</b>	<b>\$198,816.18</b>	<b>75.45%</b>	<b>\$251,500.00</b>	<b>\$252,800.00</b>	<b>-4%</b>	
52	HVAC/Boiler Replacement	\$75,500	\$406.94	\$75,093.06	99.46%	\$96,000	\$96,000	27%	61-4 boilers, 64-2 HVAC
53	Vehicle Charging System at 61	\$12,000	\$0.00	\$12,000.00	100.00%	\$12,000	\$12,000	0%	push to 2023
54	Department Photo Project	\$3,500	\$0.00	\$3,500.00	100.00%	\$4,500	\$4,500	29%	push to 2023
55	Station 61 Server Room Suppression	\$25,000	\$0.00	\$25,000.00	100.00%	\$25,000	\$25,000	0%	push to 2023
56	Flooring Replacement	\$0	\$0.00	\$0.00	#DIV/0!	\$0	\$0	#DIV/0!	Sta 64 in 2022, 65 in 2023
57	Interior Painting	\$5,000	\$0.00	\$5,000.00	100.00%	\$5,000	\$0	-100%	New FVT
58	Exterior Painting	\$5,000	\$0.00	\$5,000.00	100.00%	\$5,000	\$0	-100%	New FVT
59	Bunker Gear Extractor	\$16,000	\$64,628.09	(\$48,628.09)	-303.93%	\$19,000	\$20,000	25%	64 in 2023, 65 in 2024 (only if needed)
60	Station 61 Fabrication Equipment	\$10,000	\$0.00	\$10,000.00	100.00%	\$10,000	\$10,000	0%	
61	Station 61 Smoke Alarm Replacement	\$23,000	\$0.00	\$23,000.00	100.00%	\$23,000	\$23,000	0%	
62	Vehicle Exhaust Replacement (61, 65)	\$70,000	\$175.71	\$69,824.29	99.75%	\$0	\$32,300	-54%	
63	Window Blind Replacement	\$3,500	\$0.00	\$3,500.00	100.00%	\$2,000	\$2,000	-43%	61
64	Station Repairs	\$0	(\$15,331.39)	\$15,331.39	#DIV/0!	\$0	\$0	#DIV/0!	Placekeeper in case of need
66	Sprinkler Control Valve	\$15,000	\$0.00	\$15,000.00	100.00%	\$15,000	\$15,000	0%	65
67	Landscape Equipment		\$14,804.47	(\$14,804.47)	#DIV/0!	\$3,000	\$3,000	#DIV/0!	
69	Copy Machine	\$0	\$0.00	\$0.00	#DIV/0!	\$0	\$0	#DIV/0!	
70	Filing Cabinetry	\$0	\$0.00	\$0.00	#DIV/0!	\$22,000	\$0	#DIV/0!	
70	Storage Shed - Sta 61	\$0	\$0.00	\$0.00	#DIV/0!	\$10,000	\$10,000	#DIV/0!	For vent prop
<b>594.22.64.22.51</b>	<b>OTHER EXPENDITURES</b>	<b>\$0</b>	<b>\$362.61</b>	<b>(\$362.61)</b>	<b>#DIV/0!</b>	<b>\$0</b>	<b>\$0</b>	<b>#DIV/0!</b>	
52	KC- Ad Valorem Tax Refunds, Misc. fees	\$0	\$362.61	(\$362.61)	#DIV/0!			#DIV/0!	King County Treasury fees for ad valorem tax refunds and misc. cash management svcs.
<b>597.22.00.00-51</b>	<b>Transfers-Out To LTGO Bond Fund</b>	<b>\$0</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#DIV/0!</b>	<b>\$0</b>	<b>\$0</b>	<b>#DIV/0!</b>	
51	Transfer OUT to LTGO Bond fund	\$0	\$0.00	\$0.00	#DIV/0!	\$0	\$0	#DIV/0!	

<b>Grand Total- CAPITAL</b>	<b>\$751,620</b>	<b>\$331,510.88</b>	<b>\$420,109.12</b>	<b>55.9%</b>	<b>\$1,353,808</b>	<b>\$969,137</b>	<b>28.94%</b>
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**CAPITAL fund balance as of OCT 23, 2022** **\$2,925,880** Ending cash balance per King County Treasury report

Expenditures through DEC 2022 **(\$1,239,000)**  
2022 Cash Ending Balance (12-31-22) **\$1,686,880** carry over to Jan 2023

# *2023 Budget Presentation*

# Expense Drivers

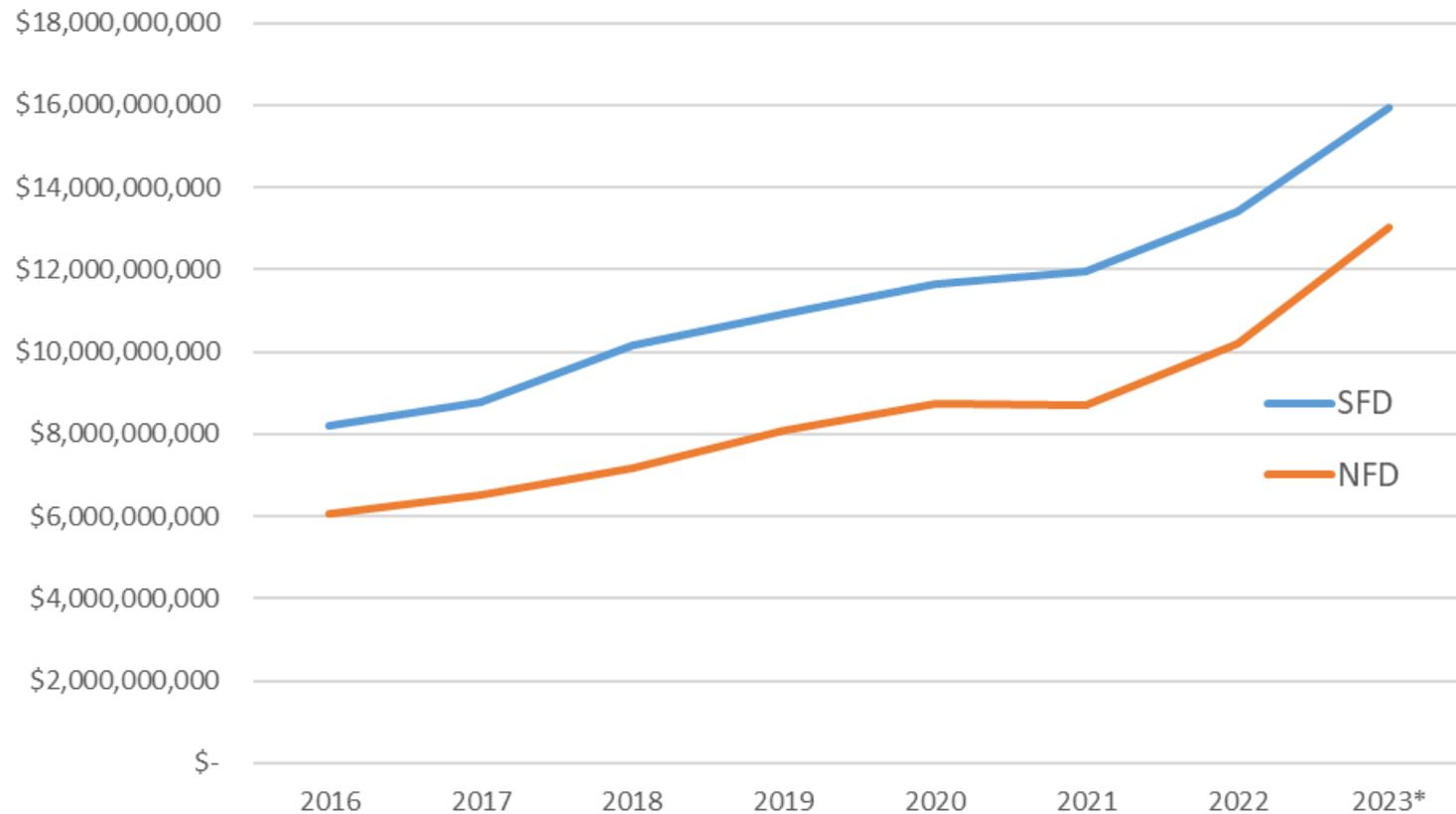
- ▶ Significant general expense increases in nearly all areas.
- ▶ COLA increases tied to CPI at 10.1%, about 85% of the budget.
- ▶ Many new hires with step raises.
- ▶ Due to staffing challenges, including raises and PFML, overtime is much higher. Also includes assumptions for deployments.
- ▶ Adding 8 new Firefighters.
- ▶ Adding 1 new Facility Technician.
- ▶ Adding 1 additional Training Officer.
- ▶ Adding 1 Training Medic
- ▶ Fully funding IT position.
- ▶ Increased training costs to address gaps in training and post-pandemic “catch up”.
- ▶ Increased leadership training.
- ▶ Loss of one partner in NKCTC, and MIH service in Woodinville.

# Revenue Summary

- ▶ Significant increases in AV, approximately 19% in Shoreline and 28% overall for LFP and Kenmore.
- ▶ Due to AV increases and improved efficiencies, current operational equivalent levy rates at \$1.11 and \$.86 respectively.
- ▶ Collected impact fees are exceeding forecasted growth.
- ▶ Many level of service improvements in administration, operations, support services, and training.

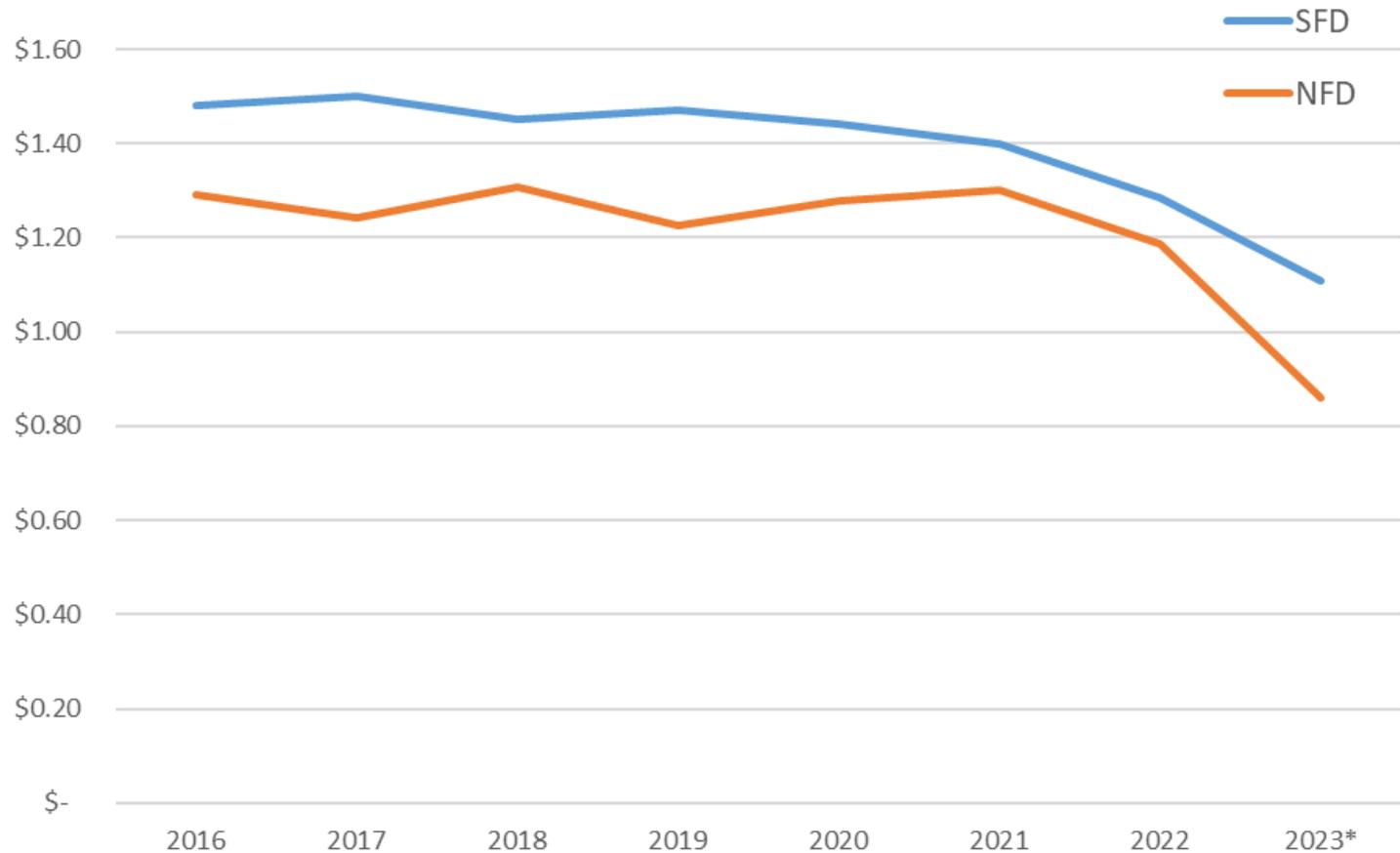
# Assessed Valuation

## Assessed Valuation Comparison



# Equivalent Levy Rate

## Equivalent Levy Rate Comparison



# Proposed Organizational Chart

## 2023 Tentative Apparatus Staffing Matrix

2023  
Tentative  
Suppression  
Apparatus  
Staffing  
Matrix

1	B151*												
2	B161												
3		3		3		3		3		3		3	
4	E151												
5		5		5		5		5		5		5	
6		6		6		6		6		6		6	
7	E157												
8		8		8		8		8	E157	8	E157	8	E157
9		9		9		9		9		9		9	
10	E165												
11		11		11		11		11	E165	11	E165	11	E165
12		12		12		12		12		12		12	
13	E164												
14		14		14		14		14	E164	14	E164	14	E164
15		15		15		15		15		15		15	
16	L161												
17		17		17		17		17		17		17	
18	A151												
19		19		19		19		19		19		19	
20	A163												
21		21		21		21		21		21		21	
22	A164												
23		23		23		23		23		23		23	
24	A165**												
25		25		25		25		25		25		25	
26	Total												
		27		27		27		27		27		27	
		28		28		28		28		28		28	
		29		29		29		29		29		29	
		30		30		30		30		30		30	
		31		31		31		31		31		31	
		32		32		32		32		32		32	

This plan does not include any blue-shirt medics, which would improve above staffing levels.

\* Denotes a peak hour Battalion Chief.

\*\* Denotes a peak hour aid car and is not guaranteed for the night half of the shift.

# Revenue

REVENUES		
Property Tax & FBC	2023 Estimate	Notes/Collection Rates
Property Tax Levy	\$10,705,116	\$0.79
Excise Tax	\$ -	
<i>1% Adjs. and Appeals</i>	<i>(\$107,051.16)</i>	1.00%
Fire Benefit Charge	\$6,946,000	\$0.55
<i>Adjs. and Appeals</i>	<i>(\$500.00)</i>	Adj: FBC Appeals
<b>Total Property Taxes and FBC</b>	<b>\$ 17,543,565</b>	
NFD Contractual Obligations		
Expense Category	Percentage Rate	Overall Cost
Administration Personnel	29.63%	\$ 1,233,657
Operations Personnel	38.83%	\$ 9,168,350
Fleet Personnel	38.10%	\$ 138,526
Facilities Personnel	33.33%	\$ 202,343
General Expenses*	0.00%	\$ 1,429,264
* Increased by 3.5% annually starting in 2024.	<b>Subtotal</b>	<b>\$ 12,172,141</b>
Revenue Category		
BLS Transports	\$	380,000
GEMT (increased transport fees & true up)	\$	800,000
BLS Allocation- KCEMS (no core, MIH, QI)	\$	506,118
	<b>Subtotal</b>	<b>\$ 1,686,118</b>
	<b>Total NFD Invoice</b>	<b>\$ 10,486,023</b>
REVENUE CATEGORY	2023 Estimate	Overall Percentage
Net Property Taxes, FBC, and NFD (above)	\$ 17,543,565	51.59%
NFD Contractual Obligation Transfer (above)	\$ 10,486,023	
ALS Overhead	\$ 375,000	1.10%
BLS Allocation- KCEMS (no core, MIH, QI)	\$ 965,127	2.84%
BLS Transports	\$ 800,000	2.35%
FMO Operational Permits	\$ 70,000	0.21%
FMO Plans Review	\$ 200,000	0.59%
Fire Service Contracts	\$ 1,015,685	2.99%
WA DOT	\$ -	
Dep of Health (DOH)	\$ 37,000	
Town of Woodway	\$ 549,683	this # minus 10% for ALS
DSHS (Fircrest)	\$ 90,000	
Paramount Petroleum-Snohomish	\$ 13,350	
Shoreline CC	\$ 78,000	
King County Properties	\$ 123,847	
Ronald Wastewater	\$ 3,750	
Shoreline School	\$ 9,500	
SPU (hydrants)	\$ 60,555	
Sound Transit	\$ 50,000	
Deployments (reimb, matches OT exp)	\$ 100,000	0.29%
NKCTC Reimbursements	\$ -	0.00%
GEMT (increased transport fees & true up)	\$ 2,300,000	6.76%
CPR/Other	\$ 15,000	0.04%
Investment Interest (KC Treasury)	\$ 110,000	0.32%
Misc. Revenues *	\$ 25,000	0.07%
<b>Total Other Revenues</b>	<b>\$ 5,975,812</b>	
<b>TOTAL- Revenue</b>	<b>\$ 34,005,400</b>	<b>69.16%</b>

# Expenses

<b>TOTAL- Revenue</b>	<b>\$ 34,005,400</b>	<b>69.16%</b>
<i>*Misc Revenues: Zone 1, Agency Training refunds, NCW fuel, registration fees charged for classes offered by SFD, Other Misc reve</i>		
<b>EXPENSES</b>		
<b>EXPENSES CATEGORY</b>	<b>2022 Estimate</b>	<b>Overall Percentage</b>
Salary & Benefits	\$ 28,814,236	84.85%
Maintenance & Operations	\$ 3,976,678	11.71%
Inter-Governmental		0.00%
Fund Transfers OUT (Res, Ben, Cap)	\$ 1,168,355	3.44%
<b>TOTAL- Budget</b>	<b>\$ 33,959,269</b>	<b>100.00%</b>
<b>Projected Balance</b>	<b>\$ 46,131</b>	
<b>% Over or Under Revenue</b>	<b>0.14%</b>	<i>+ Exp UNDER Rev / - Exp OVER Rev</i>

# Apparatus Replacement Fund

10

# Budget Review?

**2023 Budget**

Last Update: 10/25/2022

**Revenue vs. Expenses- GENERAL EXPENSE Fund (10-004-0010)**

<b>REVENUES</b>		
<b>Property Tax &amp; FBC</b>	<b>2023 Estimate</b>	<b>Notes/Collection Rates</b>
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Excise Tax	\$ -	
1% Adjs. and Appeals	(\$107,051.16)	1.00%
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	<b>Subtotal</b>	<b>\$ 1,686,118</b>
	<b>Total NFD Invoice</b>	<b>\$ 10,486,023</b>

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Investment Interest (KC Treasury)	\$ 110,000	0.32%
Misc. Revenues *	\$ 25,000	0.07%
<b>Total Other Revenues</b>	<b>\$ 5,975,812</b>	
<b>TOTAL- Revenue</b>	<b>\$ 34,005,400</b>	<b>69.16%</b>

\*Misc Revenues: Zone 1, Agency Training refunds, NCW fuel, registration fees charged for classes offered by SFD, Other Misc revenue

## Summary of 2023 Budget Proposals

<u>Area</u>	<u>Notes</u>
Staffing	Add 8 Firefighters, add 1 Facilities Technician, add 1 Training Officer, add 1 Training Medic, decrease by 2 operational BCs and reassign 2 BCs to day shift.
Reserve Funds	Maintain a minimum of 15% of our annual operating expenses. Actual capital fund, and reserves including cash on hand is approximately 50.2%. <i>Will be transferring in about \$2.735 million for 2023.</i>
Carryover	Maintain a carryover target of at least 25% of operating expenses, minus average revenues, plus \$700k for unanticipated expenses. <i>For 2023 there is a surplus of about \$5.3 million.</i>
General Benefits Fund	Transfer funds are not needed to cover anticipated expenses, ensure full coverage of liabilities, cash out of benefits for 2023, and maintain reserves at approximately \$1.5 million.
General Capital Fund	Increase capital fund to \$2 million (includes fire engine and ladder truck purchase in late 2022). <i>Capital purchases for 2022 are anticipated at \$954 thousand.</i>
ALS	Anticipating sending personnel to Paramedic training.

# Financial Outlook for 2023

Last Update: 10/25/2022

## General Budget

### General Fund Balance

Projected End of 2022 Gen Fund	\$11,315,642
Gen Fund Needed to Start 2023*	\$5,993,217
Carryover (above \$700k buffer)	\$5,322,425
Carryover Transfer Out to Reserve	\$2,735,345
Carryover Transfer Out to Capital	\$200,000

### Annual Operating Revenues/Expenses

2023 Revenues	\$34,005,400
2023 Expenses (no capital transfer)	\$32,859,269
Projected Operations Annual Balance	\$1,146,131

### Reserve Fund

Projected End of 2022 Reserve Fund	\$2,183,292
Reserve Needed (15% of Gen Exp)	\$4,918,637
Transfers into Reserve Fund	\$2,735,345
Projected End of 2023 Reserve Fund	\$4,918,637

### Benefit Fund

Projected End of 2022 Benefits Fund	\$2,285,822
Budget Needed for 2023	\$1,767,025
Reserve Level	\$1,068,025
Transfer to Benefit Fund	(\$518,797)

### Capital Fund

Projected End of 2022 Capital Fund	\$1,686,880
Transfer In (from carryover)	\$200,000
Transfer In (from operations)	\$1,100,000
Budget for 2023 Purchases	\$969,137
Impact Fees (specific to new dev*)	\$682,800
LTGO Bond Payment	\$682,800
End of 2023 Capital Fund	\$2,017,743

### 2022 Overall Summary

2023 Revenues	\$34,005,400
2023 Expenses	\$32,790,913
2023 Transfers Out: Res, Cap, Ben	\$1,168,355
<b>Projected Annual Net Budget</b>	<b>\$46,131</b>
<b>Starting 2023 Gen Fund</b>	<b>\$11,315,642</b>
<b>End of 2023 Gen Fund</b>	<b>\$8,426,428</b>
<b>Start of 2024 Target</b>	<b>\$6,292,878</b>
<b>Extra Carryover Funds for 2023</b>	<b>\$2,133,550</b>

\* Listed only in case short on impact fees.

**Total Cash on Hand and Reserves \$16,430,834**

## ALS Budget

### General Fund Balance


### Annual Revenues/Expenses

2022 Revenues (no capital funds)	\$10,442,184
2022 Expenses	\$10,071,070
Projected Annual Balance	\$371,114



### Capital Fund

Projected End of 2021 Capital Fund	\$450,672
Budget Needed for 2022 Purchases	\$198,500
Transfer In	\$373,794
End of 2022 Capital Fund	\$625,966


### Annual Outlook

2022 Revenues	\$10,442,184
2022 Expenses	\$10,071,070
2022 Interfund Transfers Out	\$0
Projected Annual Net Budget	\$371,114