



## KING COUNTY FIRE PROTECTION DISTRICT NO.16

7220 NE 181<sup>st</sup> Street  
KENMORE, WA 98028

BUSINESS: 425-354-1780 FAX: 425-354-1781

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### MINUTES

January 4, 2022

### **REGULAR MEETING BOARD OF COMMISSIONERS at Northshore Fire Department's Headquarters Station 51 Virtual Meeting via Zoom**

#### **I. OPEN REGULAR NORTHSHORE MEETING**

##### **1.1 Roll Call**

Chair Rick Webster called the meeting to order at 5:00 PM.

Persons in attendance were Commissioners Eric Adman, Josh Pratt, Tyler Byers, Rick Webster, and Lisa Wollum. Also present was Chief Morris, Advisory member Phillippa Kassover, Legal Counsel Matt Paxton, Board Secretary Amy Oakley, and 23 members of the public.

#### **II. PUBLIC COMMENT**

##### **2.1 The Board heard public comments from Stacey Valenzuela and David Maehren.**

#### **III. OATH OF OFFICE**

##### **3.1 Legal Counsel Paxton read the oath of office for Ms. Wollum.**

- The Board welcomed Commissioner Lisa Wollum.

##### **3.2 Legal Counsel Paxton read the oath of office for Mr. Byers.**

- The Board welcomed Commissioner Tyler Byers.

#### **IV. APPROVAL OF THE AGENDA**

##### **4.1 *Commissioner Pratt moved to adopt the agenda as presented. Commissioner Byers seconded. The motion passed unanimously.***

#### **V. ELECTION OF BOARD OFFICERS**

##### **5.1 Nominations for Board Chair Position**

- Commissioner Adman nominated Commissioner Pratt to Chair. Commissioner Byers seconded.

##### **5.2 Discussion of Board Chair Position**

- No Comments.

##### **5.3 Election of Board Chair**

- Commissioner Pratt was unanimously voted to be Chair of the Board.

##### **5.4 Nominations for Board Vice Chair Position**

- Commissioner Byers nominated Commissioner Adman to Vice Chair. Commissioner Wollum seconded.
- 5.5 Discussion of Board Vice Chair Position
- Commissioner Adman addressed his limited interest.
- 5.6 Election of Board Vice Chair
- Commissioner Adman was voted to be Vice Chair of the Board. Commissioners Pratt, Wollum and Byers voted in favor of the nomination. Commissioner Webster voted to oppose the nomination.

## **VI. EXECUTIVE SESSION**

The Board moved into Executive Session at 5:17PM until 5:532PM to discuss collective bargaining, the planning or adopting the strategy or position to be taken during the course of collective bargaining, or reviewing a proposal made in negotiations pursuant to RCW 42.30.140(4), to discuss the performance of an employee pursuant to RCW 42.30.110(1)(g), and to discuss with legal counsel representing the agency matters relating to litigation or potential litigation pursuant to RCW 42.30.110(1)(i). The Board extended the Executive Session by 15 minutes and again by 15 minutes and 10 minutes. The Board moved back into open session at 6:13PM.

## **VII. BOARD DISCUSSION AND POSSIBLE ACTION ITEMS**

- 7.1 Conversation with IAFF, Local 2459
- Vice President, Brian Ford welcomed the new Commissioners to the Board.
- 7.2 Working Session to Evaluate Contract for Service Proposals
- Commissioner Wollum stated her remote interest with Shoreline Fire Department **as it relates to her husband's employment at Shoreline Fire Department.**
  - Commissioner Adman stated his remote interest with Shoreline Fire Department **as it relates to his employment at Shoreline Fire Department.**
  - The Board and Advisory Members discussed the Eastside Fire and Rescue and the Shoreline Fire Department Contract for Services proposals following the Criteria for Evaluating Contract for Service Proposals published on the Northshore website and included in the meeting materials.
- 7.3 Discussion of Fee for Transport
- The Board discussed fee for transport and whether to become a transport agency.
  - The Board agreed to move in the direction of implementing a fee-for-service and transport agency model.
- 7.4 Discussion on Aid Car Staffing Levels
- The Board discussed aid cars options at Stations 57 and 51.
  - The Board agreed about a having a dedicated aid car at Station 57 during peak hours.
- 7.5 Discussion on Administrative Staff
- The Board discussed keeping an administrative staff presence at Station 51.

## **VIII. BOARD RESOLUTIONS**

- 8.1 None

## **IX. CONSENT AGENDA**

- 9.1 Vouchers
  - The General Fund Vouchers totaled \$169,074.94
  - The Reserve Fund Vouchers totaled \$22,450.78
- 9.2 Commissioner Compensations
- 9.3 Meeting Minutes: 12/21/2021

***Commissioner Webster moved to accept the consent agenda as presented. Commissioner Wollum seconded. The motion passed unanimously.***

## **X. REPORTS**

- 10.1 Fire Chief Report
  - Chief Morris updated the Board about staffing issues related due to COVID.
  - Chief Morris updated the Board on a letter received from Eastside Fire & Rescue regarding participation in the North King County Training Consortium.
- 10.2 Commissioner Reports
  - Commissioner Adman updated the Board on meetings scheduled to update Kenmore City Council on January 10<sup>th</sup>, and with Lake Forest Park on January 24<sup>th</sup>.
  - The Board discussed Commissioner Pratt and Commissioner Adman providing the presentations to the city councils.
  - Commissioner Adman reported on the subcommittee for new Commissioner training.
- 10.3 Legal Counsel Reports
  - Legal Counsel Paxton

## **XI. UPCOMING BOARD AGENDAS**

- 11.1 Setting of Future Meeting Agenda(s)

In addition to the standard items, the January 18<sup>th</sup> agenda will include a discussion of KCFD16 budget items and administrative activities not covered under the contract services, update from subcommittee on new Commissioner training, Open House for community input to begin at 7:00PM.

## **ADJOURNMENT**

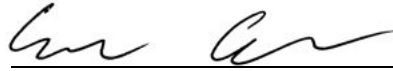
The meeting adjourned at 7:24PM

## **NEXT MEETING DATE**

The next Board of Commissioners meeting is scheduled for January 18, 2022, at 5:00PM.

Attachments: Agenda, Public Comment from David Maehren, Lisa Wollum Oath of Office, Tyler Byers Oath of Office, CFO2GO Analysis, Criteria for Evaluating Contract for Services Proposals, Eastside Fire and Rescue Proposal and Responses, Shoreline Fire Department Proposal and Responses, Vouchers, Commissioner Compensation, Meeting Minutes 12/21/2021, Chief's Report.

**BOARD OF COMMISSIONERS**

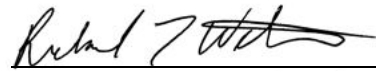


**ERIC ADMAN**, Member

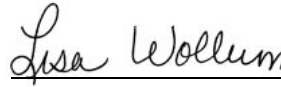
**JOSH PRATT**, Member



**TYLER BYERS**, Member

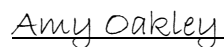


**RICK WEBSTER**, Member



**LISA WOLLUM**, Member

**ATTEST**



**Amy Oakley**, Secretary

King County Fire Protection District No. 16

Adopted at a Regular Meeting of the Board of Commissioners on January 18th, 2022

Amended at a Regular Meeting of the Board of Commissioners on April 2<sup>nd</sup>, 2024



**From:** [Eric Adman](#)  
**To:** [Board Secretary](#)  
**Subject:** RE: E-Signatures - Document Approved 1/18/22 Meeting  
**Date:** Wednesday, January 19, 2022 5:11:06 PM

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**The following documents are Approved and Electronically Signed this 19th day of January, 2022, by Commissioner Adman:**

- AP\_NOSHRFIR\_APSUPINV\_20220118155931 GEN Fund
- AP\_NOSHRFIR\_APSUPINV\_20220118160312 RES Fund
- Dec DRS Approval Document
- Dec Payroll Approval Document
- Dec Payroll Taxes Approval Document
- Nov Commissioner Payroll Approval Document (these were the hours approved at the December commissioner meetings)
- Nov Commissioner Payroll Taxes Approval Document
- HRA Transfer Approval Document 12.30.21
- Interfund Transfer Approval Document 12.30.21
- HRA Transfer Approval Document 1.10.22
- Meeting minutes: 1/4/2022
- Policy 1114-A2 New Fire Commissioner Orientation Checklist

**From:** Josh Pratt <[jpratt@northshorefire.com](mailto:jpratt@northshorefire.com)>  
**Sent:** Wednesday, January 19, 2022 6:29 PM  
**To:** Board Secretary <[boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com)>  
**Subject:** RE: E-Signatures - Document Approved 1/18/22 Meeting

**The following documents are Approved and Electronically Signed this 19th day of January, 2022, by Commissioner Josh Pratt.**

- AP\_NOSHRFIR\_APSUPINV\_20220118155931 GEN Fund
  - AP\_NOSHRFIR\_APSUPINV\_20220118160312 RES Fund
  - Dec DRS Approval Document
  - Dec Payroll Approval Document
  - Dec Payroll Taxes Approval Document
  - Nov Commissioner Payroll Approval Document (these were the hours approved at the December commissioner meetings)
  - Nov Commissioner Payroll Taxes Approval Document
  - HRA Transfer Approval Document 12.30.21
  - Interfund Transfer Approval Document 12.30.21
  - HRA Transfer Approval Document 1.10.22
  - Meeting minutes: 1/4/2022
- Policy 1114-A2 New Fire Commissioner Orientation Checklist

**From:** Tyler Byers <[tbyers@northshorefire.com](mailto:tbyers@northshorefire.com)>  
**Sent:** Wednesday, January 19, 2022 1:00 AM  
**To:** Board Secretary <[boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com)>  
**Subject:** RE: E-Signatures - Document Approved 1/18/22 Meeting

The following documents are Approved and Electronically Signed this 19<sup>th</sup> day of January, 2022, by Commissioner Tyler Byers.

- AP\_NOSHRFIR\_APSUPINV\_20220118155931 GEN Fund
- AP\_NOSHRFIR\_APSUPINV\_20220118160312 RES Fund
- Dec DRS Approval Document
- Dec Payroll Approval Document
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- HRA Transfer Approval Document 12.30.21
- Interfund Transfer Approval Document 12.30.21
- HRA Transfer Approval Document 1.10.22
- Meeting minutes: 1/4/2022
- Policy 1114-A2 New Fire Commissioner Orientation Checklist

**From:** Lisa Wollum <[lwollum@northshorefire.com](mailto:lwollum@northshorefire.com)>  
**Sent:** Wednesday, January 19, 2022 1:46 PM  
**To:** Board Secretary <[boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com)>  
**Subject:** RE: E-Signatures - Document Approved 1/18/22 Meeting

The following documents are Approved and Electronically Signed this 19<sup>th</sup> day of January, 2022 by Commission Wollum.

- AP\_NOSHRFIR\_APSUPINV\_20220118155931 GEN Fund
- AP\_NOSHRFIR\_APSUPINV\_20220118160312 RES Fund
- Dec DRS Approval Document
- Dec Payroll Approval Document
- Dec Payroll Taxes Approval Document
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## **Northshore Fire Department Board of Commissioners**

Headquarters Station 7220 NE 181<sup>st</sup> Street, Kenmore, WA

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### **Northshore Fire Department Board of Commissioners**

#### **Regular Meeting Agenda**

Tuesday, January 4, 2022

5:00PM

Meeting held virtually, via Zoom

To provide public comment, please see instructions at the end of the agenda.

To attend this meeting live, click the link below and enter the ID & Password provided.

A recording of this meeting will also be posted in AV Capture.

Join Zoom Meeting Online at:

<https://us02web.zoom.us/j/85044713997?pwd=dW1uWDFpNldpZ1dSSU1ZYy9LSXVQQT09>

Call in to Zoom Meeting at: (253) 215-8782

Meeting ID: 850 4471 3997

Passcode: 743608

**I. Open Regular Northshore Board Meeting**

1.1 Roll Call

**II. Public Comment**

2.1 Public Comment

**III. Oath of Office**

3.1 Commissioner Lisa Wollum

3.2 Commissioner Tyler Byers

**IV. Approval of Agenda**

4.1 Approval of the Meeting Agenda

**V. Election of Board Officers**

5.1 Nominations for Board Chair Position

5.2 Discussion

5.3 Election of Board Chair

5.4 Nominations for Board Vice Chair Position



5.5 Discussion

5.6 Election of Board Vice Chair

**VI. Executive Session**

To discuss collective bargaining, the planning or adopting the strategy or position to be taken during the course of collective bargaining, or reviewing a proposal made in negotiations pursuant to RCW 42.30.140(4), to discuss the performance of an employee pursuant to RCW 42.30.110(1)(g), and to discuss with legal counsel representing the agency matters relating to litigation or potential litigation pursuant to RCW 42.30.110(1)(i).

**VII. Board Discussion and Possible Action Items**

7.1 Conversation with IAFF, Local 2459

7.2 Working Session to Evaluate Contract for Services Proposals

7.3 Discussion on Fee for Transport

7.4 Discussion on Aid Car Staffing Levels

7.5 Discussion on Administrative Staff

**VIII. Board Resolutions**

None

**IX. Consent Agenda**

9.1 Vouchers

9.2 Commissioner Compensation

9.3 Meeting Minutes: Regular Meeting 12/21/2021

**X. Reports**

10.1 Fire Chief Report

10.2 Commissioner Reports

10.3 Legal Counsel Report

**XI. Upcoming Board Agendas**

11.1 Setting of Future Meeting Agenda(s)

**Adjournment**

Next Regular Meeting: Tuesday, January 18<sup>th</sup>, 2022 at 5:00 PM



### **Public Comment Procedures for Virtual Meetings:**

Individuals wishing to comment may comment by appearing at the virtual meeting and “raising their hand” or the equivalent. The chair shall recognize those persons and provide them the opportunity to comment. Three minutes are allowed for comment.

If you wish to provide written public comment, you may do so by submitting a written statement to [boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com). Any comments received up to one hour before the posted meeting time, will be read during the public comment period.

To ensure your written comments are received and read at the proper meeting, your email must include:

- Date & Time of the meeting your comments are intended for
- Your name
- Whether or not you live in the city limits of Lake Forest Park or Kenmore
- Agenda Item and/or subject your comments refer to

Emails without this information may not be read at the meeting. And, in accordance with normal procedure, messages of an overly repetitive or inappropriate (vulgarity) nature may be declined to be read at the discretion of the meeting Chair.

Please check the District’s [AV Capture](#) for the most up-to-date information about individual meetings.

Questions? Email Board Secretary Amy Oakley at [boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com).

From: David Maehren – Kenmore Resident

RE: NFD Board Conflict of Interest and Duty to Serve the Citizens of the Fire District

January 4<sup>th</sup>, 2022

I served for over 20 years as a Northshore Fire Commissioner. During that time my primary focus was representing the best interests of the citizens of the fire district. King County Fire District 16, the Northshore Fire Department was created by the citizens, for the benefit of the citizens and is paid for by the citizens. As elected fire commissioners it is your duty to represent the best interests of the citizens. You are the only representation the people have in the operations of this fire department. The Northshore firefighters labor group has a variety of tools under state law and their labor contract to assure they have safe working conditions, the equipment and training needed to do their job and that they receive fair and comparable compensation.

The most significant challenge I see before the current board of fire commissioners today is the inherent conflicts of interest associated with a majority of the Northshore Board of Fire Commission members. As of January 1<sup>st</sup>, four of the five Northshore Commissioners will have direct or strong ties to the Shoreline firefighter local and or are current IAFF labor union members. Union members by their very definition of a union stand with their fellow union members. Fire Commissioner Eric Adman is an active employee of the Shoreline Fire Department (King County Medic 1 Paramedic) and an active member of the Shoreline Firefighter local 1760. Per a State of Washington Attorney General opinion, it has already been determined that he has a conflict of interest in deciding a contract for service agreement with the Shoreline Fire Department. He is not allowed to influence the selection process. Lisa Wollum is the wife of Todd Wollum, a Shoreline Fire Department employee, Division Chief of EMS (Emergency Medical Services). He supervises the King County Medic One program for the Shoreline Fire Department. He also has been a long-time member of local 1760. I believe Commissioner Wollum could have an existing conflict of interest because her household income relies on the compensation of her husband. Additionally, according to the Northshore Local 2459 Facebook post below, Lisa “continued to fight with us against a contract with Eastside Fire”. It is difficult to see how the citizens can be fairly represented in the fire service contract decision when it seems her decision has already been made. Fire Commissioner Josh Pratt is a Kirkland firefighter and an active member of IAFF local 2545. He has a very strong existing relationship with the Northshore firefighters local. He has consistently supported local 2459’s requests and demands sometimes speaking on behalf of the Northshore firefighters local. Tyler Byers is a Lacy Fire District 3 paramedic and an active member of the Lacy Fire District 3, IAFF local 2903. While I have not heard Commissioner Byers personally state that he is opposed to a service contract with ESF&R the Northshore Firefighter local Facebook post states that Tyler has “fought with the labor group against the ESF&R contract option”.

My hope is that this board finds a way to put aside their inherent conflicts of interests, finds a way to balance the labor groups requests and demands with what is best for long term interests of the citizens. As this new board of fire commissioners begins this first meeting of the year, you face an immediate challenge. The boards first test of their allegiance is who this board elects as chair and vice chair of the body. I suggest that any board member that has an identified conflict of interest, whether remote or direct, would be ineligible to serve as the board chair or vice chair. The most significant issue before this board will be the awarding of a fire service contract. By the very nature of these leadership positions, the board leadership will influence this process..

I ask each of you as Northshore Board of Commissioners to reflect on how can uphold your duty to represent the best interests of the citizens.

**Northshore Firefighter Local 2459 Facebook post**

**Northshore Firefighters Local 2459**

**October 26** · 2020

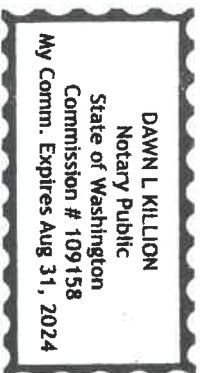
*1WEEK LEFT TO VOTE!*

*Please support your Northshore Firefighters by voting for 🔥Lisa Wollum and 🔥Tyler Byers. These are the only candidates endorsed by our union, and the only candidates who supported the No Prop 1 Campaign and continued to fight with us against a contract with Eastside Fire.*



## Oath of Office

I, Lisa Wollum, having been duly elected to the office of King County Fire Protection District No. 16, Commissioner Position No. 5, do solemnly swear that I will faithfully and impartially discharge the duties of this office as prescribed by law and to the best of my ability, and that I will support and maintain the Constitution of the State of Washington and of the United States of America.



Lisa Wollum  
Signature

SUBSCRIBED AND SWORN before me this 28 day of December, 2021  
Dawn L Killion  
Notary Public in and for the State of Washington, residing at Kenmore, Washington.





## Oath of Office

I, Tyler Byers, having been duly elected to the office of King County Fire Protection District No. 16, Commissioner Position No. 3, do solemnly swear that I will faithfully and impartially discharge the duties of this office as prescribed by law and to the best of my ability, and that I will support and maintain the Constitution of the State of Washington and of the United States of America.

Signature



SUBSCRIBED AND SWORN before me this 22 day of November, 2021  
Dawn L. Killion Notary Public in and for the State of Washington, residing at Kenmore, Washington.

## Financial comparison of Eastside Fire and Rescue and Shoreline Fire Districe proposals

|                                           | NSDF<br>2022 Budget | Eastside<br>Proposal | Difference | Notes                                                                      |
|-------------------------------------------|---------------------|----------------------|------------|----------------------------------------------------------------------------|
| Labor & Benefits (w/o admin labor) (a)    | 8,586,987           | 6,933,218            | 1,653,769  | Exhibit 2 - Personnel Costs - Includes \$255,432.27 in est overtime        |
| Operating Costs (b)                       | 1,211,977           | 1,046,946            | 165,031    | Exhibit 1 - Operational Costs                                              |
| Administration (c)                        | 1,034,121           | 783,016              | 251,105    | 10% of labor and operating costs Less \$15,000 facility credit             |
| Commissioners & non-departmental expenses | 190,945             |                      | 190,945    |                                                                            |
| Capital Facilities Maintenance Charge     |                     | 50,000               | (50,000)   | Payment for Services 4.1(C)                                                |
| Equipment Replacement Charge              |                     | 135,189              | (135,189)  | Payment for Services 4.1 (d)                                               |
| Total annual expense                      | 11,024,031          | 8,948,369            | 2,075,662  |                                                                            |
| Start up Costs (one time expense)         |                     | 412,936              |            | 100% vacation, 25% sick plus retirement eligible employee replacement cost |

**Comments re Eastside Proposal**

(a) Labor and benefits will be adjusted to actual. The difference will be assessed by February of the following year. Their current labor contract expires in 2024.

(b) Operating costs is subject to annual 3% inflationary adjustment

(c) Administration costs are based on 10% of the annual budget of labor & benefits and operating costs less \$15,000 facility credit

(d) Equipment replacement charge is subject to annual adjustments - 2023 expense is \$139,244 a 3% increase

|                                           | NSFD<br>2022 Budget | Shoreline<br>Proposal | Difference | Notes                                                                                                                                                                                                                                          |
|-------------------------------------------|---------------------|-----------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Labor & Benefits (4)                      | 8,586,987           | 6,608,112             | 1,978,875  | Appendix B Labor \$7,066,831 less admin (578,004) less 10% of inspector (\$17,325) less (\$174,721) per Shoreline responses 3a, add \$596,009 in overtime (see SFD proposal page 26) less overtime for staffing additional aid car (\$274,700) |
| Operating Costs                           | 1,211,977           | 852,981               | 358,996    | Appendix C costs (\$1,137,309) less administration expenses (\$276,047 * 1.03) - Includes NEMCO \$38,173                                                                                                                                       |
| Administration                            | 1,034,121           | 894,409               | 139,712    | Appendix B - NFD portion of Shoreline Admin \$606,102 plus admin costs \$276,047*1.03 (appendix C) plus \$3,979 for administrating LEOFF1                                                                                                      |
| Commissioners & non-departmental expenses | 190,945             |                       | 190,945    | Continuing expenses to be paid by NSFD                                                                                                                                                                                                         |
| Capital Apparatus                         | -                   |                       | -          | Exhibit B in contract agreement - Reserve for apparatus, aid cars, support vehicles \$220,000 deleted per SFD response Reserves 2d                                                                                                             |
| Capital Equipment                         |                     | 56,231                |            | Items such as hose, SCBA, radios , etc - see capital equipment per SFD response questions                                                                                                                                                      |
| Total annual expense                      | 11,024,031          | 8,411,734             | 2,668,528  |                                                                                                                                                                                                                                                |
| Employee Benefit Transfer                 |                     | See notes             |            | SFD is asking for a transfer of employee benefits, the amount to be negotiated (per SFD responses). SFD estimated the total liability at \$1.362M.                                                                                             |

## Financial comparison of Eastside Fire and Rescue and Shoreline Fire Districe proposals

**Comments re Shoreline Proposal**

- (1) - Payments will be made in quarterly installments - expenses will be reviewed quarterly, reforecasted and payment adjusted quarterly
- (2) - SFD has implemented a Post-Employment Medical Benefits (PEMB). SFD estimates the additional cost of this program is offset by lower labor cost due to retirement
- (3) - SFD contract says NFD shall pay SFD \$8,925,377 in quarterly installments. Should be changed to \$8,925,377 annual cost payable in 4 quarterly installments of \$2,231,344
- (4) - SFD FF labor contract is currently being negotiated. FYI Every 1% increase in wages is an additional \$70K in labor expense
- (5) - SFD allows FF to take comp time instead of being paid for OT. A FF can accrue up to 96 hours in comp time.

| Contract Options (bracketed = benefit, no brackets = additional expense) | Eastside Proposal | Shoreline Proposal |                                                                                                                                 |
|--------------------------------------------------------------------------|-------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Reduce number of Battalion Chiefs                                        | (460,089.81)      | (432,500.00)       | Per EF&R proposal Option 1 - Per SFD response 3c. To be comparable I projected the savings for 2 BC's based on 2022 salary cost |
| Reduce Aid 151 to 12 hour Response                                       | (673,734.76)      |                    | Per EF&R Proposal - Option 2                                                                                                    |
| Add Dedicated Technical Rescue to Engine 151                             | 116,486.00        | 18,503.00          | Per EF&R Proposal - Option 3                                                                                                    |
| Add dedicated Hazardous Material Cap to 157                              | 116,486.00        |                    | Per EF&R Proposal - Option 4                                                                                                    |
| Projected revenue from transport billing                                 | (750,000.00)      |                    | Per EF&R respose #6                                                                                                             |
| Include NFD Admin Personnel                                              |                   | 578,005.00         | Total admin payroll. In original proposal SFD would assume \$221,961 of the cost for a net expense of \$356.680. Appendix B     |
| Staff peak-hour Aid 157 with overtime                                    |                   | 284,700.00         | Per SFD response 3d.                                                                                                            |
| Less Billing for Transport                                               |                   | (245,178.00)       | Per Appendix B                                                                                                                  |
| Add Division/District Chief for 2022                                     |                   | (222,928.89)       | Per Appendix B                                                                                                                  |

**Overall Comment**

Both SFD and ESF&R bill for transport and collect GEMT funding for their existing operations. Both are recommending NSFD provide transport services and suggest billing for the service and collecting GEMT funding. Their estimates for providing the service were vastly different and it was decided to omit it from their respective proposals for comparability.

| BARS Account          | Description                                             | 2022 Budget | Personnel | Operations | Admin      | Continuing | Budget Final | Difference |
|-----------------------|---------------------------------------------------------|-------------|-----------|------------|------------|------------|--------------|------------|
| <b>Administration</b> |                                                         |             |           |            |            |            |              |            |
| 522.10.10.10.01       | Salary & Wages - Admin                                  | 539,735.33  |           |            | 539,735.33 |            |              |            |
| 522.10.11.10.01       | Overtime - Admin                                        | 7,000.00    |           |            | 7,000.00   |            |              |            |
| 522.10.21.10.01       | Social Security & Medicare - Admin                      | 12,017.57   |           |            | 12,017.57  |            |              |            |
| 522.10.21.20.01       | L&I - Admin                                             | 7,425.00    |           |            | 7,425.00   |            |              |            |
| 522.10.21.30.01       | WA Paid FML - Admin                                     | 791.62      |           |            | 791.62     |            |              |            |
| 522.10.22.10.01       | Medical & Dental - Admin                                | 75,100.81   |           |            | 75,100.81  |            |              |            |
| 522.10.24.10.01       | LEOFF Premiums - Admin                                  | 10,117.19   |           |            | 10,117.19  |            |              |            |
| 522.10.24.20.01       | PERS Premiums - Admin                                   | 26,711.98   |           |            | 26,711.98  |            |              |            |
| 522.10.25.10.01       | Uniforms - Admin                                        | 1,000.00    |           |            | 1,000.00   |            |              |            |
| 522.10.26.10.02       | HRA - Admin                                             | 16,000.00   |           |            | 16,000.00  |            |              |            |
| 522.10.29.20.01       | Life Insurance Premiums                                 | 360.00      |           |            | 360.00     |            |              |            |
| 522.10.29.20.03       | LTD Annual Lump Sum                                     | 2,200.00    |           |            | 2,200.00   |            |              |            |
| 522.10.29.20.04       | EAP Premiums                                            | 84.48       |           |            | 84.48      |            |              |            |
| 522.10.29.30.01       | Admin - Prev. Medical - Pre-Hire                        | 16,800.00   |           |            | 16,800.00  |            |              |            |
| 522.10.29.30.04       | Admin - Wellness and Fit-for-Duty Physicals             | 2,500.00    |           |            | 2,500.00   |            |              |            |
| 522.10.29.30.05       | Admin - Prev. Medical - Drug Tests                      | 350.00      |           |            | 350.00     |            |              |            |
| 522.10.29.40.01       | Longevity - Admin                                       | 6,271.85    |           |            | 6,271.85   |            |              |            |
| 522.10.31.10.01       | Supplies - Postage                                      | 2,000.00    |           |            | 2,000.00   |            |              |            |
| 522.10.31.10.02       | Supplies - Office & Operating Supplies                  | 8,000.00    |           |            | 8,000.00   |            |              |            |
| 522.10.31.10.04       | Supplies - Ink/Toner                                    | 1,500.00    |           |            | 1,500.00   |            |              |            |
| 522.10.31.10.09       | Supplies - Awards                                       | 1,000.00    |           |            | 1,000.00   |            |              |            |
| 522.10.31.10.13       | Supplies - Promotional Exams                            | 750.00      |           |            | 750.00     |            |              |            |
| 522.10.31.40.01       | Admin - E-Staff Meetings                                | 1,200.00    |           |            | 1,200.00   |            |              |            |
| 522.10.31.40.02       | Admin - Meetings - Awards Banquet                       | 6,000.00    |           |            | 6,000.00   |            |              |            |
| 522.10.31.40.03       | Admin - Meetings - Panels, etc.                         | 1,500.00    |           |            | 1,500.00   |            |              |            |
| 522.10.31.40.08       | Meetings - Retreat                                      | 15,000.00   |           |            | 15,000.00  |            |              |            |
| 522.10.41.10.01       | Pro Svcs - New Hire                                     | 900.00      |           |            | 900.00     |            |              |            |
| 522.10.41.10.02       | Pro Svcs - Legal (General/Misc.)                        | 0.00        |           |            |            |            |              |            |
| 522.10.41.10.03       | Pro Svcs - Accounting                                   | 0.00        |           |            |            |            |              |            |
| 522.10.41.10.04       | Pro Svcs - Legal (Summit)                               | 0.00        |           | 0.00       |            |            |              |            |
| 522.10.41.10.07       | Pro Svcs - Natl Testing                                 | 850.00      |           |            | 850.00     |            |              |            |
| 522.10.41.10.09       | Pro Svcs - Speaker, Etc.                                | 0.00        |           |            |            |            |              |            |
| 522.10.41.10.10       | Pro Svcs - DOL Records                                  | 754.00      |           |            | 754.00     |            |              |            |
| 522.10.41.10.11       | State Auditor                                           | 12,000.00   |           |            |            | 12,000.00  |              |            |
| 522.10.41.10.13       | CMT Funds (MIH)                                         | 94,309.00   |           |            |            |            |              |            |
| 522.10.41.10.14       | CBT Funds/BLS Run Review                                | 9,918.00    |           |            |            |            |              |            |
| 522.10.41.10.15       | Shared IT Services                                      | 0.00        |           |            |            |            |              |            |
| 522.10.41.10.16       | IT Services - NORCOM                                    | 65,000.00   |           | 65,000.00  |            |            |              |            |
| 522.10.41.10.17       | Pro Svcs - HR/Leadership Training                       | 2,000.00    |           |            | 2,000.00   |            |              |            |
| 522.10.41.10.18       | Pro Svcs - Exam Facilitator(s)                          | 15,000.00   |           |            | 15,000.00  |            |              |            |
| 522.10.41.20.01       | Conf Reg - WFOA                                         | 400.00      |           |            | 400.00     |            |              |            |
| 522.10.41.20.03       | Conf Reg - WAPRO                                        | 350.00      |           |            | 350.00     |            |              |            |
| 522.10.41.20.04       | Conf Reg - LRI for 2                                    | 850.00      |           |            | 850.00     |            |              |            |
| 522.10.41.20.07       | Conf Reg - KCFCA Leadership Summit (McDonald)           | 200.00      |           |            | 200.00     |            |              |            |
| 522.10.41.20.09       | Conf Reg - Springbrook (formerly Bias)                  | 500.00      |           |            | 500.00     |            |              |            |
| 522.10.41.20.12       | Conf Reg - TBD for Admin/Exec Staff                     | 1,300.00    |           |            | 1,300.00   |            |              |            |
| 522.10.41.20.14       | Conf Reg - WA Fire Chiefs Conference                    | 300.00      |           |            | 300.00     |            |              |            |
| 522.10.41.40.01       | Contract - FBC Vendor                                   | 17,500.00   |           |            | 17,500.00  |            |              |            |
| 522.10.42.10.02       | Communications - Cell phones                            | 15,800.00   |           | 15,800.00  |            |            |              |            |
| 522.10.42.51.01       | Communications - Phones (HQ)                            | 12,500.00   |           | 12,500.00  |            |            |              |            |
| 522.10.42.57.01       | Communications - Phones (57)                            | 840.00      |           | 840.00     |            |            |              |            |
| 522.10.43.10.01       | Conf Per Diem - LRI for 2                               | 250.00      |           |            | 250.00     |            |              |            |
| 522.10.43.10.04       | Conf Per Diem - KCFCA Leadership Summit (DC)            | 120.00      |           |            | 120.00     |            |              |            |
| 522.10.43.10.06       | Conf Per Diem - Springbrook (formerly Bias) for Killion | 115.00      |           |            | 115.00     |            |              |            |
| 522.10.43.10.07       | Conf Per Diem - WFOA                                    | 200.00      |           |            | 200.00     |            |              |            |

|                     |                                                         |                     |             |                  |                     |                  |
|---------------------|---------------------------------------------------------|---------------------|-------------|------------------|---------------------|------------------|
| 522.10.43.10.10     | Conf Per Diem - TBD per diem for admin/exec staff       | 250.00              | 250.00      |                  |                     |                  |
| 522.10.43.10.14     | Conf Per Diem - WA Fire Chiefs Conference               | 275.00              | 275.00      |                  |                     |                  |
| 522.10.43.30.01     | Conf Lodging - LRI for 2                                | 600.00              | 600.00      |                  |                     |                  |
| 522.10.43.30.04     | Conf Lodging - KCFCA Leadership Summit (DC)             | 300.00              | 300.00      |                  |                     |                  |
| 522.10.43.30.06     | Conf Lodging - Springbrook (formerly Bias)              | 525.00              | 525.00      |                  |                     |                  |
| 522.10.43.30.07     | Conf Lodging - WFOA                                     | 700.00              | 700.00      |                  |                     |                  |
| 522.10.43.30.10     | Conf Lodging - TBD lodging for admin/exec. Staff        | 1,000.00            | 1,000.00    |                  |                     |                  |
| 522.10.43.30.14     | Conf Lodging - WA Fire Chiefs Conference                | 500.00              | 500.00      |                  |                     |                  |
| 522.10.43.40.01     | Mileage/Parking - WFOA Conference                       | 400.00              | 400.00      |                  |                     |                  |
| 522.10.43.40.03     | Mileage/Parking - LRI                                   | 175.00              | 175.00      |                  |                     |                  |
| 522.10.43.40.04     | Mileage/Parking for WAPRO workshops                     | 50.00               | 50.00       |                  |                     |                  |
| 522.10.43.40.05     | Mileage/Parking - TBD                                   | 50.00               | 50.00       |                  |                     |                  |
| 522.10.43.40.11     | Mileage/Parking - Springbrook (formerly BIAS) User Conf | 400.00              | 400.00      |                  |                     |                  |
| 522.10.44.10.01     | Advertising - New Hire                                  | 500.00              | 500.00      |                  |                     |                  |
| 522.10.44.10.02     | Advertising - Legal                                     | 600.00              | 600.00      |                  |                     |                  |
| 522.10.45.10.02     | Leases - copiers                                        | 4,200.00            | 4200        |                  |                     |                  |
| 522.10.46.10.01     | Insurance - Bldg, App, etc.                             | 90,300.00           | 90300       |                  |                     |                  |
| 522.10.48.30.06     | IT - Software licensing                                 | 33,100.00           | 33,100.00   |                  |                     |                  |
| 522.10.48.30.07     | IT - Hardware                                           | 50,000.00           |             |                  |                     |                  |
| 522.10.48.30.08     | IT - FireTrex Staffing                                  | 3,300.00            | 3,300.00    |                  |                     |                  |
| 522.10.48.30.09     | IT - FireTrex Training                                  | 1,700.00            | 1,700.00    |                  |                     |                  |
| 522.10.48.30.11     | IT - Springbrook (formerly BIAS) Software               | 12,117.00           | 12,117.00   |                  |                     |                  |
| 522.10.48.30.12     | IT - TBD Hardware/Software                              | 9,000.00            | 9,000.00    |                  |                     |                  |
| 522.10.48.30.14     | IT - Archiving Software                                 | 3,800.00            | 3,800.00    |                  |                     |                  |
| 522.10.48.30.17     | IT - Fiber optic annual fees                            | 30,888.00           | 30,888.00   |                  |                     |                  |
| 522.10.48.30.18     | IT - New MDCs                                           | 10,000.00           |             |                  |                     |                  |
| 522.10.49.20.02     | Dues - WFOA                                             | 100.00              | 100.00      |                  |                     |                  |
| 522.10.49.20.05     | Subscriptions - MRSC Rosters                            | 1,150.00            | 1,150.00    |                  |                     |                  |
| 522.10.49.20.06     | Dues - WAPRO                                            | 75.00               | 75.00       |                  |                     |                  |
| 522.10.49.20.07     | Dues/Subscriptions - HR                                 | 925.00              | 925.00      |                  |                     |                  |
| 522.10.49.20.15     | Dues-Subscrip. - IAFC Dues                              | 350.00              | 350.00      |                  |                     |                  |
| 522.10.49.20.16     | Dues-Subscrip. - KC Fire Chiefs Assoc. Dues             | 500.00              | 500.00      |                  |                     |                  |
| 522.10.49.20.17     | Dues-Subscrip. - Active 911                             | 800.00              | 800.00      |                  |                     |                  |
| 522.10.49.20.18     | Dues-Subscrip. - WA Fire Chiefs                         | 2,800.00            | 2,800.00    |                  |                     |                  |
| 522.10.49.20.20     | Dues - Costco                                           | 60.00               | 60.00       |                  |                     |                  |
| 522.10.49.20.21     | Dues-Subscrip. - NFPA (McDonald)                        | 1,575.00            | 1,575.00    |                  |                     |                  |
| 522.10.49.20.23     | Subscriptions - Performance Pro                         | 4,000.00            | 4,000.00    |                  |                     |                  |
| 522.10.49.20.24     | Dues - TBD (Community Events)                           | 500.00              | 500.00      |                  |                     |                  |
| 522.10.49.20.25     | Dues - AWC                                              | 500.00              | 500.00      |                  |                     |                  |
| 522.10.49.50.01     | Tuition                                                 | 2,500.00            | 2,500.00    |                  |                     |                  |
| 522.10.49.80.01     | Unexpected Costs                                        | 20,551.17           | 20,551.17   |                  |                     |                  |
| <b>Totals</b>       |                                                         | <b>1,140,261.00</b> | <b>0.00</b> | <b>94,140.00</b> | <b>1,034,121.00</b> | <b>12,000.00</b> |
| 1321435 -181,174.00 |                                                         |                     |             |                  |                     |                  |

#### Commissioners

|                 |                                                        |                  |  |           |       |          |
|-----------------|--------------------------------------------------------|------------------|--|-----------|-------|----------|
| 522.11.10.10.01 | Salary & Wages - Commissioners                         | 45,000.00        |  |           |       |          |
| 522.11.21.10.01 | Social Security & Medicare - Commissioners             | 4,700.20         |  |           |       |          |
| 522.11.21.20.01 | L&I - Commissioners                                    | 1,505.00         |  |           |       |          |
| 522.11.21.30.01 | WA Paid FML - Commissioners                            | 90.11            |  |           |       |          |
| 522.11.31.40.05 | BoFC - Meetings - Retreat Food                         | 700.00           |  |           |       |          |
| 522.11.41.10.01 | BoFC - Professional Services - Meeting Video Recording | 3,000.00         |  |           |       |          |
| 522.11.43.60.07 | BoFC - Ad hoc Travel                                   | 1,000.00         |  |           |       |          |
| 522.11.43.60.08 | BoFC Travel (Ad Hoc)                                   | 100.00           |  |           |       |          |
| 522.11.49.20.02 | BoFC - Dues for KCFCA                                  | 200.00           |  |           |       |          |
| <b>Totals</b>   |                                                        | <b>56,295.31</b> |  | 56,295.31 | 54033 | 2,262.31 |

#### Volunteers

|                 |                       |        |
|-----------------|-----------------------|--------|
| 522.12.25.10.01 | Volunteers - Uniforms | 150.00 |
|-----------------|-----------------------|--------|

|                 |                               |          |
|-----------------|-------------------------------|----------|
| 522.12.49.10.01 | Volunteers - Chaplain stipend | 1,000.00 |
|-----------------|-------------------------------|----------|

**Totals 1,150.00**

1150 0.00

**Non-Departmental**

|                 |                                  |           |
|-----------------|----------------------------------|-----------|
| 522.14.31.10.01 | Non-Dept. - Use Tax              | 200.00    |
| 522.14.41.10.13 | Non-Dept. - Ad valorem tax       | 8,000.00  |
| 522.14.41.10.14 | Non-Dept. - Election Costs       | 40,000.00 |
| 522.14.41.10.15 | Non-Dept - FBC Collection        | 60,000.00 |
| 522.14.41.10.16 | Non-Dept. - Cash Mgt Fee         | 1,500.00  |
| 522.14.41.10.18 | Non-Dept. - Property Tax         | 10,000.00 |
| 522.14.41.10.19 | Non-Dept. - Leasehold Excise Tax | 1,200.00  |
| 522.14.49.10.01 | Non-Dept. - Bank Svc Chgs        | 1,750.00  |

**Totals 122,650.00**

122,650.00 122650 0.00

**Response Operations**

|                 |                                   |              |
|-----------------|-----------------------------------|--------------|
| 522.20.10.10.01 | Salary & Wages - Response Ops     | 5,175,379.28 |
| 522.20.10.10.02 | Acting Pay - Response Ops         | 27,750.00    |
| 522.20.10.10.03 | Holiday Pay - Response Ops        | 12,000.00    |
| 522.20.10.10.04 | TRT Premium Pay - Response Ops    | 13,411.10    |
| 522.20.10.10.05 | MERP - Response Ops               | 55,200.00    |
| 522.20.11.10.02 | Overtime - Response Ops           | 460,000.00   |
| 522.20.11.10.03 | OT - Staffing                     |              |
| 522.20.11.10.04 | OT - Sick leave replacement       |              |
| 522.20.11.10.05 | OT - BC Vac/Hol replacement       |              |
| 522.20.11.10.06 | OT - Outside class replacement    |              |
| 522.20.11.10.07 | OT - Admin Mtgs/Panels/Etc.       |              |
| 522.20.11.10.08 | OT - Brvment leave replacement    |              |
| 522.20.11.10.09 | OT - Holdover                     |              |
| 522.20.11.10.11 | OT - Acting Pay                   |              |
| 522.20.11.10.12 | OT - Vacancy                      |              |
| 522.20.11.10.13 | OT - Mandatory                    |              |
| 522.20.11.10.14 | OT - Recall                       |              |
| 522.20.11.10.10 | Overtime - Officer Meetings       | 8,000.00     |
| 522.20.21.10.01 | Medicare - Response Ops           | 82,347.49    |
| 522.20.21.20.01 | L&I - Response Ops                | 284,093.00   |
| 522.20.21.30.01 | WA Paid FML - Response Ops        | 8,633.18     |
| 522.20.22.10.01 | Medical & Dental - Response Ops   | 1,005,331.14 |
| 522.20.24.10.01 | LEOFF Premiums - Response Ops     | 311,969.01   |
| 522.20.25.10.01 | Uniforms - Class A                | 5,000.00     |
| 522.20.25.10.05 | Uniforms - Class B                | 24,000.00    |
| 522.20.25.10.08 | Uniforms - New Hires              | 10,500.00    |
| 522.20.25.10.11 | Uniforms - Merger Update          | 25,000.00    |
| 522.20.25.20.01 | Bunker Gear - Replace             | 37,600.00    |
| 522.20.25.20.03 | Uniforms - New Hire Bunker Gear   | 26,600.00    |
| 522.20.26.10.01 | HRA - Response Ops                | 172,000.00   |
|                 | Life Insurance Premiums -         |              |
| 522.20.29.20.01 | Response Ops                      | 4,230.00     |
| 522.20.29.20.02 | LTD Lump Sum - Response Ops       | 25,850.00    |
| 522.20.29.20.04 | EAP Premiums - Response Ops       | 992.64       |
| 522.20.29.40.01 | Longevity - Response Ops          | 250,347.23   |
| 522.20.31.10.01 | Hydrant Maint - Supplies          | 500.00       |
| 522.20.31.10.05 | EMS Supplies                      | 20,000.00    |
| 522.20.31.10.06 | GIS - ArcView/Supplies            | 3,000.00     |
| 522.20.31.10.10 | Defib supplies                    | 4,000.00     |
| 522.20.31.10.11 | Medical supplies - Covid-19       | 5,500.00     |
| 522.20.31.10.12 | Medical supplies - DOH Grant Exp. | 1,200.00     |
| 522.20.31.10.13 | Oxygen                            | 750.00       |
| 522.20.31.10.14 | Bio Hazard Disposal               | 1,000.00     |
| 522.20.31.10.15 | EMS Equipment - Repair/maint      | 1,000.00     |
| 522.20.31.10.16 | IMS Supplies                      | 1,000.00     |
| 522.20.35.10.02 | Tools & Equipment                 | 6,600.00     |
| 522.20.35.10.11 | SCBA                              | 8,900.00     |
|                 | Tools & Equipment - Winter Storm  |              |
| 522.20.35.10.19 | Supplies                          | 2,000.00     |
|                 | Tools & Equipment - Hose and      |              |
| 522.20.35.10.21 | Nozzles                           | 12,500.00    |
| 522.20.35.10.22 | Tools & Equipment - Hydrant Kits  | 1,000.00     |
|                 | Tools & Equipment - Hose and      |              |
| 522.20.35.10.23 | Nozzles                           | 800.00       |

5,175,379.28

27,750.00

12,000.00

13,411.10

55,200.00

460,000.00

8,000.00

82,347.49

284,093.00

8,633.18

1,005,331.14

311,969.01

5,000.00

24,000.00

10,500.00

25,000.00

37,600.00

26,600.00

172,000.00

4,230.00

25,850.00

992.64

250,347.23

500.00

20,000.00

3,000.00

4,000.00

5,500.00

1,200.00

750.00

1,000.00

1,000.00

1,000.00

6,600.00

8,900.00

2,000.00

12,500.00

1,000.00

800.00



|                 |                                                 |                     |                     |                   |             |             |            |      |
|-----------------|-------------------------------------------------|---------------------|---------------------|-------------------|-------------|-------------|------------|------|
| 522.20.35.10.24 | Tools & Equipment - Wildland Hose Packs         | 0.00                |                     | 0.00              |             |             |            |      |
| 522.20.35.10.25 | Tools & Equipment - Ballistic Vests and Helmets | 44,500.00           |                     | 44,500.00         |             |             |            |      |
| 522.20.35.10.26 | Tools & Equipment - Inflatable PFD's            | 5,500.00            |                     | 5,500.00          |             |             |            |      |
| 522.20.42.10.01 | Communications - Dispatch Fees                  | 212,135.00          |                     | 212,135.00        |             |             |            |      |
| 522.20.42.10.02 | Communications - Dispatch repairs               | 2,000.00            |                     | 2,000.00          |             |             |            |      |
| 522.20.42.20.01 | Communications - Dispatch Pagers                | 500.00              |                     | 500.00            |             |             |            |      |
| 522.20.42.20.02 | Communications - Radios (PCERN)                 | 100,000.00          |                     | 100,000.00        |             |             |            |      |
| 522.20.42.60.01 | Communications - 800 MHZ fees                   | 20,000.00           |                     | 20,000.00         |             |             |            |      |
| 522.20.48.10.01 | Hose-Annual hose test                           | 4,000.00            |                     | 4,000.00          |             |             |            |      |
| 522.20.48.10.02 | Ladders-Annual test                             | 1,300.00            |                     | 1,300.00          |             |             |            |      |
| 522.20.49.20.01 | ESO Reporting                                   | 4,000.00            |                     | 4,000.00          |             |             |            |      |
| 522.20.49.20.03 | NFORs/Norcom fees                               | 2,000.00            |                     | 2,000.00          |             |             |            |      |
| <b>Totals</b>   |                                                 | <b>8,276,257.97</b> | <b>7,844,372.97</b> | <b>431,885.00</b> | <b>0.00</b> | <b>0.00</b> | 8276257.97 | 0.00 |

#### Technical Rescue

|                 |                         |                   |                  |                   |             |             |        |       |
|-----------------|-------------------------|-------------------|------------------|-------------------|-------------|-------------|--------|-------|
| 522.21.11.10.11 | TRT - OT for Swimmers   | 46,200.00         | 46,200.00        |                   |             |             |        |       |
| 522.21.21.30.01 | TRT WA Paid FML         | 67.76             | 67.76            |                   |             |             |        |       |
| 522.21.31.10.01 | TRT - Supplies          | 200.00            |                  | 200.00            |             |             |        |       |
| 522.21.35.10.03 | TRT - Swimmer Equipment | 167,000.00        |                  | 167,000.00        |             |             |        |       |
| 522.21.35.10.05 | TRT - Rope              | 8,530.00          |                  | 8,530.00          |             |             |        |       |
| 522.21.41.20.00 | TRT - Conf Registration | 14,000.00         |                  | 14,000.00         |             |             |        |       |
| <b>Totals</b>   |                         | <b>235,997.76</b> | <b>46,267.76</b> | <b>189,730.00</b> | <b>0.00</b> | <b>0.00</b> | 235998 | -0.24 |

#### Hazmat

|                 |                             |                 |             |                 |             |             |      |      |
|-----------------|-----------------------------|-----------------|-------------|-----------------|-------------|-------------|------|------|
| 522.22.31.10.01 | Office / Operating Supplies | 300.00          |             | 300.00          |             |             |      |      |
| 522.22.35.10.01 | Tools / Equipment           | 1,600.00        |             | 1,600.00        |             |             |      |      |
| <b>Totals</b>   |                             | <b>1,900.00</b> | <b>0.00</b> | <b>1,900.00</b> | <b>0.00</b> | <b>0.00</b> | 1900 | 0.00 |

#### Health and Safety

|                 |                                   |                 |             |                 |             |             |      |      |
|-----------------|-----------------------------------|-----------------|-------------|-----------------|-------------|-------------|------|------|
| 522.24.29.30.01 | Prev. Med. - Flu Shots/Hrg Tests  | 2,500.00        |             | 2,500.00        |             |             |      |      |
| 522.24.29.40.01 | Prev. Med - Exp Ctrl FU           | 600.00          |             | 600.00          |             |             |      |      |
| 522.24.31.10.01 | Rehab - Food/Beverages (on scene) | 200.00          |             | 200.00          |             |             |      |      |
| 522.24.31.10.02 | Rehab - Supplies                  | 1,000.00        |             | 1,000.00        |             |             |      |      |
| 522.24.35.10.01 | Health and Safety - Equipment     | 4,500.00        |             | 4,500.00        |             |             |      |      |
| <b>Totals</b>   |                                   | <b>8,800.00</b> | <b>0.00</b> | <b>8,800.00</b> | <b>0.00</b> | <b>0.00</b> | 8800 | 0.00 |

#### Community Risk Reduction

|                 |                                          |                   |                   |                  |             |             |        |           |
|-----------------|------------------------------------------|-------------------|-------------------|------------------|-------------|-------------|--------|-----------|
| 522.30.10.10.01 | Salary & Wages - CRR                     | 259,437.82        | 259,437.82        |                  |             |             |        |           |
| 522.30.11.10.01 | Overtime - CRR                           | 7,200.00          | 7,200.00          |                  |             |             |        |           |
| 522.30.21.10.01 | Medicare - CRR                           | 3,761.84          | 3,761.84          |                  |             |             |        |           |
| 522.30.21.20.01 | L&I - CRR                                | 7,248.00          | 7,248.00          |                  |             |             |        |           |
| 522.30.21.30.01 | WA Paid FML - CRR                        | 380.51            | 380.51            |                  |             |             |        |           |
| 522.30.22.10.01 | Medical & Dental - CRR                   | 29,086.03         | 29,086.03         |                  |             |             |        |           |
| 522.30.24.10.01 | LEOFF Premiums - CRR                     | 7,621.30          | 7,621.30          |                  |             |             |        |           |
| 522.30.24.20.01 | PERS Premiums - CRR                      | 11,853.06         | 11,853.06         |                  |             |             |        |           |
| 522.30.25.10.01 | Uniforms - CRR                           | 600.00            |                   | 600.00           |             |             |        |           |
| 522.30.26.10.01 | HRA VEBA - CRR                           | 6,000.00          | 6,000.00          |                  |             |             |        |           |
| 522.30.29.20.01 | Life Insurance Premiums - CRR            | 180.00            | 180.00            |                  |             |             |        |           |
| 522.30.29.20.03 | LTD Annual Lump Sum                      | 1,100.00          | 1,100.00          |                  |             |             |        |           |
| 522.30.29.20.04 | EAP Premiums - CRR                       | 42.24             | 42.24             |                  |             |             |        |           |
| 522.30.29.40.01 | Longevity - CRR                          | 9,502.81          | 9,502.81          |                  |             |             |        |           |
| 522.30.31.10.01 | CRR - Supplies                           | 500.00            |                   | 500.00           |             |             |        |           |
| 522.30.31.10.02 | CRR - EOC Supplies                       | 750.00            |                   | 750.00           |             |             |        |           |
| 522.30.31.10.03 | CRR - CERT supplies                      | 800.00            |                   | 800.00           |             |             |        |           |
| 522.30.31.30.01 | CRR - Library                            | 400.00            |                   | 400.00           |             |             |        |           |
| 522.30.41.01.01 | Deposit Refunds                          | 0.00              |                   | 0.00             |             |             |        |           |
| 522.30.41.10.02 | CRR - NEMCO Fees                         | 39,700.00         | 39,700.00         |                  |             |             |        |           |
| 522.30.41.20.05 | Conference Registration                  | 2,100.00          | 2,100.00          |                  |             |             |        |           |
| 522.30.43.10.05 | Travel - Per Diem                        | 270.00            | 270.00            |                  |             |             |        |           |
| 522.30.43.30.05 | Travel - Lodging                         | 1,280.00          | 1,280.00          |                  |             |             |        |           |
| 522.30.48.10.01 | CRR - Extinguisher servicing             | 500.00            | 500.00            |                  |             |             |        |           |
| 522.30.49.20.01 | Dues / Subscriptions                     | 520.00            | 520.00            |                  |             |             |        |           |
| 522.30.49.20.02 | CRR - Subscription - Inspection software | 3,400.00          | 3,400.00          |                  |             |             |        |           |
| <b>Totals</b>   |                                          | <b>394,233.61</b> | <b>343,413.61</b> | <b>50,820.00</b> | <b>0.00</b> | <b>0.00</b> | 383565 | 10,668.61 |

#### Community Services



|                 |                                                     |                  |                  |                  |             |             |       |      |
|-----------------|-----------------------------------------------------|------------------|------------------|------------------|-------------|-------------|-------|------|
| 522.41.11.10.01 | Comm Services - OT                                  | 12,500.00        | 12,500.00        |                  |             |             |       |      |
| 522.41.31.10.02 | Comm Services - Community Give-Aways                | 500.00           |                  | 500.00           |             |             |       |      |
| 522.41.31.10.05 | Comm Services - Drill expenses                      | 100.00           |                  | 100.00           |             |             |       |      |
| 522.41.31.10.06 | Comm Services - Bike Helmets                        | 500.00           |                  | 500.00           |             |             |       |      |
| 522.41.31.30.01 | Comm Services - Open House expenses                 | 2,500.00         |                  | 2,500.00         |             |             |       |      |
| 522.41.31.30.02 | Comm Services - School Program                      | 3,000.00         |                  | 3,000.00         |             |             |       |      |
| 522.41.31.30.03 | Comm Services - Community/School Fairs/Events/Misc. | 1,000.00         |                  | 1,000.00         |             |             |       |      |
| 522.41.31.30.04 | Comm Services - Outreach programs                   | 4,500.00         |                  | 4,500.00         |             |             |       |      |
| 522.41.44.10.01 | Comm Services - Advertising                         | 500.00           |                  | 500.00           |             |             |       |      |
| 522.41.49.60.02 | CPR and First Aid                                   | 800.00           |                  | 800.00           |             |             |       |      |
| 522.41.49.60.03 | CPR and First Aid                                   | 275.00           |                  | 275.00           |             |             |       |      |
| 522.41.49.60.04 | CPR and First Aid                                   | 2,000.00         |                  | 2,000.00         |             |             |       |      |
| 522.41.49.60.05 | CPR and First Aid                                   | 200.00           |                  | 200.00           |             |             |       |      |
| <b>Totals</b>   |                                                     | <b>26,175.00</b> | <b>12,500.00</b> | <b>13,675.00</b> | <b>0.00</b> | <b>0.00</b> | 26175 | 0.00 |

### **Training & Development**

|                 |                                                             |            |            |           |  |  |  |  |
|-----------------|-------------------------------------------------------------|------------|------------|-----------|--|--|--|--|
| 522.45.10.10.01 | Training - Salary & Wages                                   | 163,264.28 | 163,264.28 |           |  |  |  |  |
| 522.45.10.10.02 | Training - LT Recruit School Instructor S                   | 20,000.00  | 20,000.00  |           |  |  |  |  |
| 522.45.10.10.03 | Training - MERP                                             | 1,200.00   | 1,200.00   |           |  |  |  |  |
| 522.45.11.10.03 | Training - OT CBT Inst Training                             | 3,600.00   | 3,600.00   |           |  |  |  |  |
| 522.45.11.10.07 | Training - OT Ad Hoc                                        | 6,000.00   | 6,000.00   |           |  |  |  |  |
| 522.45.11.10.11 | Training - OT EVIP Instructors                              | 12,000.00  | 12,000.00  |           |  |  |  |  |
| 522.45.11.10.33 | Training - OT Academy Instructor Backfill (Sept 2021)       | 68,016.00  | 68,016.00  |           |  |  |  |  |
| 522.45.11.10.34 | Training - OT Academy Instructor (Sept 2021)                | 14,950.00  | 14,950.00  |           |  |  |  |  |
| 522.45.11.10.38 | Training - OT EVIP Instructor Cert (students)               | 1,200.00   | 1,200.00   |           |  |  |  |  |
| 522.45.11.10.39 | Training - OT HR/Leadership Training (students)             | 3,000.00   | 3,000.00   |           |  |  |  |  |
| 522.45.11.10.40 | Training - OT for one (Level 1) to Firemanship Conf         | 2,200.00   | 2,200.00   |           |  |  |  |  |
| 522.45.11.10.41 | Training - OT for backfill for Pump Academy students        | 5,000.00   | 5,000.00   |           |  |  |  |  |
| 522.45.11.10.42 | Training - OT for SMEs for NKCTC                            | 4,000.00   | 4,000.00   |           |  |  |  |  |
| 522.45.21.10.01 | Medicare - Training                                         | 2,281.78   | 2,281.78   |           |  |  |  |  |
| 522.45.21.20.01 | L&I - Training                                              | 5,619.00   | 5,619.00   |           |  |  |  |  |
| 522.45.21.30.01 | WA Paid FML - Training                                      | 239.46     | 239.46     |           |  |  |  |  |
| 522.45.22.10.01 | Medical & Dental - Training                                 | 26,802.00  | 26,802.00  |           |  |  |  |  |
| 522.45.24.10.01 | LEOFF Premiums - Training                                   | 8,653.01   | 8,653.01   |           |  |  |  |  |
| 522.45.25.10.01 | Uniforms - Training                                         | 400.00     |            | 400.00    |  |  |  |  |
| 522.45.26.10.01 | HRA - Training                                              | 4,000.00   | 4,000.00   |           |  |  |  |  |
| 522.45.29.20.01 | Life Insurance Premiums - Training                          | 90.00      | 90.00      |           |  |  |  |  |
| 522.45.29.20.02 | EAP Premiums - Training                                     | 21.12      | 21.12      |           |  |  |  |  |
| 522.45.29.20.03 | LTD Annual Contribution - Training                          | 550.00     | 550.00     |           |  |  |  |  |
| 522.45.29.40.01 | Longevity - Training                                        | 11,746.49  | 11,746.49  |           |  |  |  |  |
| 522.45.31.10.01 | Training - Supplies                                         | 750.00     |            | 750.00    |  |  |  |  |
| 522.45.31.10.02 | Training - Recruit Supplies                                 | 1,000.00   |            | 1,000.00  |  |  |  |  |
| 522.45.31.30.01 | Training - Library Books                                    | 750.00     |            | 750.00    |  |  |  |  |
| 522.45.35.10.01 | Training - Tools/Equipment                                  | 500.00     |            | 500.00    |  |  |  |  |
| 522.45.41.10.02 | Training - Professional Services                            | 200.00     |            | 200.00    |  |  |  |  |
| 522.45.41.10.03 | Training - Professional Services                            | 8,000.00   |            | 8,000.00  |  |  |  |  |
| 522.45.41.20.01 | Training - EMT School                                       | 1,050.00   |            | 1,050.00  |  |  |  |  |
| 522.45.41.20.10 | Training - Conf Reg Ad Hoc                                  | 6,200.00   |            | 6,200.00  |  |  |  |  |
| 522.45.41.20.17 | Training - Conf Reg - Firemanship Conference                | 1,400.00   |            | 1,400.00  |  |  |  |  |
| 522.45.41.20.20 | Training - Academy (Feb 2022)                               | 12,000.00  |            | 12,000.00 |  |  |  |  |
| 522.45.41.20.22 | Training - ODA <b>Registration</b>                          | 4,000.00   |            | 4,000.00  |  |  |  |  |
| 522.45.41.20.23 | Training - FDIC Conference registration <b>Registration</b> | 2,080.00   |            | 2,080.00  |  |  |  |  |
| 522.45.41.20.24 | Training - FRI Conference <b>Registration</b>               | 1,700.00   |            | 1,700.00  |  |  |  |  |



|                 |                                                      |                   |                   |                  |                  |
|-----------------|------------------------------------------------------|-------------------|-------------------|------------------|------------------|
| 522.45.43.10.06 | Training - Firemanship Conference<br><b>Air Fare</b> | 400.00            | 400.00            |                  |                  |
| 522.45.43.10.10 | Training - Firemanship Conference<br><b>Per Diem</b> | 730.00            | 730.00            |                  |                  |
| 522.45.43.10.11 | Training - FDIC <b>Per Diem</b>                      | 700.00            | 700.00            |                  |                  |
| 522.45.43.10.12 | Training - FRI Conference <b>Per Diem</b>            | 600.00            | 600.00            |                  |                  |
| 522.45.43.10.13 | Training - Ad hoc <b>Per Diem</b>                    | 150.00            | 150.00            |                  |                  |
| 522.45.43.20.07 | Training - FDIC <b>Air Fare</b>                      | 800.00            | 800.00            |                  |                  |
| 522.45.43.20.08 | Training - FRI <b>Air Fare</b>                       | 1,000.00          | 1,000.00          |                  |                  |
| 522.45.43.20.09 | Training - Ad hoc <b>Air Fare</b>                    | 2,000.00          | 2,000.00          |                  |                  |
| 522.45.43.30.07 | Training - Firemanship Conference<br><b>Lodging</b>  | 1,600.00          | 1,600.00          |                  |                  |
| 522.45.43.30.08 | Training FDIC Conference <b>Lodging</b>              | 1,700.00          | 1,700.00          |                  |                  |
| 522.45.43.30.09 | Training - FRI Conference <b>Lodging</b>             | 1,700.00          | 1,700.00          |                  |                  |
| 522.45.43.30.10 | Training - Ad hoc Lodging                            | 1,700.00          | 1,700.00          |                  |                  |
| 522.45.43.40.01 | Training - Mileage (misc)                            | 150.00            | 150.00            |                  |                  |
| 522.45.43.50.02 | Training - Ground Transport FDIC<br>Conference       | 75.00             | 75.00             |                  |                  |
| 522.45.43.50.03 | Training - Ground Transport FRI<br>Conference        | 75.00             | 75.00             |                  |                  |
| 522.45.48.10.01 | Training - Training Prop<br>Maintenane/Repair        | 5,000.00          | 5,000.00          |                  |                  |
| 522.45.48.10.02 | Training - Misc.<br>Maintenance/Repair               | 250.00            | 250.00            |                  |                  |
| 522.45.49.20.04 | Training - Various Subscriptions                     | 150.00            | 150.00            |                  |                  |
| 522.45.49.20.07 | Training - NKCTC Dues                                | 40,000.00         | 40,000.00         |                  |                  |
| 522.45.49.20.08 | Training - KCFTOA Dues                               | 100.00            | 100.00            |                  |                  |
| 522.45.49.20.10 | Training - KC BLS Core Services to<br>NKCTC          | 18,145.00         | 18,145.00         |                  |                  |
| <b>Totals</b>   |                                                      | <b>426,343.14</b> | <b>340,433.14</b> | <b>85,910.00</b> | <b>0.00 0.00</b> |

413795 12,548.14

#### Facilities

|                 |                                                  |            |           |  |  |
|-----------------|--------------------------------------------------|------------|-----------|--|--|
| 522.50.31.10.01 | FAC - Cleaning Supplies                          | 9,270.00   | 9,270.00  |  |  |
| 522.50.41.10.01 | FAC - Laundry Service                            | 618.00     | 618.00    |  |  |
| 522.50.41.10.02 | FAC - Janitorial Service                         | 4,120.00   | 4,120.00  |  |  |
| 522.50.41.10.03 | FAC - Carpet Cleaning                            | 2,000.00   | 2,000.00  |  |  |
| 522.50.45.10.01 | FAC - Rentals/Leases                             | 507.50     | 507.50    |  |  |
| 522.50.47.51.01 | FAC - PSE (51)                                   | 51,500.00  | 51,500.00 |  |  |
| 522.50.47.51.02 | FAC - Republic Svcs (51)                         | 4,326.00   | 4,326.00  |  |  |
| 522.50.47.51.04 | FAC - NS Utility District (51)                   | 15,000.00  | 15,000.00 |  |  |
| 522.50.47.57.01 | FAC - PSE (57)                                   | 6,180.00   | 6,180.00  |  |  |
| 522.50.47.57.02 | FAC - Republic Svcs (57)                         | 1,920.00   | 1,920.00  |  |  |
| 522.50.47.57.03 | FAC - Seattle City Light (57)                    | 8,240.00   | 8,240.00  |  |  |
| 522.50.47.57.04 | FAC - City of LFP Sewer (57)                     | 3,000.00   | 3,000.00  |  |  |
| 522.50.47.57.05 | FAC - Shoreline Water District (57)              | 4,120.00   | 4,120.00  |  |  |
| 522.50.48.10.01 | FAC - Misc. Repair (All)                         | 3,090.00   | 3,090.00  |  |  |
| 522.50.48.10.08 | FAC - Tools (All)                                | 1,000.00   | 1,000.00  |  |  |
| 522.50.48.10.11 | FAC - Generators                                 | 1,030.00   | 1,030.00  |  |  |
| 522.50.48.51.01 | FAC - HVAC PM (51)                               | 16,000.00  | 16,000.00 |  |  |
| 522.50.48.51.02 | FAC - Fire Alarm (51)                            | 618.00     | 618.00    |  |  |
| 522.50.48.51.03 | FAC - Fire protection system<br>maintenance (51) | 1,100.00   | 1,100.00  |  |  |
| 522.50.48.51.05 | FAC - Generator (51)                             | 2,000.00   | 2,000.00  |  |  |
| 522.50.48.51.06 | FAC - Furn/Kitchenware (51)                      | 2,412.00   | 2,412.00  |  |  |
| 522.50.48.51.07 | FAC - Appliances (51)                            | 1,000.00   | 1,000.00  |  |  |
| 522.50.48.51.10 | FAC - Landscaping (51)                           | 12,000.00  | 12,000.00 |  |  |
| 522.50.48.51.13 | FAC - Misc Repairs (51)                          | 16,000.00  | 16,000.00 |  |  |
| 522.50.48.51.15 | FAC - IFC Permit (51)                            | 200.00     | 200.00    |  |  |
| 522.50.48.51.16 | FAC - Elevator Permit (51)                       | 150.00     | 150.00    |  |  |
| 522.50.48.51.17 | FAC - Elevator<br>Maintenance/Monitoring (51)    | 2,266.00   | 2,266.00  |  |  |
| 522.50.48.57.01 | FAC - HVAC Maint (57)                            | 104,120.00 |           |  |  |
| 522.50.48.57.02 | FAC - Fire protection system<br>maintenance (57) | 1,100.00   | 1,100.00  |  |  |
| 522.50.48.57.03 | FAC - Fire Alarm (57)                            | 669.50     | 669.50    |  |  |
| 522.50.48.57.04 | FAC - Pest Control (57)                          | 1,854.00   | 1,854.00  |  |  |
| 522.50.48.57.05 | FAC - Furn/Kitchen (57)                          | 5,706.00   | 5,706.00  |  |  |
| 522.50.48.57.06 | FAC - Appliances (57)                            | 500.00     | 500.00    |  |  |

|                 |                          |            |      |            |      |      |        |      |  |
|-----------------|--------------------------|------------|------|------------|------|------|--------|------|--|
| 522.50.48.57.07 | FAC - Misc. Repairs (57) | 10,000.00  |      | 10,000.00  |      |      |        |      |  |
| 522.50.48.57.08 | FAC - Landscaping (57)   | 54,120.00  |      | 54,120.00  |      |      |        |      |  |
| Totals          |                          | 243,617.00 | 0.00 | 243,617.00 | 0.00 | 0.00 | 243617 | 0.00 |  |

Fleet Maintenance

|                 |                                    |            |           |           |           |         |       |           |  |
|-----------------|------------------------------------|------------|-----------|-----------|-----------|---------|-------|-----------|--|
| 522.60.31.50.02 | VEH - Supplies                     | 1,500.00   |           | 1,500.00  |           |         |       |           |  |
| 522.60.32.10.01 | VEH - Gas and Diesel               | 19,500.00  |           | 19,500.00 |           |         |       |           |  |
| 522.60.48.10.01 | VEH - Body work/repairs            | 3,000.00   |           | 3,000.00  |           |         |       |           |  |
| 522.60.48.20.01 | VEH - Support Vehicles             | 10,000.00  |           | 10,000.00 |           |         |       |           |  |
| 522.60.48.20.02 | Purchase Pickup Truck for Training | 60,000.00  |           |           |           |         |       |           |  |
| 522.60.48.20.03 | Purchase Pickup Truck for DC Ops   | 60,000.00  |           |           |           |         |       |           |  |
| 522.60.48.20.04 | Purchase Pickup Truck for FP       | 40,000.00  |           |           |           |         |       |           |  |
| 522.60.48.20.05 | Purchase New B151 Vehicle          | 100,000.00 |           |           |           |         |       |           |  |
| 522.60.48.30.01 | VEH - Aid Units                    | 7,500.00   |           | 7,500.00  |           |         |       |           |  |
| 522.60.48.40.01 | VEH - Fire app.                    | 50,000.00  |           | 50,000.00 |           |         |       |           |  |
| 522.60.48.40.02 | Update for R151                    |            |           |           |           |         |       |           |  |
| Totals          |                                    | 91,500.00  | 0.00      | 91,500.00 | 0.00      | 0.00    | 91500 | 0.00      |  |
|                 |                                    | 11,025,181 | 8,586,987 | 1,211,977 | 1,034,121 | 190,945 | ##### | (155,695) |  |

Overtime 641,366.00

- 1 Services
  - a Period for at least 7 to 10 years
  - b Includes the following
    - Fire suppression, emergency medical service, hazardous materials
    - 1 response, technical rescue and disaster response
    - 2 Support services
    - 3 Training and education
    - 4 911 dispatch services
    - 5 Insurance
    - 6 Maintain participation in NEMCO
- 2 Level of Service
  - a Maintain current staffing requirements
- 3 Shall become employer of Northshore Fire Department Employees
  - a Union Employees
  - b Administrative Uniformed employees
  - c Civilian wages equal or greater than current wages & benefits
  - d Sick and vacation leave shall be transferred and maintained by Agency
  - e Northshore will retain LEOFF 1 medical obligation
- 4 NSFD will retain ownership of all stations & equipment
  - A Fair and reasonable compensation for regional use of Department facilities
- 5 Reserve funds shall be retained by NSFD
- 6 Construction Bond shall be made by NSFD
- 7 NSFD shall act as administrators for services pursuant to RCW 39.34.030
- 8 NSFD and Agency will collectively bargain impact with labor unions
- 9 Either party may terminate agreement with two years notice after 5 years

No

# Criteria for Evaluation of Contract Proposals

Revised: September 7, 2021

AGENCY: \_\_\_\_\_

| #   | Criteria                                                                                                                     | Comments |
|-----|------------------------------------------------------------------------------------------------------------------------------|----------|
| 1a  | Best interest to citizens we serve.                                                                                          |          |
| 1b  | Best interest to stakeholders we serve.                                                                                      |          |
| 2   | How will they treat transfer of Northshore employees?                                                                        |          |
| 3   | Clarify and evaluate risks and underlying assumptions                                                                        |          |
| 4   | Clear prediction of costs over the term of the contract.                                                                     |          |
| 5   | Equal or better service across all aspects of operation                                                                      |          |
| 6   | Potential for continued service improvements.                                                                                |          |
| 7   | Expanded opportunities for firefighters and department members.                                                              |          |
| 8   | Confidence in governance model.                                                                                              |          |
| 9   | Experience in providing contract services                                                                                    |          |
| 10  | Satisfaction of current contract agencies <ul style="list-style-type: none"> <li>a. Responsiveness to local needs</li> </ul> |          |
| 11  | Cost of Service                                                                                                              |          |
| 12a | Agency financial obligation <ul style="list-style-type: none"> <li>a. History of budget/ Tax rate increases</li> </ul>       |          |
| 12b | Agency financial obligation <ul style="list-style-type: none"> <li>b. History of revenue streams</li> </ul>                  |          |

## Criteria for Evaluation of Contract Proposals

Revised: September 7, 2021

|    |                                                                         |  |
|----|-------------------------------------------------------------------------|--|
| 13 | Short term impacts.<br>a. Similarities and differences<br>of operations |  |
| 14 | Long term impacts.                                                      |  |
| 15 | Plan for organizational integration.                                    |  |
| 16 | Stakeholder response review.                                            |  |
| 17 | Citizen response review.                                                |  |



## Eastside Fire & Rescue

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*Proudly Serving Issaquah, North Bend, Sammamish and Fire Districts 38 & 10, which includes Carnation*

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September 15, 2021

Northshore Fire Department Board of Commissioners  
C/O Chair Rick Webster  
7220 NE 181<sup>st</sup> Street  
Kenmore, WA 98028

Please find attached Eastside Fire & Rescue's (EF&R) proposed contract to provide services to the Northshore Fire Department as described in the Scope of Work sent to me via email on July 27, 2021. We are excited for the opportunity to offer a proposal and would welcome the Northshore Fire Department into EF&R's regional fire service family.

Eastside was established on January 1, 1999, when King County Fire District 10 (which includes the City of Carnation) and the City of Issaquah combined operations via contract. In 2000, the cities of North Bend, Sammamish and King County Fire District 38 joined the partnership. Eastside was the first, and remains the longest standing, regional fire department in King County. In March 2021, the five partner agencies incorporated as a governmental non-profit organization. This new arrangement took the foundational Interlocal Agreement and added Articles of Incorporation and Bylaws to memorialize the long-term partnership.

Unlike City Fire Departments, Fire Districts and Regional Fire Authorities, EF&R's non-profit does not issue a tax levy, nor is EF&R interested in owning fire stations or fire apparatus. EF&R also has no interest in combining political jurisdictions as independence is highly valued in order to maintain local control. EF&R focuses on providing the highest possible service level as efficiently as possible. We achieve this through a Unified Commitment to achieve the mission and goals of EF&R, which include regionalizing operations.

After 22 years of providing regionalized fire services, EF&R has learned that maintaining and enhancing relationships between City Councils, Fire Boards, Citizens, Unions, community non-profits and other stakeholders is the single most important component for maintaining long lasting effective partnerships.

As your potential new Fire Chief, it is pertinent to the regional discussion that my specific experience be considered, please see the detailed fire service work history have attached.



## Eastside Fire & Rescue

As a regional partner, EF&R also provides contract services to the Snoqualmie Indian Tribe, we have an agreement with the Fall City Fire District for deployment of an EF&R Battalion Chief unit from the Fall City fire station, and numerous mechanical service contracts with neighboring fire departments. Since February of 2020 EF&R also provides Interim Fire Chief services to the City of Mercer Island. Most recently, beginning October 1, 2021, EF&R will be providing all services for Woodinville Fire & Rescue.

EF&R is also a member, and current employer of the Deputy Chief of Training, for the South King County Regional Training Consortium, the largest training consortium in the State. As such, EF&R has demonstrated a strong commitment to regionalized training programs. EF&R is excited to become part of the North King County Training Consortium and we look forward to leading discussions on how best to maximize the benefits of further training program regionalization.

The following is a summary of what is included in the attached proposal as requested in your proposed Scope of Work:

1. Services. This contract meets all requests in this section.
2. Level of Service. Provides for full staffing of Battalion 151, Engine 151, Aid 151 and Engine 157 (there are options to these service levels listed below for your consideration and discussion). Note: the bottom paragraph of the Scope of Work document refers to Collective Bargaining agreements. Under this proposal Northshore Fire Department will not be party to any collective bargaining agreements.
3. Employees. This proposal includes positions for all response personnel and the fire inspector. The proposal assumes the Northshore Board Secretary will remain in a separate contractual relationship with the Board of Commissioners. As a regional service provider economic savings is realized through combining overhead and administrative support staff. EF&R currently does not have a need for more administrative positions.
4. Property. All property considerations are described in Section 5 of the proposal and meet the intent of what is described in the Scope of Work.
5. Reserve Funds. Northshore retains ownership of all reserve funds.
6. Construction Bond Levy. Northshore would complete the Station 51 Bond commitment.
7. Oversight. Section 3.8 and 7.1 of the proposed contract details the relationship between the Fire Chief and Board of Commissioners.
8. Collective Bargaining. Agreed, Northshore will bargain the impacts of this decision with Local 2459 and EF&R will bargain the impacts of the decision with Local 2878.



## Eastside Fire & Rescue

9. Termination. EF&R has proposed terms for termination in Section 2 of the proposal. These are identical terms for all current partners and contract agencies.

In addition to meeting the above terms of the scope of work, this proposal includes utilizing Northshore Station 51 as a satellite North end Fire Administration for EF&R operations (a \$15,000 credit has been included in the costing). This will include fire prevention, administration, and operations level support for the Northshore communities of Kenmore and Lake Forest Park as well as EF&R employee support.

This proposal is thorough and complete and will certainly meet the stated needs of the Northshore Fire Department. As I understand the conversation, one significant term that continues to be discussed is the Northshore Fire Department's interest around the topic of regionalization.

Regionalization of the fire service is something that provides exceptional value to the citizens we serve. I applaud the Northshore Fire Department for its desire to regionalize. As a contract partner of EF&R, Northshore will be joining 22 years of regionalized fire and EMS service experience. Northshore will be contracting with a leadership team that thinks regionally each and every day, regionalization is not a separate thought for us, it is what we do. As a result, now is a great opportunity for Northshore to consider some possible service delivery model adjustments, some ideas are described below and are offered as options for the Board to consider:

### **Option 1 – Share Battalion Chief services with Woodinville**

#### ***Reduce Contract Proposal by = \$460,089.81***

To begin the process of truly regionalizing the North end Battalion Chief support system Northshore could choose to share Battalion Chief services with Woodinville Fire & Rescue. This would require agreement of the Woodinville Fire & Rescue Board of Commissioners.

Currently, there are four response Battalion Chiefs operated 24/7 by North end Fire Departments overseeing a total of 11 fire stations. This is an average supervisory span of control of 2.75 stations. Larger departments operate with a response Battalion Chief span of control of 5-10 stations (sometimes more).

In 2020, the four units were dispatched to a combined average of 5.77 calls per 24-hour day. The Northshore Battalion was dispatched to a daily average of .94 calls and the Woodinville Battalion was dispatched to a daily average of 1.09 calls. Combined these two units would be dispatched to just over 2 calls per day.





## Eastside Fire & Rescue

This option provides a significant cost savings to the taxpayers within the Northshore and Woodinville service areas and provides an effective span of control of 5 fire stations.

While we often lump Battalion Chiefs in with first responders, a Battalion Chief unit is not a first on scene resource. It is a supervisory command and control unit that focuses on resource and scene management while enroute and on scene. Providing the necessary support with a slightly slower response time (4-10 minutes depending on what area of the district the call came in from, this assumption ignores automatic aid units from Shoreline and Bothell) will not negatively impact initial on-scene operations.

There is enough attrition through retirement in the Battalion Chief ranks to assure that no existing Battalion Chief would lose their job (Contract supported sworn personnel would drop from 41 to 39).

### **Option 2 – Reduce Aid 151 to 12-hour response (0800-2000)**

#### ***Reduce Contract Proposal by = \$673,734.76***

Northshore could choose to reduce expenditures by making this change.

66% of calls for service occur in the first twelve hours of the day and only 33% of calls occur over the second 12 hours. While Aid 151 does a superb job of keeping E151 available, the call volume in Northshore does not currently warrant this same coverage overnight. In fact, E151 responds to an average of 811 calls per year, 180 of which are mutual aid given. Over the course of the last three years, E151 ran 2.2 calls per 24-hour shift, leaving plenty of capacity to cover the calls that occur overnight. And to maintain transport capabilities overnight (20:00-08:00) a cross-staffed model can be deployed between E151 and A151.

Aid 151 responds to 1,687 calls per year, 173 of which are mutual aid given. Over the course of the last three years, Aid 151 ran 4.6 calls per 24-hour shift. If 33% of these calls were shifted to E151, their daily average would move to 3.7 calls.

Annual unit responses within Northshore have remained constant with a 3-year average of 3,660 calls. No year deviated more than 102 responses from the average showing no indication of a rapid rise in call volume.

It is clear that Northshore is a generous regional partner, currently providing twice as many unit responses outside of Northshore to your neighbors than you receive. Over a three-year average, Mutual Aid given=615 and Mutual Aid received=303.

As described in the email sent to me September 2, 2021, Northshore does have a significant call response capacity. This option provides an opportunity to capture some capacity back without significantly sacrificing service level delivery.



## Eastside Fire & Rescue

There is enough attrition through retirement to ensure that all current firefighters would not lose their job as a result of this change (Contract supported sworn personnel would drop from 41 to 33).

### **Option 3 - Add dedicated Technical Rescue unit to Engine 151**

#### ***Add to Contract Proposal = \$116,486***

Northshore clearly has a rich history of training firefighters in the Technical Rescue (TRT) disciplines. To truly regionalize this potential asset Northshore could choose to dedicate Station 151 as a TRT station. This addition would provide the ongoing funding to support training and assignment pay for the individuals assigned to this station.

### **Option 4 - Add dedicated Hazardous Material capability to Engine 157**

#### ***Add to Contract Proposal = \$116,486***

Northshore, and the remainder of the North end of King County has little Hazardous Materials response capability (and few incidents). By joining EF&R, Northshore will automatically become part of the Zone 1 Regional Hazardous Materials Consortium (something Northshore is not currently a part of). This option would train and equip the personnel assigned to Engine 157 to the Hazardous Materials Technician Level, shoring up hazardous materials response coverage for the North in coordination with the Zone 1 Regional Hazardous Materials Consortium.

### **Consideration – Patient Transport**

EF&R brings a service principal of treating the patient from “door to door”. This means that we believe the highest level of care available to the patient occurs when a firefighter EMT, supported by the King County Medic One program, provides patient care from the patient’s door to the hospital door. I would suggest that the Northshore Board support EF&R’s recommendation that fire department personnel perform as many of the patient transports as possible.

The decision on whether or not to bill for the transport service is a completely separate issue and is not impacted by the service delivery level decision above. Should Northshore decide billing for transports is warranted, EF&R is experienced and able to facilitate this process. If Northshore desires to continue its current practice of not billing, EF&R can facilitate that as well.

Lastly, if you should choose EF&R as your service provider, we will offer to provide Northshore with Fire Chief, Administrative and Information Technology services from October 15, 2021, through December 31, 2021. This would be aligned with the same terms you currently have in place with Woodinville Fire & Rescue and would bridge your support services until this contract is effective on January 1, 2022. I would suggest leaving DC McDonald in place as a Northshore employee through December 31, 2021, at which time he would transfer to employment with EF&R.



## Eastside Fire & Rescue

I am excited for the opportunity to serve the Northshore Fire Department and look forward to the possibility of welcoming you to the Eastside Fire & Rescue regional fire service family. I look forward to answering your questions and to working with you to amend this proposal in a manner that meets the needs of all involved.

Sincerely

A handwritten signature in black ink, appearing to read "Jeff Clark".

Jeff Clark  
Fire Chief, Eastside Fire & Rescue

## **INTERLOCAL AGREEMENT FOR FIRE AND EMERGENCY MEDICAL SERVICES**

This Agreement is entered into between EASTSIDE FIRE & RESCUE ("EASTSIDE"), a nonprofit corporation organized under chapter 24.03 RCW, and NORTSHORE FIRE DEPARTMENT ("NFD").

### **RECITALS**

1. Eastside currently provides fire and emergency medical services to the cities of Issaquah, North Bend, and Sammamish, and within King County Fire District Nos. 10 and 38, including the city of Carnation and other unincorporated areas in the eastern Puget Sound region. Effective October 1, 2021 Eastside also provides services to the Woodinville Fire & Rescue service area.
2. NFD currently provides fire and emergency medical services to the Cities of Kenmore and Lake Forest Park.
3. Eastside and NFD each maintain and operate their own fire departments to provide fire protection, fire suppression and emergency medical services in their respective jurisdictions.
4. The NFD Board of Commissioners has determined that fire and emergency medical services can be more efficiently and effectively provided to its residents by contracting with another service provider.
5. The purpose of this Agreement is to allow Eastside to provide fire protection, fire suppression, emergency medical, and related administrative services to NFD.

### **TERMS OF AGREEMENT**

To carry out the purposes of this Agreement and in consideration of the benefits to be received by each party, it is agreed as follows:

#### **1. DEFINITIONS.**

**1.1.** The following terms, when used in this Agreement, are defined as follows:

**(a)** "Fire Chief" means the duly appointed Fire Chief, or acting Fire Chief, of Eastside.

**(b)** "Material Breach" means either:

**(i)** Eastside's failure to provide services at the level specified in Section 3 of this Agreement;

**(ii)** NFD's failure to pay the amounts specified in this Agreement; or

(iii) Any other failure of a party to perform a contractual obligation that prohibits the other party from performing its payment or service obligations.

## **2. TERM, RENEWALS, AND TERMINATION.**

**2.1. Initial Term.** This Agreement takes effect on January 1, 2022 (“Commencement Date”) and shall remain in effect through December 31, 2031 (“Initial Term”) unless earlier terminated for Material Breach in accordance with Section 2.5. The “Implementation Date” of this Agreement shall be January 1, 2022, unless the parties mutually agree in writing to delay implementation to a later date certain. The Implementation Date is the date on which Eastside’s service obligations will begin, NFD’s payment obligations begin, and the employees and assets are transferred.

**2.2. Renewals Terms.** At the conclusion of the Initial Term, this Agreement shall automatically renew for successive ten-year terms (each a “Renewal Term”), unless a written notice of termination is given pursuant to Section 2.3.

**2.3. Voluntary Termination.** The parties acknowledge that in entering into this Agreement, significant financial and personnel resources have been expended and substantial planning efforts have been undertaken and relied on. Therefore, termination of this Agreement shall not be effective unless a party transmits to the other party a written notice of termination in January 2029, or in January of the eighth year of any Renewal Term, as applicable. If such written notice is timely provided, the termination shall be effective as of the end of the then-current Initial Term or Renewal Term, as applicable.

### **2.4. Responsibility and Liability Upon Termination.**

(a) If Eastside lays off any employees as a result of NFD’s termination of this Agreement, NFD shall be responsible for payment of accrued employee benefits, continuation of employee benefits required by law, and unemployment compensation for a period not to exceed five years. For purposes of this paragraph, “employee” means an individual whose employment with Eastside has been terminated as a direct result of NFD’s termination of this Agreement. If NFD establishes its own fire department upon termination of this Agreement, it shall collectively bargain with the International Association of Firefighters Local 2878 (“Eastside Union”) to assume employment of laid-off employees upon substantially the same terms of employment as contained in the collective bargaining agreement (“CBA”) negotiated between Eastside and the Eastside Union. If NFD contracts for service with another entity, NFD shall collectively bargain with the Eastside Union and transition employment of laid-off employees to the new entity providing service to NFD.

- (b) Upon termination of this Agreement, NFD shall remain liable and responsible for its pro rata share of all liabilities, payments, and obligations incurred by or attributed to NFD during the Initial Term (or any Renewal Term). In addition, NFD shall be liable for all expenses incurred by Eastside attributable to requests and directions made by NFD pursuant to termination, including payment of overtime if NFD requests that Eastside refrain from hiring employees prior to termination. Within 30 days after the date of termination, Eastside shall settle with NFD all liabilities, payments, and obligations that became fixed on or before the date of termination. Within 30 days after any liabilities, payments, or obligations became fixed after the date of termination, Eastside shall settle such liabilities, payments, and obligations with NFD.
- (c) Eastside shall return all separate real property and separate personal property, as identified in the Exhibits hereto, to NFD on or before the effective date of termination. Eastside shall determine the fair market value of all joint real property and joint personal property. On or before the effective date of the termination, NFD shall receive or pay, as applicable, in cash or property, its percentage or ratio of the net fair market value of any joint real property and joint personal property, as determined in accordance with Eastside's financial statements for the year of termination. If NFD disputes Eastside's determination of fair market value of the joint real property or joint personal property or NFD's proportionate share thereof, NFD shall pay for and accept an appraisal of the fair market value of the property by an appraiser selected jointly by NFD and Eastside.

**2.5. Termination for Material Breach.** Notwithstanding the provisions of Sections 2.2 and 2.3, above, either party may terminate this Agreement in the event of a Material Breach by the other party, pursuant to the following process:

- (a) The non-breaching party shall provide the breaching party with written notice which sets forth the alleged Material Breach(es)
- (b) The breaching party shall have ninety (90) days following receipt of the notice from the non-breaching party (the "Cure period") to cure such alleged Material Breach(es), or within such longer period of time as allowed by the non-breaching party in its notice.
- (c) In the event that the breaching party fails to cure such Material Breaches during the Cure Period, the non-breaching party may terminate this Agreement upon the expiration of the Cure Period by providing the breaching party with written notice of termination of this Agreement. In that event, the termination shall be subject to the Wind-Up provisions set forth in Section 2.5(d). The right to terminate this Agreement set forth in this paragraph shall be in addition to the other rights and remedies available to the parties under applicable law.

(d) In the event of a Material Breach of this Agreement that has not been cured by the expiration of the Cure Period, the parties shall, unless the parties mutually agree otherwise in writing, continue to perform their respective obligations under this Agreement for a minimum of twelve (12) months after the expiration of the Cure Period (the "Wind-Up Period"). The Wind-Up Period shall be reduced to six months if the Material Breach involves NFD's failure to make the required payments or Eastside's failure to provide the services required as set forth in Section 3. During the Wind-Up Period, the parties shall coordinate their efforts to transition services in a reasonable and efficient manner. If Eastside continues to provide all services as defined in Section 3 during the Wind-Up Period, NFD will be responsible for all payments required under this Agreement until the conclusion of the Wind-Up Period.

**2.6. Termination Pursuant to Membership in Eastside.** If NFD later decides to join Eastside as a voting member governed by the Eastside Fire & Rescue Interlocal Agreement or any successor agreement thereto ("Eastside ILA"), then the parties to this Agreement shall mutually decide on a termination date and an appropriate plan and process for NFD's becoming a member of Eastside, subject to approval by the governing bodies of Eastside's then-current members through the process provided in the Eastside ILA.

### **3. SERVICES PERFORMED BY EASTSIDE FOR NFD**

**3.1. Fire Suppression Services.** Eastside shall furnish fire protection, fire suppression, and all hazard emergency response services necessary for the protection of life and property to all properties and persons presently within the boundaries of, or annexed to, NFD, including all real and personal properties owned or leased by NFD. Eastside shall render these services to NFD on the same basis as they are rendered to other areas served by Eastside, without regard to political boundaries but rather with regard to providing the most efficient and effective service to the entire area served by Eastside.

**3.2. Emergency and Non-emergency Medical Services.** EFR shall furnish emergency medical services, and non-emergency medical services under RCW 35.21.930, to all properties and persons presently within or annexed to NFD, including all real and personal properties leased or owned by NFD. Eastside shall render these services to NFD on the same basis as they are rendered to other areas served by Eastside, without regard to political boundaries but rather with regard to providing the most efficient and effective service to the entire area served by Eastside.

**3.3. Level of Service.** Eastside shall maintain the following staffing levels to support fire suppression and emergency medical services to NFD during the term of this Agreement:

**(i) Station 51 Staffing.** One engine, one aid car, and one Battalion Chief truck, with one Battalion Chief, one Officer, one Engineer, and three Firefighters.

**(ii) Station 57 Staffing.** One engine (cross-staffed with an aid car), with one Officer, one Engineer, and one Firefighter.

**(iii) Overall Staffing Levels.** For purposes of this Agreement, the parties anticipate that Eastside will maintain employment of 41 uniformed firefighters that are primarily assigned to NFD's Stations 51 and 57 to maintain appropriate coverage at each worksite.

Eastside reserves the right to temporarily modify staffing levels from time to time as circumstances may require in its sole reasonable discretion.

**3.4. Fire Prevention Services.** Eastside shall provide fire prevention and public education services to property owners, residents, and businesses located within NFD's service area. It is assumed that Eastside, will, throughout the year, receive from residents, property owners, and/or businesses within the City, requests for other prevention and education services and Eastside will accommodate those requests, as staffing allows, as it would do under similar circumstances for requests elsewhere within the Eastside service area.

**3.5. Fire Marshal Services (fire code compliance and inspection).** Eastside agrees to provide the following Fire Marshal services for properties and projects within NFD's service area, utilizing State Codes and local ordinances as applicable: pre-construction plan review and approval; testing of sprinkler and other fire suppression systems and detection systems in new construction; occupancy inspections; wood stove inspections; fireworks permits and other related permits; code interpretation in conjunction with construction; inspection of commercial buildings and witness testing of fire alarm systems for certification in new construction; and ongoing existing building, facilities, and properties inspections. In connection with providing Fire Marshal services, Eastside shall also be available for periodic meetings with and consulting for appropriate city, county, or district staff and officials for whom NFD is currently providing Fire Marshal services. NFD shall reimburse Eastside directly for any plan review services that Eastside does not have the in-house expertise to review and that would require Eastside to retain an outside resource. The



parties recognize that King County has statutory jurisdiction to enforce the King County fire code within the unincorporated areas served by NFD.

(a) NFD shall designate Eastside's Fire Marshall to be the fire marshal and fire prevention officer of NFD. For purposes of this agreement, Eastside's Fire Chief shall serve as the NFD Fire Chief and fire code official.

(b) Eastside shall report fire code violations to NFD and shall cooperate with city and county building and code enforcement officials to administer and enforce the applicable fire codes, but Eastside shall have no direct responsibility for code enforcement, which shall remain the responsibility of the building, planning, and/or code enforcement officers of the cities and/or counties within NFD's service area. Any legal costs incurred by Eastside in the enforcement of fire codes shall be paid by NFD and shall not be an operating expense of Eastside. Any awards of costs, attorneys' fees, penalties, or fines in an enforcement action shall be the property of the enforcing city or county.

(c) All permits shall be issued by and under the authority of the permitting authorities within NFD's service area. Eastside shall work closely with such authorities as needed to carry out the fire code and ensure a timely and coordinated permitting process.

**3.6. Hazardous Materials Incident Response.** Eastside shall provide operational level hazardous materials response capabilities at the same level currently provided to its service area, either by Eastside employees or by contract. The service to be provided by Eastside does not include cleanup, remediation, or cost recovery from hazardous materials, nor shall Eastside be responsible for response levels beyond that of "Operations" as identified in NFPA 472. Eastside shall not bear any responsibility for any costs of Hazmat Response within NFD's jurisdictional boundaries.

**3.7. Dispatch Services.** Dispatch services shall be provided to NFD through Eastside's contractual arrangement with NORCOM.

**3.8. Fire Chief and Administrative Services.**

(a) **Fire Chief.** NFD shall designate Eastside's duly appointed Fire Chief, or acting Fire Chief, as the fire chief of NFD. Eastside's Fire Chief shall have and exercise all powers granted to the fire chief in NFD's governing documents. Eastside's Fire Chief shall hire, discipline, discharge, and supervise all employees and volunteers of Eastside, including all employees and volunteers who provide service within NFD's service area.

(b) **Administrative Services.** Eastside shall provide all administrative oversight and support functions necessary to effectively deliver the services provided under this Agreement, including NFD's accounts payable,

accounts receivable, audit, and bookkeeping functions, as well as personnel management and supervision.

#### **4. PAYMENT FOR SERVICES.**

**4.1. Charges Due Annually.** For the services provided by Eastside pursuant to this Agreement, NFD shall pay Eastside the following amounts annually, billed monthly:

**(a) Personnel Costs.** Personnel Costs consisting of all employee and employee-related expenses, including wages, benefits, and overtime costs incurred to render services described in Section 3. For 2022, NFD shall pay Personnel Costs of **\$7,393,174**, subject to the adjustments described in Sections 4.3(b) and 4.3(c) below.

**(b) Operations Costs.** Operations Costs consisting of all operating expenses incurred annually to adequately render services described in Section 3 to NFD. For 2022, NFD shall pay Operations Costs of **\$1,046,946**, subject to the adjustments described in Section 4.3(a) below.

**(c) Contract Administration Charge.** An annual Contract Administration Charge equal to ten percent (**10%**) of the sum of Personnel Costs and Operations Costs. For 2022, the Contract Administration Charge is **\$829,012 (includes \$15,000 facility credit)**. The Contract Administration Charge is not subject to the Reconciliation adjustment described in Section 4.3(b) below.

**(d) Equipment Replacement Charge.** An annual Equipment Replacement Charge to cover routine replacement of items listed in **Exhibit A**. For 2022, the Equipment Replacement Charge is **\$135,189**. The annual Equipment Replacement Charge does not include or offset NFD's apparatus and vehicle replacement obligations under Section 5.6 below.

**(e) Capital Facilities Maintenance Charge.** An annual Capital Facilities Maintenance Charge to cover routine maintenance of capital facilities to meet the Eastside facility standards as set forth in Eastside Board Policy 0005 (as currently in effect or as subsequently amended). See **Exhibit D**. For 2022, the Capital Facilities Maintenance Charge is **\$50,000**.

**4.2. Start-Up Costs.** As a one-time fee to cover NFD's proportionate share of Eastside's Liability Reserve Fund, as set forth in Eastside Board Financial Policy 0002, Section 5.5 (as currently in effect or as subsequently amended), NFD shall be responsible for paying Eastside the sum of **\$412,936** on or before the Implementation Date of this Agreement.

#### **4.3. Annual Adjustments to Charges.**

**(a) Annual Escalator.** The annual charge to NFD for Operations Costs, Equipment Replacement and Capital Facilities Maintenance described in Section 4.1 above shall increase by three percent (3%) annually.

**(b) Reconciliation.** The annual charge to NFD shall be subject to the following process to reconcile the Personnel Costs estimated at the beginning of the year to the Actual Personnel Costs (see subsection 4.3(c) below) ("Reconciliation Adjustment"):

**(c) Actual Personnel Costs.** NFD shall pay to Eastside the Actual Personnel Costs incurred to render services described in Section 3. Actual Personnel Costs shall include the fully burdened rate based on actual wages (including overtime) and benefits paid and accrued during the year. The initial calculation of Personnel Costs for a particular year shall be established by October 15<sup>th</sup> based on budgeted personnel cost for the subsequent calendar year, and such budgeted amount shall then be reconciled to the Actual Personnel Costs by no later than February 15<sup>th</sup> of the year following the contract year. Example: By October 15<sup>th</sup>, 2022, Eastside will establish a budgeted Personnel Cost for calendar year 2023. NFD will pay this amount for services rendered in 2023. Eastside will then reconcile the budgeted amount to the Actual Personnel Cost and provide NFD with a reconciliation for 2022 no later than February 15, 2023. NFD shall pay any difference between the initial Personnel Costs and Actual Personnel Costs by no later than April 1<sup>st</sup> immediately following receipt of the reconciliation from Eastside; provided, that if initial Personnel Costs paid by NFD exceed Actual Personnel Costs for a given year, such difference shall be credited against Personnel Costs due for the following year, unless this Agreement will expire at the end of the year for which such costs were paid by NFD, in which case such difference shall be refunded to NFD.

**4.4. Payment Procedures.** Eastside shall invoice NFD on a monthly basis for the expenses described in Section 4.1 above, and NFD shall pay all invoiced amounts within 30 days. In the event the Implementation Date is established on a date prior to January 1, 2022, the cost of services for that portion of 2021 following the Implementation Date shall be prorated on a 365 day basis. (For example, if the Implementation Date is November 1, NFD would pay 61/365 (17%) of the full annual amount.)

**4.5. Charges Under RCW 52.30.020.** Eastside may exercise its powers under RCW 52.30.020 or other provisions of state or federal law related to fire protection and emergency medical services by contracting directly with state agencies, state institutions, or municipal corporations owning real property or improvements within NFD's service area.

**5. PROPERTY OWNERSHIP AND FUNDING.** All real and personal property that is owned or acquired by NFD for use by Eastside in carrying out this Agreement shall be owned and funded as follows:

- 5.1. Real Property Ownership.** Station 51, and 57 and the real property upon which they are situated, and all other real property that is acquired by NFD prior to the Commencement Date of this Agreement shall remain the real property of NFD. Following execution of this Agreement and before the Commencement Date, NFD shall file with Eastside's Fire Chief an inventory of such before-acquired real property. All real property acquired jointly by NFD and Eastside after the Commencement Date shall be the joint real property of NFD and Eastside, and all real property acquired separately by NFD or Eastside after the Commencement Date shall be the separate real property of that party. Eastside shall have exclusive access to and control over all real property listed in **Exhibit B**, attached hereto. Such real property shall be under the exclusive direction and control of Eastside, subject to NFD's right, with reasonable notice, to enter the premises to inspect the facilities and equipment, and to otherwise assure compliance with the terms of this Agreement and applicable laws and regulations. Additionally, Eastside acknowledges that NFD has a contractual relationship with the Shoreline Fire Department to house Medic One operations at Station 57 and that Medic One's operations will continue to be accommodated while this Agreement remains in effect.
- 5.2. Real Property Maintenance and Repair.** The Eastside Board of Directors shall fund the maintenance and repair of all real property in accordance with **Exhibit C** and **Exhibit D**. **Exhibit D** shall include the establishment and funding of a special account for maintenance and repair of real property. In conjunction with Eastside's budgeting process, the Eastside Board of Directors may, by motion, amend **Exhibit C** and **Exhibit D**. Any such motion shall be reduced to writing, filed with the Secretary of the Board, and attached to this Agreement.
- 5.3. Improvements to Real Property.** The Eastside Board shall determine and carry out all improvements to real property. Upon request by NFD, the Eastside Board may carry out improvements to NFD's separate real property that are paid for entirely by NFD.
- 5.4. Personal Property Ownership.** Following execution and before the Effective Date of this Agreement, NFD shall file with Eastside's Fire Chief an inventory, a statement of fair market value, and a depreciation schedule of all personal property acquired by NFD prior to the Commencement Date. **Exhibit B**, which is incorporated in and attached to this Agreement, lists and describes the personal property over which Eastside has exclusive access and control while this Agreement remains in effect, and indicates whether the personal property

is considered separate personal property of NFD or joint personal property of Eastside and NFD.

- 5.5. Personal Property Replacement.** The Eastside Board of Directors shall fund, replace, value, and depreciate all personal property listed and described in **Exhibit B** and **Exhibit C**, including the establishment and funding of a special account for replacement of personal property. In conjunction with Eastside's budgeting process, the Board may, by motion, amend **Exhibit B** and **Exhibit C**; provided, that no transfer of ownership of real property from NFD to Eastside may be effectuated without the approval of NFD's Board of Fire Commissioners. Any such motion shall be reduced to writing, filed with the Secretary of the Board, and attached to this Agreement. NFD shall provide Eastside with all applicable service and maintenance records, shop manuals, and other documents related to NFD's personal property.
- 5.6. Apparatus and Vehicle Replacement.** Except as provided in Section 5.7 below, NFD shall be responsible for purchasing replacement apparatus and vehicles to be used by Eastside in providing services under this Agreement in accordance with NFD's adopted capital equipment replacement schedule, attached hereto as **Exhibit E**.
- 5.7. Capital Improvements.** Eastside shall be responsible for the equipment replacement and capital facilities maintenance expenditures ("Capital Expenditures Program") identified in **Exhibit D**. Eastside shall update its Capital Expenditures Program in conjunction with its budgeting process with input from NFD's Board of Commissioners. In the event of a dispute between Eastside and NFD over the Capital Expenditures Program or the funding of capital improvements or equipment, such dispute shall be resolved in accordance with the Dispute Resolution process set forth in Section 12.
- 5.8. Records.** Except as specifically provided elsewhere in this Agreement, there will be no transfers of records between the parties.
- 5.9. Utilities.** Eastside shall be responsible for payment of all utilities for the real property.
- 5.10. SEPA Mitigation.** NFD, under certain circumstances, has the ability to require actions of mitigation which may have an impact upon fire protection for development or other activities within NFD's service area. Prior to the City of Kenmore or Lake Forest Park's issuance of a SEPA threshold determination for development or other activity within NFD's service area which: (i) may materially increase the cost of providing the administrative and operational services specified herein; and for which NFD may require mitigation, NFD and Eastside shall meet and discuss the impact on the services provided under this Agreement and the appropriate mitigation, if any, to recommend to the City's SEPA responsible official.

## **6. EMPLOYEE TRANSFERS.**

- 6.1. Employer.** Eastside shall serve as the employer of all employees and shall employ all employees and volunteers necessary to fulfill the purposes of this Agreement, consistent with applicable laws and regulations. Eastside assumes all retirement system obligations with respect to employees who transition from NFD to Eastside pursuant to this Agreement, except as set forth in Section 6.5 below. The adopted budget of Eastside shall contain sufficient funds to pay all wages, salaries, employee benefits, payroll taxes, and other expenses of employees and volunteers.
- 6.2. Transition of NFD Employees to Eastside.** In taking on additional personnel to provide services under this Agreement, Eastside will give first consideration to NFD employees.
- 6.3. Collective Bargaining.** Each party shall undertake to collectively bargain the impacts of this Agreement upon the respective labor unions representing each party's employees. The Eastside Union and the International Association of Firefighters Local 2459 ("NFD Union") shall each independently approve agreements, with Eastside and NFD respectively, establishing the conditions under which the NFD firefighters will be integrated into the Eastside Union.
- 6.4. Indemnification Regarding NFD Personnel Claims.** NFD shall indemnify, defend, and hold Eastside harmless from any and all demands, claims, actions, judgments, or liabilities of any kind (including defense costs and awards of attorney fees) by former NFD personnel, that arise out of or relate to NFD's acts or omissions prior to the Commencement Date of this Agreement.
- 6.5. NFD LEOFF 1 Responsibility.** NFD shall retain the liability for retired LEOFF 1 NFD employees to include medical and long-term care insurance payments and any other expenses incurred by NFD LEOFF 1 personnel in accordance with NFD policies and procedures.
- 6.6. Accrued Employee Leave Balances.** NFD shall be responsible for the full amount of NFD employee leave balances existing on the Commencement Date of this Agreement.

## **7. OVERSIGHT AND ADMINISTRATION.**

- 7.1. NFD Meetings.** Eastside will provide a NFD Liaison (appointed by Eastside) to attend NFD's Board of Commissioners meetings and other such duties as assigned by the Fire Chief, provided that such duties do not, in the opinion of the Fire Chief, interfere with or disrupt the overall operation and management of Eastside. The Liaison shall provide NFD's Board of Commissioners with regular updates on Eastside operations.

**7.2. Annual Report.** The Fire Chief or designee shall provide an annual report to the NFD Board of Commissioners regarding the services provided under this Agreement on or before July 1 of each year beginning in 2022.

**7.3. Administration of Agreement.** The Fire Chief shall be the administrator of this Agreement. The Fire Chief shall have authority to establish administrative policies and procedures to carry out the purposes of this Agreement.

## **8. EXISTING AGREEMENTS.**

**8.1. Mutual and Automatic Aid Agreements.** Eastside shall assume NFD's contractual responsibility and obligations for the provision of mutual and automatic aid under agreements between NFD and other fire agencies. At such time as these agreements are renegotiated and re-executed, Eastside will represent NFD's interests and shall be signatory to the agreements. NFD's Board of Fire Commissioners shall not have authority to approve Eastside's execution of mutual aid agreements (or amendments to existing agreements) unless the other parties to such agreements specifically require that NFD be a named party to such agreements.

## **9. INDEMNIFICATION AND HOLD HARMLESS.**

**9.1.** NFD shall protect, defend, indemnify, and hold harmless Eastside (including its officers, employees, and agents) from any and all costs, claims, judgments, or awards of damages, including attorney fees, arising out of or in any way resulting from the negligent acts or omissions of NFD (including its officers, employees, and agents) in performing any obligations or exercising any authorities under this Agreement. Eastside shall protect, defend, indemnify, and hold harmless NFD (including its officers, employees, and agents) from any and all costs, claims, judgments, or awards of damages, including attorney fees, arising out of or in any way resulting from the negligent acts or omissions of Eastside (including its officers, employees, and agents) in performing any obligations or exercising any authorities under this Agreement.

## **10. INSURANCE.**

**10.1. Eastside Insurance.** Eastside shall provide insurance coverage for all of Eastside and NFD's operations, facilities, equipment, and personnel. The insurance coverage shall include all risk property insurance, insuring fire station contents at replacement cost, and general liability insurance, including errors and omissions coverage.

## **11. INDEPENDENT MUNICIPAL GOVERNMENTS.**

**11.1. Independent Governments.** The parties recognize and agree that Eastside, its members, and NFD are independent government agencies. Except for the specific terms of this Agreement, nothing herein shall be construed to limit the discretion of the governing bodies of the parties. This Agreement shall not be

construed as creating an association, joint venture, or partnership between the parties, nor to impose any partnership obligations or liabilities on either party.

**11.2. No Agency.** Except as specifically provided in this Agreement, neither party has any right, power or authority to enter into any binding agreement or undertaking with a third party for or on behalf of the other party.

**11.3. Debts and Obligations.** Neither NFD nor Eastside, except as expressly stated in this Agreement, or as required by law, shall be liable for any debts or obligations of the other party.

**11.4. Assignment of Resources.** Eastside shall have the sole discretion to temporarily to allocate and assign the resources available to it without regard to political boundaries and to determine the exact method by which the services described in this Agreement are provided within the jurisdictional boundaries of Eastside and NFD.

## **12. DISPUTE RESOLUTION.**

**12.1.** Prior to any other action, the Chair of the NFD Board of Commissioners and the Fire Chief shall meet and attempt to negotiate a resolution to any and all disputes.

**12.2.** If the parties are unable to resolve the dispute through negotiation, either party may demand mediation with a mediator selected by mutual agreement. Mediation shall occur within 30 days of the demand for mediation, unless the chosen mediator is unavailable within that time frame and the parties agree to a delay to accommodate the mediator's schedule. The parties shall share equally the costs of mediation and shall be responsible for their own costs in preparation and participation in the mediation, including expert witness fees and attorney fees.

**12.3.** If a mediator or the timing of the mediation cannot be agreed upon, or if the mediation fails to resolve the dispute, then either party may submit the matter to the American Arbitration Association for binding arbitration according to its Commercial Arbitration Rules, unless the parties agree in writing to an alternative dispute resolution process. The arbitration shall be before a single disinterested arbitrator with both parties sharing equally in the cost of the arbitrator and arbitration. The location of the arbitration shall be mutually agreed or established by the arbitrator, and the laws of Washington will govern its proceedings. Each party shall be responsible for its own costs in preparing for and participating in the arbitration, including expert witness fees and attorney fees.

**12.4.** Unless otherwise agreed in writing, this dispute resolution process shall be the sole, exclusive, and final remedy to or for either party for any dispute regarding this Agreement, and its interpretation, application, or breach, regardless of whether the dispute is based in contract, tort, a violation of federal law, state



statute, or local ordinance, or for any breach of administrative rule or regulation and regardless of the amount or type of relief demanded. A party may enforce the final arbitration award in any court of competent jurisdiction.

### **13. MISCELLANEOUS**

- 13.1. Non-Exclusive Agreement.** The parties to this Agreement acknowledge that Eastside retains authority to enter into similar agreements with other municipal agencies.
- 13.2. Non-Waiver of Breach.** The failure of either party to insist upon strict performance of any of the covenants and agreements contained in this Agreement, or to exercise any option conferred by this Agreement in one or more instances, shall not be construed to be a waiver, estoppel, or abandonment of those covenants, agreements, or options, all of which shall remain in full force and effect.
- 13.3. Governing Law.** This Agreement shall be interpreted, construed, and enforced in accordance with the laws of the State of Washington.
- 13.4. Assignment.** Any assignment of this Agreement by either party without the prior written consent of the non-assigning party is void. If the non-assigning party gives its consent to any assignment, the terms of this Agreement shall continue in full force and effect and no further assignment may be made without additional written consent.
- 13.5. Modification.** No waiver, alteration, or modification of any of the provisions of this Agreement is binding unless in writing and signed by a duly authorized representative of each party and subject to ratification by the governing body of each party. This Agreement may not be modified, supplemented, or otherwise affected by the parties' course of dealing or course of performance.
- 13.6. Compliance with Laws.** Each party agrees to comply with all local, federal, and state laws, rules, and regulations that are now effective or in the future become applicable to this Agreement.
- 13.7. Entire Agreement.** This Agreement, together with the Exhibits hereto, constitutes the entire Agreement between the parties. The written terms and provisions of this Agreement, together with the Exhibits hereto, supersede all prior communications, negotiations, representations, and/or agreements, whether verbal or written, between the parties.
- 13.8. Severability.** If any section of this Agreement or its application to particular person or entity is adjudicated to be invalid, such action shall not affect the validity of any other section not so adjudicated or its applicability to other persons or entities.

**13.9. Interpretation.** Any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in interpreting this Agreement. The language in this Agreement shall not be construed strictly for or against any party.

**13.10. Notices.** All notices, requests, demands, and other communications required by this Agreement shall be in writing to the addresses listed below, and, except as provided elsewhere in this Agreement, shall be deemed to have been given at the time of delivery if personally delivered to the recipient, or three calendar days after the time of mailing if mailed by first class mail, postage prepaid.

Eastside Fire & Rescue:  
Attn: Fire Chief  
175 Newport Way NW  
Issaquah, WA 98027

Northshore Fire Department  
Attn: Board Chair  
7220 NE 181<sup>st</sup> St.  
Kenmore, WA 98028

**13.11. Benefits.** This Agreement is entered into for the benefit of the parties to this Agreement only and shall confer no benefits, direct or implied, on any third persons.

**13.12. Survival.** The rights and duties of Sections 2.4, 6, 9, and 12 shall survive expiration or termination of this Agreement.

**13.13. Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall constitute an original, and all of which together constitute this one Agreement.

ACKNOWLEDGED AND AGREED TO BY:

**EASTSIDE FIRE & RESCUE**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its \_\_\_\_\_

DATE: \_\_\_\_\_

**NORTHSHORE FIRE DEPARTMENT**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its \_\_\_\_\_

DATE: \_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_

David A. Linehan  
Attorney for Eastside Fire & Rescue

Attorney for Northshore Fire Department

PROPOSED

## EXHIBIT A

### NFD ANNUAL CONTRIBUTION TO EASTSIDE EQUIPMENT REPLACEMENT FUND

| NFD Annual Contribution to EF&R Equipment Replacement Plan                                           |           |           |
|------------------------------------------------------------------------------------------------------|-----------|-----------|
| Type                                                                                                 | 2022      | 2023      |
| Gas Detectors                                                                                        | \$613     | \$632     |
| SCBA                                                                                                 | \$44,521  | \$45,857  |
| Defib                                                                                                | \$4,825   | \$4,969   |
| SCBA Compressors                                                                                     | \$8,216   | \$8,462   |
| TI Camera                                                                                            | \$758     | \$781     |
| Bunker Gear                                                                                          | \$28,635  | \$29,494  |
| Ballistic Vests                                                                                      | \$2,241   | \$2,308   |
| Computers(MDC inc 2023+)                                                                             | \$33,111  | \$34,104  |
| PT Equipment                                                                                         | \$3,608   | \$3,716   |
| Rescue Tool/Airbags                                                                                  | \$2,648   | \$2,728   |
| Hose                                                                                                 | \$6,014   | \$6,194   |
| Annual Total:                                                                                        | \$135,189 | \$139,244 |
| Radios - NFD is responsible for their share of PSERN transfer when it occurs                         |           |           |
| *Replacement schedule for each item will take place as identified in EF&R Equipment Replacement Plan |           |           |

## **EXHIBIT B**

### **NFD REAL AND PERSONAL PROPERTY UNDER EASTSIDE EXCLUSIVE ACCESS & CONTROL**

Fire Station 51 - 7220 NE 181<sup>st</sup>, ST, Kenmore, WA 98028 (parcel 0114100560); *except* the following portions of Fire Station 51, which shall remain under the exclusive control of NFD: one secured office (space to be determined) for use by the Board of Fire Commissioners.

Fire Station 57 - 17020 Brookside BLVD NE, Lake Forest Park, WA 98155 (parcel 7611300010).

All vehicles titled to NFD at time of contract implementation (see table below).

| Northshore Fire Department        |               |      |      |              |
|-----------------------------------|---------------|------|------|--------------|
|                                   |               |      |      |              |
|                                   |               | 2021 |      |              |
| Vehicle                           | Assignment    | Year | Age  | Service Life |
| <b>Staff Vehicles</b>             |               |      |      |              |
| Chevy Suburban                    | Battalion 151 | 2009 | 12   | 8            |
| Chevy Suburban                    | Battalion 251 | 1999 | 22   | 8            |
| Chevy Traverse                    | Deputy Chief  | 2018 | 3    | 10           |
| Chevy Equinox                     | Fire Chief    | 2016 | 5    | 10           |
| Chevy Trail Blazer                |               | 2005 | 16   | 10           |
| Chevy Trail Blazer                |               | 2008 | 13   | 10           |
| <b>Support Vehicles/Equipment</b> |               |      |      |              |
| Chevy 1-Ton Pick-Up               |               | 2009 | 12   | 15           |
| Cargo Mate Trailer                | UASI TRT      | 2013 | 8    | 15           |
| Nissan Forklift                   |               |      | 2021 | n/a          |
| <b>Aid Cars</b>                   |               |      |      |              |
| Horton                            | Aid 151       | 2016 | 5    | 10           |
| Braun                             | Aid 251       | 2008 | 13   | 10           |
| <b>Engines/Ladder</b>             |               |      |      |              |
| Pierce Enforcer                   | Engine 151    | 2020 | 1    | 15           |
| Pierce Enforcer                   | Engine 157    | 2020 | 1    | 15           |
| Pierce Arrow XT                   | Engine 251    | 2010 | 11   | 15           |
| Pierce Arrow XT                   | Engine 257    | 2010 | 11   | 15           |
| <b>Special Vehicles</b>           |               |      |      |              |
| H & W Heavy Rescue                |               | 2006 | 15   | n/a          |

All vehicles listed will be utilized for their useful life. However, only those that are also identified in Exhibit E will be included in future replacement by NFD. Additionally, any of these vehicles that end up identified in the 2023 – 2024 EF&R Equipment Replacement Plan will be included for future replacement at Eastside's expense. All vehicles will remain titled to NFD until replacement, at which time the funding party will take title to the new vehicle, and the old vehicle will be surplus with the proceeds remitted to the original purchaser.

## EXHIBIT C

### EASTSIDE PERSONAL PROPERTY

The ownership of all personal property not expressly identified in Exhibit B is owned by Eastside (a Non-Profit Corporation), to include items listed in Table 1 below.

Replacement and maintenance of these items will be purchased out of the Eastside General Fund or the jointly funded Equipment Replacement Fund.

Table 1

|                                                          |
|----------------------------------------------------------|
| 1. IT Equipment                                          |
| 2. Bunker Gear                                           |
| 3. Self-Contained Breathing Apparatus                    |
| 4. Rescue Equipment                                      |
| 5. Office Supplies                                       |
| 6. Radios                                                |
| 7. Furniture                                             |
| 8. Uniforms                                              |
| 9. Hose                                                  |
| 10. Any other property not expressly listed in Exhibit B |
|                                                          |

## **EXHIBIT D**

### **EASTSIDE CAPITAL EXPENDITURES PROGRAM**

Per paragraph 5.2, this exhibit “shall include the establishment and funding of a special account for maintenance and repair of real property”. The Eastside Board of Directors has adopted, and maintains, two policies in direct support of this exhibit: (i) Policy 0008 - Equipment Replacement Fund, and (ii) Policy 0005 – Capital Facilities Maintenance Fund.

The Equipment Replacement and Capital Facilities Maintenance schedules adopted by the Eastside Board shall serve as Exhibit D and shall be updated in connection with Eastside’s annual/biennial budget process.

NFD-owned facilities will be added to Exhibit D as part of the comprehensive 2023-2024 budget creation and adoption process.



### Equipment Replacement Fund (ERF) Schedule (2021-2022)

|              |            |      |         | 2019        | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 |
|--------------|------------|------|---------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------|------|------|------|------|------|
| Cash Balance |            |      |         | \$1,236,340 | \$2,051,353 | \$2,307,171 | \$1,243,087 | \$887,330   | \$828,413   | \$855,590   | \$1,284,442 | \$1,420,997 | \$2,157,088 | \$1,942,745 | \$2,308,449 | \$1,388,280 | \$2,333,575 | \$1,707,878 | \$1,717,527 | \$2,024,253 | \$4,468,283 |      |      |      |      |      |      |
| Construction |            |      |         | \$217,247   | \$653,235   | \$2,121,584 | \$1,782,528 | \$1,102,388 | \$1,187,376 | \$1,182,009 | \$1,237,885 | \$1,237,885 | \$1,267,068 | \$1,307,837 | \$1,347,785 | \$1,387,265 | \$1,433,407 | \$1,488,738 | \$1,451,713 | \$1,505,474 | \$1,552,016 |      |      |      |      |      |      |
| Debt         |            |      |         | \$681,475   | \$659,535   | \$1,211,584 | \$1,729,717 | \$829,589   | \$858,474   | \$1,011,433 | \$1,034,003 | \$1,031,758 | \$1,179,000 | \$1,179,000 | \$939,687   | \$1,281,151 | \$1,817,873 | \$1,548,095 | \$1,458,981 | \$1,508,881 | \$1,551,881 |      |      |      |      |      |      |
| Net          |            |      |         | \$5,051,363 | \$3,377,474 | \$1,245,987 | \$887,330   | \$828,413   | \$855,590   | \$1,284,442 | \$1,420,997 | \$2,157,088 | \$1,942,745 | \$2,308,449 | \$1,388,280 | \$2,333,575 | \$1,707,878 | \$1,717,527 | \$2,024,253 | \$4,468,283 | \$2,780,498 |      |      |      |      |      |      |
|              |            |      |         |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| Type         | Base       | Rate | Replace | 2019        | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 |
| 88.80        | Engine 172 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 178 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 172 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 188 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 181 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |
| 88.80        | Engine 186 | 2019 | 2020    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |      |      |      |      |      |      |

|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|------|-----------------------|-------------|--------|---------|-----------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|      |                       |             |        |         | 2019                                                                                          | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        |
|      | Cash Balance          |             |        |         | \$1,226,340                                                                                   | \$2,051,303 | \$2,377,171 | \$1,240,087 | \$667,330   | \$928,410   | \$600,590   | \$1,264,492 | \$1,420,997 | \$2,157,099 | \$1,642,745 | \$2,305,695 | \$1,386,280 | \$2,330,575 | \$1,707,878 | \$2,717,027 | \$3,524,253 | \$4,566,289 |
|      | Contributions         |             |        |         | \$914,945                                                                                     | \$942,393   | \$94,500    | \$0         | \$1,090,938 | \$1,123,666 | \$1,157,376 | \$1,192,097 | \$1,227,860 | \$1,264,696 | \$1,302,637 | \$1,341,716 | \$1,381,968 | \$1,423,427 | \$1,466,129 | \$1,510,113 | \$1,555,417 | \$1,602,079 |
|      | Purchases             |             |        |         | \$661,878                                                                                     | \$616,525   | \$1,231,584 | \$572,757   | \$829,859   | \$1,451,486 | \$493,474   | \$1,035,593 | \$491,758   | \$1,779,050 | \$639,687   | \$2,261,132 | \$437,673   | \$2,046,123 | \$456,981   | \$702,887   | \$513,380   | \$2,407,420 |
|      | Net                   |             |        |         | \$2,051,303                                                                                   | \$2,377,171 | \$1,240,087 | \$667,330   | \$928,410   | \$600,590   | \$1,264,492 | \$1,420,997 | \$2,157,099 | \$1,642,745 | \$2,305,695 | \$1,386,280 | \$2,330,575 | \$1,707,878 | \$2,717,027 | \$3,524,253 | \$4,566,289 | \$3,760,948 |
|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Type                  | New         | leplac | Replace | 2019                                                                                          | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        |
| 8839 | Engine 173            | 2010        | 20     | 2030    |                                                                                               |             |             |             |             |             |             |             |             |             |             | \$730,216   |             |             |             |             |             |             |
| 8840 | Engine 178            | 2010        | 20     | 2030    |                                                                                               |             |             |             |             |             |             |             |             |             |             | \$730,216   |             |             |             |             |             |             |
| 8842 | Engine 183            | 2012        | 20     | 2032    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             | \$759,716   |             |             |             |             |
| 8843 | Engine 187            | 2016        | 20     | 2036    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             | \$822,341   |             |
| 8845 | Engine 185            | 2016        | 20     | 2036    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             | \$822,341   |             |
| 8845 | Engine 172            | 2016        | 20     | 2036    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Engine 182 (Quint)    | See line 46 |        |         |                                                                                               |             | \$611,012   |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8832 | Backup Engine         | 2001        | 25     | 2026    | REPLACEMENT TRICKLE DOWN FROM FRONT-LINE UNITS                                                |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8833 | Backup Engine         | 2001        | 25     | 2026    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8834 | Backup Engine         | 2003        | 25     | 2028    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8835 | Reserve (wildland 76) | 2004        | 25     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8836 | Reserve (wildland 74) | 2004        | 25     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 8841 | Reserve (E288)        | 2012        | 25     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Subtotal              |             |        |         | \$0                                                                                           | \$0         | \$611,012   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$1,460,431 | \$0         | \$759,716   | \$0         | \$0         | \$0         | \$1,644,683 |
|      | Tax                   |             |        |         | \$0                                                                                           | \$0         | \$61,101    | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$146,043   | \$0         | \$75,972    | \$0         | \$0         | \$0         | \$164,468   |
|      | Total                 |             |        |         | \$0                                                                                           | \$0         | \$672,113   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$1,606,474 | \$0         | \$835,688   | \$0         | \$0         | \$0         | \$1,809,151 |
|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Type                  | New         | leplac | Replace | 2019                                                                                          | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        |
| 7842 | Aid 171               | 2017        | 15     | 2032    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             | \$272,968   |             |             |             |             |
| 7843 | Aid 183               | 2017        | 15     | 2032    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             | \$272,968   |             |             |             |             |
| 7840 | Aid 178               | 2014        | 15     | 2029    |                                                                                               |             |             |             | \$228,408   |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7839 | Aid 187               | 2011        | 15     | 2026    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7838 | Aid 185               | 2011        | 15     | 2026    |                                                                                               |             |             |             |             |             |             | \$242,388   |             |             |             |             |             |             |             |             |             |             |
| 7841 | Back up Aid Unit      | 2015        | 20     | 2035    | REPLACEMENT TRICKLE FROM FRONT-LINE AID UNITS                                                 |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7826 | Back up Aid Unit      | 1999        | 20     | 2019    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7828 | Aid 276 (reserve)     | 1999        | 20     | 2019    | REPLACEMENT TRICKLE FROM BACK UP AID UNIT                                                     |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7832 | Aid 288 (reserve)     | 1999        | 20     | 2019    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7836 | Public Educ. Aid      | 2006        | 20     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7831 | Swiftwater Aid        | 2000        | 20     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 7825 | Aid 189 (Surplus?)    | 1999        | 20     | N/A     |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Subtotal              |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$228,408   | \$0         | \$0         | \$484,776   | \$0         | \$0         | \$0         | \$0         | \$0         | \$545,937   | \$0         | \$0         | \$0         | \$0         |
|      | Tax                   |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$22,841    | \$0         | \$0         | \$48,478    | \$0         | \$0         | \$0         | \$0         | \$0         | \$54,594    | \$0         | \$0         | \$0         | \$0         |
|      | Total                 |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$251,249   | \$0         | \$0         | \$533,254   | \$0         | \$0         | \$0         | \$0         | \$0         | \$600,531   | \$0         | \$0         | \$0         | \$0         |
|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Type                  | New         | leplac | Replace | 2019                                                                                          | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2035        | 2036        |
| 9811 | Ladder 171            | 2018        | 20     | 2038    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 9810 | Engine 182 (Quint)    | 2009        | 20     | 2029    | REPLACEMENT TRICKLE DOWN FROM FRONT-LINE UNIT (quint is temporarily being used as Engine 182) |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Subtotal              |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         |
|      | Tax                   |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         |
|      | Total                 |             |        |         | \$0                                                                                           | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         |
|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Type                  | New         | leplac | Replace | 2019                                                                                          | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2304        | 2035        | 2036        |
| 3806 | Tender 173            | 2002        | 35     | 2037    |                                                                                               |             | \$50,000    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 3809 | Tender 187            | 2017        | 30     | 2047    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 3807 | Tender 185            | 2002        | 35     | 2037    |                                                                                               |             | \$50,000    |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 3808 | Tender 183            | 2011        | 30     | 2041    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 6806 | TRT Rescue 187        | 2002        | 20     | 2022    |                                                                                               |             |             |             |             | \$606,226   |             |             |             |             |             |             |             |             |             |             |             |             |
| 1851 | BC 171                | 2019        | 5      | 2024    |                                                                                               |             |             |             |             | \$96,554    |             |             |             |             | \$106,603   |             |             |             |             | \$117,699   |             |             |
| 1852 | BC181                 | 2019        | 5      | 2024    | \$174,903                                                                                     |             |             |             |             | \$96,554    |             |             |             |             | \$106,603   |             |             |             |             | \$117,699   |             |             |
| 1853 | BC - OPS - Back-up    | 2019        | 5      | 2024    | REPLACEMENT TRICKLE FROM FRONT-LINE BC UNITS                                                  |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 6807 | Air Unit 185          | 1994        | 30     | 2024    |                                                                                               |             |             |             |             | \$150,000   |             |             |             |             |             |             |             |             |             |             |             |             |
|      |                       |             |        | 0       |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 6810 | Brush 178             | 2010        | 20     | 2030    |                                                                                               |             |             |             |             |             |             |             |             |             |             |             | \$161,701   |             |             |             |             |             |
| 8838 | Brush 187             | 2008        | 20     | 2028    |                                                                                               |             |             |             |             |             |             |             |             | \$155,422   |             |             |             |             |             |             |             |             |
| 2815 | Marine                | 2019        | 20     | 2039    | \$112,000                                                                                     |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      |                       |             |        | 0       |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
| 5820 | COM                   | 2019        | 30     | 2049    | \$80,000                                                                                      |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |
|      | Subtotal              |             |        |         | \$366,903                                                                                     | \$0         | \$100,000   | \$0         | \$0         | \$949,333   | \$0         | \$0         | \$0         | \$155,422   | \$213,206   | \$161,701   | \$0         | \$0         | \$0         | \$235,397   | \$0         | \$0         |
|      | Tax                   |             |        |         | \$36,690                                                                                      | \$0         | \$10,000    | \$0         | \$0         | \$94,933    | \$0         | \$0         | \$0         | \$15,542    | \$21,321    | \$16,170    | \$0         | \$0         | \$0         | \$23,540    | \$0         | \$0         |
|      | Total                 |             |        |         | \$403,594                                                                                     | \$0         | \$110,000   | \$0         | \$0         | \$1,044,267 | \$0         | \$0         | \$0         | \$170,964   | \$234,527   | \$177,871   | \$0         | \$0         | \$0         | \$258,937   | \$0         | \$0         |
|      |                       |             |        |         |                                                                                               |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |

|  | Type                | New  | Replac | Replace | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      | 2028        | 2029      | 2030      | 2031      | 2032      | 2033      | 2034      | 2035      | 2036      |
|--|---------------------|------|--------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|  | Mail Van            | 2015 | 10     | 2025    |           |           |           |           |           |           | \$36,570  |           |           |             |           |           |           |           |           |           | \$44,578  |           |
|  | ES                  | 2015 | 12     | 2027    |           |           |           |           |           |           |           |           | \$50,730  |             |           |           |           |           |           |           |           |           |
|  | ES                  | 2015 | 12     | 2027    |           |           |           |           |           |           |           |           | \$50,730  |             |           |           |           |           |           |           |           |           |
|  | ES                  | 2008 | 12     | 2020    |           | \$43,297  |           |           |           |           |           |           |           |             |           |           |           | \$56,010  |           |           |           |           |
|  | ES                  | 2012 | 12     | 2024    |           |           |           |           |           | \$47,804  |           |           |           |             |           |           |           |           |           |           |           |           |
|  | ES                  | 2008 | 12     | 2020    |           | \$43,297  |           |           |           |           |           |           |           |             |           |           |           | \$56,010  |           |           |           |           |
|  | UTV (Polaris)       | 2012 | 12     | 2024    |           |           |           |           |           | \$25,365  |           |           |           |             |           |           |           |           |           |           |           | \$32,169  |
|  | UTV (Club)          | 2012 | 12     | 2024    |           |           |           |           |           | \$25,365  |           |           |           |             |           |           |           |           |           |           |           | \$32,169  |
|  | AFM                 | 2008 | 15     | 2023    |           |           |           |           | \$46,866  |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | AFM                 | 2008 | 15     | 2023    |           |           |           |           | \$46,866  |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Facilities          | 2008 | 15     | 2023    |           |           |           |           | \$67,570  |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Shop Service        | 2011 | 15     | 2026    |           |           |           |           |           |           |           | \$71,706  |           |             |           |           |           |           |           |           |           |           |
|  | Shop 2500           | 2012 | 15     | 2027    |           |           |           |           |           |           |           |           | \$53,835  |             |           |           |           |           |           |           |           |           |
|  | F550                | 2008 | 15     | 2023    |           |           |           |           | \$67,570  |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Training Van        | 2015 | 15     | 2030    |           |           |           |           |           |           |           |           |           |             |           | \$40,376  |           |           |           |           |           |           |
|  | Fire Corps Van      | 2019 | 20     | 2039    | \$32,473  |           |           |           |           |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Forklift            | 2016 | 20     | 2036    |           |           |           |           |           |           |           |           |           |             |           |           |           |           |           |           |           | \$52,008  |
|  | Subtotal            |      |        |         | \$32,473  | \$86,595  | \$0       | \$0       | \$228,872 | \$98,533  | \$36,570  | \$71,706  | \$155,294 | \$0         | \$0       | \$40,376  | \$0       | \$112,019 | \$0       | \$0       | \$44,578  | \$116,346 |
|  | Tax                 |      |        |         | \$3,247   | \$8,659   | \$0       | \$0       | \$22,887  | \$9,853   | \$3,657   | \$7,171   | \$15,529  | \$0         | \$0       | \$4,038   | \$0       | \$11,202  | \$0       | \$0       | \$4,458   | \$11,635  |
|  | Total               |      |        |         | \$35,720  | \$95,254  | \$0       | \$0       | \$251,759 | \$108,387 | \$40,227  | \$78,876  | \$170,823 | \$0         | \$0       | \$44,414  | \$0       | \$123,221 | \$0       | \$0       | \$49,036  | \$127,980 |
|  | Type                | New  | Replac | Replace | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      | 2028        | 2029      | 2030      | 2031      | 2032      | 2033      | 2034      | 2035      | 2036      |
|  | Gas Detectors       | 2017 | 5      | 2022    |           | \$6,473   |           |           | \$13,739  |           |           | \$52,883  |           |             |           | \$7,891   |           |           | \$16,748  |           |           | \$4,443   |
|  | SCBA                | 2015 | 15     | 2030    |           |           |           |           |           |           |           |           |           | \$970,102   |           |           |           |           |           |           |           |           |
|  | Radio               | 0    | 0      | 2022    |           | \$0       | \$35,200  | \$302,225 |           |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Defib               | 2017 | 8      | 2025    |           | \$111,542 |           |           |           |           |           |           |           | \$130,689   |           |           |           |           |           |           |           |           |
|  | SCBA Compressors    | 2017 | 8      | 2025    |           |           |           |           |           |           | \$63,178  | \$64,441  |           | \$67,045    | \$68,386  |           |           |           | \$74,023  | \$75,503  |           | \$78,554  |
|  | MDC                 | 2020 | 5      | 2025    |           | \$66,300  |           |           |           |           | \$71,765  |           |           |             |           | \$79,235  |           |           |           |           | \$87,481  |           |
|  | TI Camera           | 2017 | 1      | 2018    |           |           |           |           | \$17,058  |           |           |           | \$18,464  |             |           |           |           | \$20,386  |           |           |           |           |
|  | Pump Test Trailor   | 2021 | 30     | 2051    |           |           | \$160,000 |           |           |           |           |           |           |             |           |           |           |           |           |           |           |           |
|  | Bunker Gear         | 2017 | 1      | 2018    | \$88,847  | \$90,624  | \$92,437  | \$94,285  | \$96,171  | \$98,094  | \$100,056 | \$102,057 | \$104,099 | \$106,181   | \$108,304 | \$110,470 | \$112,680 | \$114,933 | \$117,232 | \$119,576 | \$121,968 | \$124,407 |
|  | Ballistic Vests     | 2017 | 5      | 2022    |           | \$81,090  |           |           |           |           |           |           |           |             |           |           | \$100,825 |           |           |           |           |           |
|  | Computers           | 2017 | 1      | 2018    | \$72,684  | \$76,238  | \$78,525  | \$80,881  | \$126,005 | \$128,526 | \$131,096 | \$118,718 | \$121,392 | \$139,120   | \$141,903 | \$144,741 | \$132,635 | \$135,588 | \$153,600 | \$153,600 | \$156,672 | \$163,001 |
|  | PT Equipment        | 2017 | 1      | 2018    | \$15,300  | \$15,606  | \$15,918  | \$16,236  | \$16,561  | \$16,892  | \$17,230  | \$17,575  | \$17,926  | \$18,285    | \$18,651  | \$19,024  | \$19,404  | \$19,792  | \$20,188  | \$20,592  | \$21,004  | \$21,424  |
|  | Rescue Tool/Airbags | 2017 | 15     | 2032    |           |           |           |           |           |           |           |           |           |             |           |           |           | \$118,753 |           |           |           |           |
|  | Hose                | 2017 | 1      | 2018    | \$25,500  | \$26,010  | \$26,530  | \$27,061  | \$27,602  | \$28,154  | \$28,717  | \$29,291  | \$29,877  | \$30,475    | \$31,084  | \$31,706  | \$32,340  | \$32,987  | \$33,647  | \$34,320  | \$35,006  | \$35,706  |
|  | Subtotal            |      |        |         | \$202,331 | \$473,883 | \$408,610 | \$520,688 | \$297,137 | \$271,666 | \$412,043 | \$384,966 | \$291,759 | \$1,461,896 | \$368,327 | \$393,066 | \$397,884 | \$442,439 | \$415,437 | \$403,591 | \$422,131 | \$427,535 |
|  | Tax                 |      |        |         | \$20,233  | \$47,388  | \$40,861  | \$52,069  | \$29,714  | \$27,167  | \$41,204  | \$38,497  | \$29,176  | \$146,190   | \$36,833  | \$39,307  | \$39,788  | \$44,244  | \$41,544  | \$40,359  | \$42,213  | \$42,754  |
|  | Total               |      |        |         | \$222,564 | \$521,271 | \$449,471 | \$572,757 | \$326,850 | \$298,833 | \$453,247 | \$423,462 | \$320,935 | \$1,608,086 | \$405,160 | \$432,373 | \$437,673 | \$486,683 | \$456,981 | \$443,950 | \$464,344 | \$470,289 |

**Equipment Replacement Fund (ERF) Schedule (2021-2022)**  
**Facility Standard (useful life)**

| Item                      | Career            | Volunteer         | Admin/Shop        |
|---------------------------|-------------------|-------------------|-------------------|
|                           | Less than (years) | Less than (years) | Less than (years) |
| Flooring (Vinyl)          | 20                | 30                | 20                |
| Flooring (Tile)           | 30                | 40                | 30                |
| Flooring (Concrete)       | 25                | 25                | 25                |
| Carpet                    | 15                | 30                | 20                |
| Paint (interior)          | 20                | 30                | 20                |
| Paint (exterior)          | 20                | 25                | 20                |
| Generator                 | 25                | 35                | 25                |
| Cabinetry                 | 25                | 35                | 25                |
| Windows                   | 50                | 50                | 50                |
| Vehicle Exhaust           | 25                | 35                | 25                |
| Septic System(s)          | 40                | 50                | 40                |
| Shop Lifts                | 0                 | 0                 | 30                |
| Roof 40 yr                | 40                | 40                | 40                |
| Roof 50 yr                | 50                | 50                | 50                |
| Roof 30 yr                | 30                | 30                | 30                |
| HVAC                      | 15                | 30                | 15                |
| Blank                     | 0                 | 0                 | 0                 |
| Garage Door (roll-up)     | 25                | 35                | 25                |
| Garage Door (bi-fold)     | 50                | 50                | 50                |
| Asphalt (replace)         | 50                | 50                | 50                |
| Asphalt (seal)            | 5                 | 5                 | 5                 |
| Communications Systems    | 20                | 20                | 20                |
| Deck                      | 25                | 25                | 25                |
| Fixtures                  | 25                | 35                | 25                |
| Appliances                | 15                | 30                | 15                |
| Walkways                  | 50                | 50                | 50                |
| Entry Hardware (key way)  | 5                 | 5                 | 5                 |
| Entry Hardware (cardlock) | 15                | 15                | 15                |
| Hot Water                 | 8                 | 12                | 8                 |

- 1) Carpet (when due for replacement) will be replaced by solid surface flooring (example; vinyl, polished concrete, laminate).
- 2) Septic systems shall be connected to sewer, if available, when due for replacement.
- 3) Roof replacement assumes replacement of gutters and skylights.
- 4) All stations will be upgraded to a cardlock system no later than 12/31/19.
- 5) Parking lot sealing includes lot striping.
- 6) Interior paint includes ceiling tile replacement when applicable.



| EXHIBIT D - CFMF Scheduled Maintenance Expenditures |         |              |              |              |
|-----------------------------------------------------|---------|--------------|--------------|--------------|
| Description                                         | Station | 2020         | 2021         | 2022         |
| Roof Repair                                         | 87      | \$ 1,000.00  |              |              |
|                                                     | HQ      |              | \$ 9,000.00  |              |
|                                                     | 74      |              |              | \$ 5,000.00  |
|                                                     | 85      |              | \$ 5,000.00  |              |
| HVAC                                                | 71      |              | \$ 10,000.00 | \$ 10,000.00 |
|                                                     | 82      |              | \$ 30,000.00 |              |
|                                                     | 83      |              | \$ 20,000.00 |              |
| Painting - Exterior                                 | 71      | \$ 15,000.00 |              |              |
|                                                     | 76      |              |              | \$ 3,000.00  |
|                                                     | 82      |              | \$ 8,000.00  |              |
|                                                     | 83      |              | \$ 8,000.00  |              |
|                                                     | 88      |              |              | \$ 10,000.00 |
| Boilers - Replace                                   | 88      |              |              | \$ 6,000.00  |
| Locks                                               | 74      |              | \$ 6,000.00  |              |
|                                                     | 76      | \$ 6,000.00  |              |              |
|                                                     | 81      | \$ 6,000.00  |              |              |
|                                                     | 82      | \$ 3,000.00  |              |              |
|                                                     | 88      | \$ 6,000.00  |              |              |
| Update Flooring                                     | 71      | \$ 25,000.00 |              |              |
|                                                     | 81      | \$ 8,000.00  |              |              |
|                                                     | 82      | \$ 14,000.00 |              |              |
|                                                     | 83      | \$ 14,000.00 |              |              |
| Kitchen-Remodel                                     | 71      |              | \$ 30,000.00 |              |
|                                                     | 83      |              | \$ 30,000.00 |              |
| Extractors - Replace                                | 72      |              |              | \$ 10,000.00 |
| Septic/Sewer updates                                | 81      |              | \$ 10,000.00 |              |
|                                                     | 88      |              |              | \$ 30,000.00 |
| Fire Code Issues                                    | 71      |              | \$ 2,500.00  |              |
|                                                     | 76      |              | \$ 2,500.00  |              |
|                                                     | 82      |              | \$ 2,500.00  |              |
|                                                     | 83      |              | \$ 2,500.00  |              |
|                                                     | 85      |              | \$ 2,500.00  |              |
| Hazardous Tree Removal                              | HQ      |              |              | \$ 3,000.00  |
|                                                     | 71      |              | \$ 2,500.00  |              |
|                                                     | 82      | \$ 15,000.00 | \$ 10,000.00 |              |
| Decon                                               | 71      |              |              | \$ 5,000.00  |
|                                                     | 76      |              | \$ 5,000.00  |              |
|                                                     | 81      | \$ 5,000.00  |              |              |
|                                                     | 82      |              | \$ 5,000.00  |              |
|                                                     | 83      |              | \$ 5,000.00  |              |
|                                                     | 85      | \$ 5,000.00  |              |              |
| Exhaust Equipment                                   | shop    | \$ 20,000.00 |              |              |
| MISC                                                |         |              |              |              |
| Vehicle Lift System Updgrade                        | HQ      | \$ 36,000.00 |              |              |
| Classroom soundproofing                             | HQ      |              | \$ 15,000.00 |              |
| Parts storage upgrade                               | HQ      |              |              | \$ 10,000.00 |
| Improve Generator                                   | 76      |              |              | \$ 20,000.00 |
| Generator Upgrade                                   | 81      |              |              | \$ 20,000.00 |
| Generator Seperation                                | 82      |              |              | \$ 15,000.00 |
| Generator Upgrade                                   | 82      |              |              | \$ 20,000.00 |
| Generator Seperation                                | 83      |              |              | \$ 15,000.00 |
| Generator Upgrade                                   | 83      |              |              | \$ 20,000.00 |
| Total:                                              |         | \$ 179,000   | \$ 221,000   | \$ 202,000   |

## EXHIBIT E

### Northshore Fire Department Capital Equipment Replacement Schedule

|      |                             |      |         | 2021      | 2022                                                            | 2023      | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2033        | 2034        | 2035        | 2036        |           |
|------|-----------------------------|------|---------|-----------|-----------------------------------------------------------------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|
|      | Cash Balance                |      |         | \$522,604 | \$522,604                                                       | \$677,604 | \$837,254   | \$1,001,694 | \$1,171,066 | \$968,393   | \$1,148,080 | \$1,333,159 | \$1,462,178 | \$1,658,528 | \$1,800,365 | \$2,008,672 | \$2,223,228 | \$2,314,753 | \$1,966,283 | \$2,200,735 | \$87,972    |           |
|      | Northshore Contributions    |      |         | \$0       | \$155,000                                                       | \$159,650 | \$164,440   | \$169,373   | \$174,454   | \$179,687   | \$185,078   | \$190,630   | \$196,349   | \$202,240   | \$208,307   | \$214,556   | \$220,993   | \$227,623   | \$234,451   | \$241,485   | \$248,729   |           |
|      | Purchases                   |      |         | \$0       | \$0                                                             | \$0       | \$0         | \$0         | \$377,127   | \$0         | \$0         | \$61,611    | \$0         | \$60,403    | \$0         | \$0         | \$129,468   | \$576,092   | \$0         | \$2,354,248 | \$325,017   |           |
|      | Net                         |      |         | \$522,604 | \$677,604                                                       | \$837,254 | \$1,001,694 | \$1,171,066 | \$968,393   | \$1,148,080 | \$1,333,159 | \$1,462,178 | \$1,658,528 | \$1,800,365 | \$2,008,672 | \$2,223,228 | \$2,314,753 | \$1,966,283 | \$2,200,735 | \$87,972    | \$11,684    |           |
|      |                             |      |         |           |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Type                        | New  | Replace | Replace   | 2021                                                            | 2022      | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2033        | 2034        | 2035        | 2036      |
| 1400 | Engine 151                  | 2020 | 15      | 2035      |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             | \$1,070,113 |             |           |
| 1500 | Engine 157                  | 2020 | 15      | 2035      |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             | \$1,070,113 |             |           |
| 1100 | Backup Engine               | 2010 | 0       | 0         | Becomes Reserve                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
| 1200 | Backup Engine               | 2010 | 0       | 0         | Becomes Reserve                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Subtotal                    |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$2,140,226 | \$0         |           |
|      | Tax                         |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$214,023   | \$0         |           |
|      | Total                       |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$2,354,248 | \$0         |           |
|      |                             |      |         |           |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Type                        | New  | Replace | Replace   | 2021                                                            | 2022      | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2033        | 2034        | 2035        | 2036      |
| 2900 | Aid 151                     | 2016 | 10      | 2026      |                                                                 |           |             |             |             | \$242,388   |             |             |             |             |             |             |             |             |             |             | \$295,470   |           |
| 2800 | Aid 251                     | 2008 | 0       | 0         | Aid unit with best remaining service life trickles down in 2029 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Subtotal                    |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$242,388   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$295,470 |
|      | Tax                         |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$24,239    | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$29,547  |
|      | Total                       |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$266,627   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$325,017 |
|      |                             |      |         |           |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Type                        | New  | Replace | Replace   | 2021                                                            | 2022      | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2033        | 2304        | 2035        | 2036      |
| 3501 | BC 151 (convert current DC) | 2018 | 8       | 2026      |                                                                 |           |             |             |             | \$100,455   |             |             |             |             |             |             |             | \$117,699   |             |             |             |           |
| 2307 | H&W Heavy Rescue            | 2008 | 25      | 2033      |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             | \$523,720   |             |             |             |           |
|      | Subtotal                    |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$100,455   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$117,699   | \$523,720   | \$0         | \$0         | \$0       |
|      | Tax                         |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$10,045    | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$11,770    | \$52,372    | \$0         | \$0         | \$0       |
|      | Total                       |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$110,500   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$129,468   | \$576,092   | \$0         | \$0         | \$0       |
|      |                             |      |         |           |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Type                        | New  | Replace | Replace   | 2021                                                            | 2022      | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | 2031        | 2032        | 2033        | 2034        | 2033        | 2034        | 2035        | 2036      |
| 3500 | AFM (Current FC Vehicle)    | 2016 | 15      | 2031      |                                                                 |           |             |             |             |             |             |             |             |             | \$54,911    |             |             |             |             |             |             |           |
| 4200 | Training 1 ton              | 2009 | 20      | 2029      |                                                                 |           |             |             |             |             |             |             | \$56,010    |             |             |             |             |             |             |             |             |           |
|      | Subtotal                    |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$56,010    | \$0         | \$54,911    | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0       |
|      | Tax                         |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$5,601     | \$0         | \$5,491     | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0       |
|      | Total                       |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$61,611    | \$0         | \$60,403    | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0       |
|      |                             |      |         |           |                                                                 |           |             |             |             |             |             |             |             |             |             |             |             |             |             |             |             |           |
|      | Subtotal                    |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$342,843   | \$0         | \$0         | \$56,010    | \$0         | \$54,911    | \$0         | \$0         | \$117,699   | \$523,720   | \$0         | \$2,140,226 | \$295,470 |
|      | Tax                         |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$34,284    | \$0         | \$0         | \$5,601     | \$0         | \$5,491     | \$0         | \$0         | \$11,770    | \$52,372    | \$0         | \$214,023   | \$29,547  |
|      | Total                       |      |         |           | \$0                                                             | \$0       | \$0         | \$0         | \$0         | \$377,127   | \$0         | \$0         | \$61,611    | \$0         | \$60,403    | \$0         | \$0         | \$129,468   | \$576,092   | \$0         | \$2,354,248 | \$325,017 |

## Detailed Fire Service Work History for Eastside Fire & Rescue Fire Chief Jeff Clark

Jeff Clark was appointed Fire Chief of Eastside Fire & Rescue in February of 2016. Prior to this he was Fire Chief of the City of Chandler Fire, Health & Medical Department since October 1<sup>st</sup>, 2008. Chief Clark was with Chandler since April of 1991, during his tenure he held positions as Assistant Chief of Operations, Emergency Services Assistant Chief, response Battalion Chief, Emergency Medical Services Division Chief, Office of Disaster Preparedness Division Chief, Accreditation Manager, Hazardous Materials Technician, Paramedic, Captain, Engineer and Firefighter.

Chief Clark was designated as a Chief Fire Officer by the Center for Public Safety Excellence in 2007. He holds a Master's degree in Administration from Northern Arizona University; a Bachelor's degree in Public Safety Administration and an Associate's degree in Fire Science. Chief Clark has completed Arizona State University's Certified Public Manager program, is a graduate of Arizona State University's Fire Service Institute, completed Harvard University's Senior Executives in State and Local Government and Harvard's Shaping Healthcare Delivery Policy Programs and holds several fire service certifications from the State of Arizona.

Chief Clark is a past President of the Arizona Emergency Services Association, a member of the National Fire Protection Agency, former member of the Arizona Fire Chiefs Association, and International Association of Fire Chiefs and The Institution of Fire Engineers. He was a Governor appointed member of the Central Region Homeland Security Advisory Council where he served as the group's Chairman for seven years. He was a member of the Central Arizona Life Safety Council and served on the groups Executive Committee for six years and was Chairman of the Phoenix Regional Emergency Medical Services Taskforce.

Chief Clark is currently a member of the Washington Fire Chiefs Association, the International Association of Fire Chiefs, the current President of the King County Fire Chief's Association and the Chairman of NORCOM Governing Board.

### City of Chandler

The City of Chandler is home to 255,000 people and encompasses about 74 square miles. The Chandler Fire, Health & Medical Department is supported by 250 employees and operates out of 11 fire stations and is part of the Phoenix Regional Dispatch Consortium.

### Eastside Fire & Rescue

Eastside Fire & Rescue is home to 135,000 people and encompasses about 190 square miles. The Fire Department is supported by 155 employees and operates out of 9 career stations and 4 reserve stations. In October 2021, the Department will be supported by 216 employees and operate out of 12 career stations and 4 reserve stations serve approximately 165,000 people and will encompass roughly 220 square miles with the addition of Woodinville Fire & Rescue.

The following summarizes specific, unique experiences:

### Fire Service Accreditation

Chief Clark, as a fire captain, led the City of Chandler Fire Department through the City's first accreditation attempt in 1998. The Department was just the eleventh agency in the world to receive CFAI accreditation. Chief Clark has been part of the Department's accreditation process for each of the four times the department has received accreditation, including twice as Fire Chief. Chief Clark was also a past peer assessor for CFAI.

### Emergency Medical Services

Chief Clark has been heavily involved with Fire Service Based EMS delivery for his entire career. First a practicing paramedic and later as the first chief officer assigned to the Chandler Fire Department Emergency Medical Services Division. As Fire Chief he was recognized as a national leader in the subject of implementing

change in response to the Patient Protection and Affordable Care Act and its impacts on Fire Service Based EMS System. Under his leadership the Department was rebranded (Chandler Fire, Health & Medical), conducted numerous pilot studies and worked with numerous healthcare entities to adapt the Fire Service Based EMS delivery model to meet community expectations in a manner that ensures the long-term success and relevancy of the fire service.

#### Homeland Security

In October of 2001 the City of Chandler established a Division of Community Preparedness to address Homeland Security concerns, and Chief Clark was selected to lead this division. Throughout his time in Community Preparedness he became a regional and statewide leader, implemented a CERT program to allow citizens input and participation, facilitated the efforts of both the Police and Fire Departments, contributed significantly to the development of the statewide Rapid Response Team (RRT), a steering committee member of the Phoenix Urban Area Security Initiative (UASI), and was a founding member of the Arizona Central Region Homeland Security Council (CRAC). He served as a Governor appointed member of the CRAC since its inception (2003 - 2015) and as the elected chairman from 2007-2015.

#### Emergency Management

Chief Clark was designated as Emergency Manager for the City of Chandler from 1999 to 2015. The City of Chandler operates a fully functioning, state of the art, dedicated Emergency Operations Center. Chief Clark is past president and secretary of the Arizona Emergency Services Association, the State of Arizona's emergency management professional association. He was responsible for maintaining the Emergency Operations Plan and for the training and response readiness state of the entire City of Chandler.

#### City Management

For three years Chief Clark served as an Assistant City Manager, in addition to his Fire Chief duties. During the recession the City Manager asked the Fire Chief to assume more responsibility until the City could afford to hire a full-time assistant city manager. During this time the directors of Neighborhood Resources and Information Technology were direct reports to Chief Clark. Additionally, he was responsible to collaborate with the City Management team on budget, economic development, personnel development and any other duty assigned by the City Manager.

In 2011 the City Manager also had a decision to make regarding the management and oversight of the City's fleet operations. At the time the Fire Department operated a fire service fleet facility and the City operated a centralized fleet service for all other departments. In order to streamline operations, the City Manager moved all City fleet operations under the management structure of the Fire Department. Chief Clark was responsible for all City fleet operations (including acquisition, maintenance, repair, and planning) until his departure in 2015.

#### Strategic Planning

In his first year at Eastside Fire & Rescue, Chief Clark facilitated its first every strategic planning process. The process was facilitated throughout the community with Board, Employee and Citizen input driving the process. Once the plan was adopted in September 2016 he has led the organization to achieving its goal of Unified Commitment and supporting the Department value of "Family serving Family".

#### Regionalization/Cooperative Services/Consolidation

Chief Clark spent the first 25 years of his career working as part of the Phoenix Regional Automatic Aid Consortium. The system is recognized as one of the most advanced operational cooperatives in the country. The system is governed by the Central Arizona Life Safety Response Council (CALSRC), of which Chief Clark served on the Executive Committee from 2007 - 2015. As a member of the CALSRC Chief Clark had been an integral part of consolidating the City of Chandler Fire Department dispatch services into the Phoenix Regional Dispatch Center, facilitating daily operational and governance issues between the Phoenix and Mesa Regional Dispatch Centers that provided all dispatch services for the entire Phoenix metropolitan area and the



development and implementation of the Regional Wireless Cooperative which brought together all Police and Fire agencies within the Phoenix metropolitan area on one radio system.

Additionally, Chief Clark has chaired many multi-jurisdictional committees that have gone on to implement regional cooperative efforts. These included:

- Regional ambulance service operational analysis and deployment
- Regional EMS consistency committee
- Regional Homeland Security Advisory Council

Over the last six years Chief Clark has worked regionally within the King County Fire Response system as well. Soon after arriving he and Chief Scoggins from the Seattle Fire Department brought up the notion of implementing a true Automatic Aid system. Soon after Chief Clark was appointed to the King County Association of Fire Chief's Automatic Aid Sub-committee and worked as part of the team to develop and implement the Automatic Aid agreement that exists today. As part of this effort Chief Clark was chair of the re-numbering committee which successfully implemented a countywide number system ensuring that no two response units have the same unit number.

He has also participated in the following King County Regional efforts:

- King Count EMS Advisory Council
- King County BLS Sub-committee
- King County Fire Chiefs Association Diversity Sub-Committee
- King County Fire Chiefs Association Treasurer (3-years)
- Current King County Fire Chiefs Association President
- NORCOM Governing Board
- Current NORCOM Governing Board Chair

To: Chief Jeff Clark, Eastside Fire and Rescue  
From: Northshore Fire Department Board of Commissioners  
RE: Contract for Services Clarification  
Date: October 25, 2021

Chief, thank you for the hard work on the proposal you have submitted. As you are aware, the Northshore Board of Commissioners voted to postpone our contract decision into 2022. In the meantime, the existing board is working to clarify cost estimates and options, so the incoming board will more easily be able to compare the contracts.

Since RCW 43.09.210(3) requires service provided from one public agency to be paid for at its true and full value, Northshore Fire will be obligated to reconcile and pay for any cost overruns beyond the contract amounts. For that reason, the Northshore Board is seeking to assure the proposed costs are reasonable, realistic, and reliable over time.

The following table identifies some areas where we would like more information. We would also like you to verify we have identified the correct totals as shown. The table is followed by a list of clarifying questions / comments.

It would be ideal for our discussion purposes if you were able to have responses to our questions by November 1.

| <b>Contract cost area</b>                    | <b>EFR - 2022</b>                                                                                                 |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Operations staffing - E151, A151, B151, E157 | \$7,393,174.00                                                                                                    |
| Option - A151 peak only                      | \$(673,734.76)                                                                                                    |
| Operations Costs (AKA General Expenses)      | \$1,046,946.00 (provide supporting detail)                                                                        |
| Administration wages and benefits            | \$0, not taking any admin staff                                                                                   |
| Shared BC option                             | \$(460,089.00)                                                                                                    |
| Keep BC in Northshore (no reduction in BC's) | Included in proposal                                                                                              |
| Increase tech rescue capability              | \$116,486.00                                                                                                      |
| Increase hazmat capability                   | \$116,486.00                                                                                                      |
| CRR (Fire Marshal, Pub Ed, PIO)              | Included                                                                                                          |
| Startup costs                                | \$412,936.00 (Share of liability reserve fund – please clarify components/what is paid)                           |
| Contract administration charge               | \$829,012.00 (Please specify what is included in this category and how the NFD proportional share was calculated) |
| Annual equipment replacement charge          | \$135,189.00                                                                                                      |
| Annual vehicle replacement fund contribution | Northshore handles and pays all per NFD replacement plan or per the ESF&R plan?                                   |
| Vehicle maintenance                          | Included? Separate fee, or NUD?                                                                                   |
| Annual capital facilities maintenance        | \$50,000.00                                                                                                       |
| Capital facilities replacement / remodel     | Northshore handles and pays all per NFD replacement plan. ESF&R manages the projects.                             |

### Clarifying questions/comments

1. Please identify the components for 'Operational Costs'. What is included in these costs and how was the Northshore proportional share of these costs determined?
2. Please identify the components for 'Contract Administration Charge'. What is included in these costs and how was the Northshore proportional share of these costs determined?
3. Please identify the components for 'Startup Costs'. What is included in these costs and how was the Northshore proportional share of these costs determined? What is paid out of the Eastside Liability Reserve Fund? What does it cover?
4. Please clarify item 4.5, Charges Under RCW 52.30.020. Will revenue collected be credited to Northshore or will these fees be retained by Eastside Fire and Rescue? Will Eastside Fire and Rescue charge a fee for managing this effort?
5. The Northshore Board has decided to fund a water rescue program beginning in 2022. This effort funds 12 rescue swimmers, training, equipment and two rescue watercrafts. Please include the Eastside Fire and Rescue costs to maintain this program.
6. Does EFR charge for transport in other contract jurisdictions? Is it possible to charge for transport under EFR in one jurisdiction and not in another? Should NFD decide to implement a fee for transport program, is it possible for you to estimate the net annual receipts?
7. How will operational overtime costs be allocated between agencies?



## Eastside Fire & Rescue

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*Proudly Serving Issaquah, North Bend, Sammamish, Woodinville, and Fire Districts 38 & 10, which includes Carnation*

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November 1, 2021

Via Email

[eadman@northshorefire.com](mailto:eadman@northshorefire.com)

[boardsecretary@northshorefire.com](mailto:boardsecretary@northshorefire.com)

RE: Request for Clarification on Proposal

Commissioners,

Please find attached Eastside Fire & Rescue's response to the questions compiled by Commissioners Adman and Maehren and sent to us via email on October 25, 2021.

Please feel free to reach out to me if you would like any further explanation.

Sincerely,

Jeff Clark  
Fire Chief, Eastside Fire & Rescue  
[jclark@esf-r.org](mailto:jclark@esf-r.org)  
(c)480.748.3764

*Attachment*

## Clarifying questions/comments

1. Please identify the components for 'Operational Costs'. What is included in these costs and how was the Northshore proportional share of these costs determined?

These costs are broken down in Exhibit 1 below. These are line-item budgets that were either budgeted at NFD actual cost, per employee based on EF&R current cost, or per station based on EF&R current costs.

2. Please identify the components for 'Contract Administration Charge'. What is included in these costs and how was the Northshore proportional share of these costs determined?

Contract Administration is a charge that covers NFD's share of managing the overall fire department operations to include overseeing the 41 new personnel, \$1,046,946 in line items, equipment replacement, and capital facilities.

This is calculated at 10% of the combined personnel and operations costs. This covers the cost to manage and administer services provided to NFD by the Fire Chief, Assistant Fire Chief, Deputy Chief/Directors, administrative staff, Finance, Training, Facilities, Mechanical maintenance, Community Programs, Fire Prevention, Technical Rescue, Hazmat, Wildland and all other service categories that come up as a result of providing comprehensive professional fire services to NFD.

3. Please identify the components for 'Startup Costs'. What is included in these costs and how was the Northshore proportional share of these costs determined? What is paid out of the Eastside Liability Reserve Fund? What does it cover?

Start up costs consist solely of NFD's projected share of funding the Liability Reserve Fund. Below is the EF&R Board requirement for maintaining the fund:

5.5 Liability Reserve Fund: It shall be the policy of the Board that a segregated fund, referred to as the "Liability Reserve Fund" be established. The Fund shall maintain a minimum annual balance of 20% of long-term liabilities (cash value of vacation liability banks (100%), sick leave banks (25%), and retirement eligible employee replacement cost).

NFD's share of the fund was determined at the per capita cost of EF&R's existing employees times 41 new contract employees. The Liability Fund is intended to provide Reserve funds for costs associated with unanticipated departures from EF&R.

4. Please clarify item 4.5, Charges Under RCW 52.30.020. Will revenue collected be credited to Northshore or will these fees be retained by Eastside Fire and Rescue? Will Eastside Fire and Rescue charge a fee for managing this effort?

This is boiler plate language intended not to prohibit EF&R from exercising its power to enter into contracts within NFD's service area. EF&R is not currently aware of any opportunities to enter into a separate contract. If an opportunity were to come up, the NFD Board of Commissioners would be consulted, and a joint determination would be made on where and how the terms of any contract would be applied.

5. The Northshore Board has decided to fund a water rescue program beginning in 2022. This effort funds 12 rescue swimmers, training, equipment and two rescue watercrafts. Please include the Eastside Fire and Rescue costs to maintain this program.

EF&R's current proposal already includes a rescue swimmer program, so there will be no additional costs for maintaining training. NFD would be responsible for purchasing the watercraft and associated lifts. Additionally, I would encourage NFD to maintain funds in their Equipment Replacement Fund for future replacement. If NFD budgets internally for equipment replacement, there will be no additional charges from EF&R for this program.

6. Does EFR charge for transport in other contract jurisdictions? Is it possible to charge for transport under EFR in one jurisdiction and not in another? Should NFD decide to implement a fee for transport program, is it possible for you to estimate the net annual receipts?

EFR charges for transports in all areas except for Woodinville Fire & Rescue, at their request. NFD has the discretion to choose whether or not to charge for transports as long the relationship with EF&R is via contract. If NFD were to join EF&R as a non-profit partner, billing for transport would be required.

Based on 919 AMR and 71 A151 transports in 2020 I would conservatively project revenue of \$750,000 in annual transport collections. A more accurate projection can be made once we learn the actual payer mix, meaning what type of insurance coverage your transports utilize (Medicaid, Medicare, Private insurance, or private pay). With this kind of transport volume \$1,000,000 a year in revenue is not out of the question.

7. How will operational overtime costs be allocated between agencies?

As part of the annual reconciliation process operational overtime per capita will be determined across all EF&R operations. The average per capita will then be assessed to each contract position. In NFD's case, there are 40 operational positions being proposed in the contract.

EF&R maintains detailed electronic overtime records that indicate the root cause for all overtime.

### **Questions contained in Table not addressed in Clarifying questions/comments**

As Requested, all portions of the table from your letter dated 10-25-21 are correct. Below are answers from within the table that were not otherwise asked and answered above.

#### Operational Staffing – E151, A151, B151, E157

The amount proposed was \$7,393,174. I can now revise this number down \$459,956 as we have received all 2022 insurance rates and settled all outstanding CBA items that were all being forecasted as worst case. I believe that NFD has also experienced further attrition since this proposal was made which will cause more adjustments in the future. See Exhibit 2 for the current breakdown.

Updated Projected Personnel Costs: \$6,933,218

Contract Administration would also reduce by \$45,996

#### Annual vehicle replacement fund contribution – Northshore retains and pays all per NFD replacement plan or per the EF&R plan?

NFD will budget, and keep separate, all funds for replacement of vehicles. The replacement of vehicles will occur as prescribed by the EF&R equipment replacement schedule. For example, EF&R replaces engines on a schedule of every 20 years and Aid units every 10 years. There will be years of notice provided to NFD unless something extraordinary were to occur to a vehicle that was not covered by warranty or insurance.

#### Vehicle Maintenance

Vehicle maintenance is included in the current proposal at EF&R's maintenance facility. If NFD would rather utilize NUD we would simply need to negotiate the terms and assure that NUD maintains EF&R's published service standard.

#### Capital Facilities replacement/remodel

NFD would budget, and keep separate, all funds for facility replacement and remodel. EF&R funds would be utilized for all routine maintenance and minor remodels (per Board Policy 0005 Capital Facilities Maintenance Fund). NFD would be required to maintain a facility standard that meets Board Policy 0005.

| Exhibit 1 - Operational Cost Breakdown |           |                                               |              |                                                  |  |
|----------------------------------------|-----------|-----------------------------------------------|--------------|--------------------------------------------------|--|
| Department                             | 10        | Administration                                |              |                                                  |  |
|                                        |           | Legal, professional services                  | \$57,777.78  | EF&R per station cost times 2                    |  |
|                                        |           | Liability Insurance                           | \$82,000.00  | NFD Actual \$81,900                              |  |
|                                        |           | Office Supplies                               | \$4,177.78   | EF&R per station cost times 2                    |  |
|                                        |           | Fuel, Postage, Travel, Education, Awards etc. | \$24,555.56  | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$168,511.11                                  |              |                                                  |  |
| Department                             | 20        | Suppression                                   |              |                                                  |  |
|                                        |           | Fuel                                          | \$32,222.22  | EF&R per station cost times 2                    |  |
|                                        |           | Supplies                                      | \$4,711.11   | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$36,933.33                                   |              |                                                  |  |
| Department                             | 22        | SCBA                                          |              |                                                  |  |
|                                        |           | Repair                                        | \$4,888.89   | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$4,888.89                                    |              |                                                  |  |
| Department                             | 25        | TRT                                           |              |                                                  |  |
|                                        |           | Training, OT, Supplies, and Services          | \$10,000.00  | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$10,000.00                                   |              |                                                  |  |
| Department                             | 26        | Wildland                                      |              |                                                  |  |
|                                        |           | Training, Supplies and Services               | \$12,814.78  | EF&R per sworn employee cost times 41            |  |
|                                        | Sub-Total | \$12,814.78                                   |              |                                                  |  |
| Department                             | 27        | Haz-Mat                                       |              |                                                  |  |
|                                        |           | Consortium fees and supplies                  | \$10,401.56  | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$10,401.56                                   |              |                                                  |  |
| Department                             | 30        | Pub-Ed                                        |              |                                                  |  |
|                                        |           | Supplies and OT                               | \$29,957.78  | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$29,957.78                                   |              |                                                  |  |
| Department                             | 35        | Fire Prevention                               |              |                                                  |  |
|                                        |           | OT, Supplies, Services                        | \$4,333.33   | EF&R per FPB employee cost times 1               |  |
|                                        | Sub-Total | \$4,333.33                                    |              |                                                  |  |
| Department                             | 40        | Training                                      |              |                                                  |  |
|                                        |           | OT -trng Admin, Suppression & EMS trng        | \$67,238.48  | EF&R per sworn employee cost times 41            |  |
|                                        |           | Supplies, Travel, Equip Rental, Education     | \$26,591.69  | EF&R per sworn employee cost times 41            |  |
|                                        |           | Consortium Fees - LT Credit                   | \$45,900.00  | \$4,900 per employee minus LT Credit of \$15,000 |  |
|                                        | Sub-Total | \$139,730.17                                  |              |                                                  |  |
| Department                             | 42        | Uniforms                                      |              |                                                  |  |
|                                        |           | Uniforms and Supplies                         | \$23,705.14  | EF&R per sworn employee cost times 41            |  |
|                                        |           | Protective Clothing                           | \$13,362.96  | EF&R per sworn employee cost times 41            |  |
|                                        | Sub-Total | \$37,068.10                                   |              |                                                  |  |
| Department                             | 13        | Wellness                                      |              |                                                  |  |
|                                        |           | Supplies, chaplain program                    | \$18,065.21  | EF&R per sworn employee cost times 41            |  |
|                                        |           | New Add - Rebound Physicals                   | \$0.00       | Lifescan now included in insurance coverage      |  |
|                                        | Sub-Total | \$18,065.21                                   |              |                                                  |  |
| Department                             | 50        | Facilities                                    |              |                                                  |  |
|                                        |           | Utilities, Services, and Supplies             | \$154,869.33 | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$154,869.33                                  |              |                                                  |  |
| Department                             | 60        | Shop                                          |              |                                                  |  |
|                                        |           | Services and Supplies                         | \$78,211.11  | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$78,211.11                                   |              |                                                  |  |
| Department                             | 75        | Volunteer                                     |              |                                                  |  |
|                                        |           | Supplies and Services                         | \$0.00       | Chaplains included in Wellness                   |  |
|                                        | Sub-Total | \$0.00                                        |              |                                                  |  |
| Department                             | 80        | EMS                                           |              |                                                  |  |
|                                        |           | Supplies                                      | \$12,588.89  | EF&R per station cost times 2                    |  |
|                                        |           | Services                                      | \$3,222.22   | EF&R per station cost times 2                    |  |
|                                        |           | EMS Fuel                                      | \$5,777.78   | EF&R per station cost times 2                    |  |
|                                        | Sub-Total | \$21,588.89                                   |              |                                                  |  |
| Department                             | 97        | IT/Radio                                      |              |                                                  |  |
|                                        |           | MDC Conversion, Radios and Pagers             | \$0.00       | Covered in Equipment Replacement                 |  |
|                                        |           | IT Services                                   | \$43,000.00  | EF&R per station cost times 2                    |  |
|                                        |           | NORCOM and Radios                             | \$222,346.67 | EF&R per station cost + actual NFD NORCOM cost   |  |
|                                        |           | Licenses                                      | \$54,225.81  | EF&R per sworn employee cost times 41            |  |
|                                        | Sub-Total | \$319,572.47                                  |              |                                                  |  |
| Overall Operations Cost Total:         |           | \$1,046,946.07                                |              |                                                  |  |







## Eastside Fire & Rescue

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*Proudly Serving Issaquah, North Bend, Sammamish and Fire Districts 38 & 10, which includes Carnation*

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September 27, 2021

Northshore Fire Department Board of Commissioners  
C/O Amy Oakley, Board Secretary  
7220 NE 181<sup>st</sup> Street  
Kenmore, WA 98028

Commissioners,

Please find attached Eastside Fire & Rescue's (EF&R) response to the questions the Board developed and were sent to us via email on September 20, 2021.

I look forward to further discussions on these, or any other, questions you may have at the October 5, 2021 Board meeting.

Please feel free to reach out to me if you would like any further explanation.

Sincerely

Jeff Clark  
Fire Chief, Eastside Fire & Rescue  
[jclark@esf-r.org](mailto:jclark@esf-r.org)  
(c)480.748.3764

## QUESTIONS FOR BOTH CHIEFS:

1. What will happen to the credit from the North King County Training Consortium?  
The credit goes to Northshore. Northshore facilities are Northshore facilities. While EF&R will have exclusive access to, and control of the property during the agreement, Northshore remains the owner and financial terms will still go to Northshore. In this case, the lease amount of \$38,400 should be paid to Northshore and show up in your budget as Revenue.
2. Do we have a say in the span of control for Battalion Chiefs between 5-10 stations?  
Managing span of control is within the Fire Chief's roles and responsibilities. As your Fire Chief, I will make you aware of anything that impacts the resources dedicated to serve this contract. Regarding the Battalion Chief Span of Control, I cannot foresee it going above 5 unless another agency from the North end were to join EF&R. If that were to happen, I would continue to recommend Option 1 Sharing of BC services with Woodinville, in which the Northshore Board of Commissioners would be at the table to discuss.
3. How can NSFD change the level of service? As long as you are in a contractual relationship with EF&R you can change level of service by simply consulting with the Fire Chief and providing him the direction you desire. The Fire Chief will then be responsible for costing out the change in service level and negotiating the amendment to the contract for the level of service change.

Under the EF&R proposed contract, Northshore remains an independent political entity. Amending the service level is within your purview and managing the operations and executing the delivery of service would be EF&R's responsibility.

4. Over the past 3-5 years, what has been your escalator cost for operations, equipment, and capital facilities?  
Equipment Replacement and Capital Facilities built up sizable reserves. These coupled with End Fund Balance savings, are utilized to adequately fund the plans and control partner costs. As a result, the last three years the partners have not had to contribute additional dollars to either fund.

| Annual Averages |                  |       |                              |         |                                                     |        |
|-----------------|------------------|-------|------------------------------|---------|-----------------------------------------------------|--------|
|                 | Operating Budget | %     | Equipment Plan Contributions | %       | Capital & Facilities Maintenance Plan Contributions | %      |
| 2017            | \$ 25,687,090.00 | 5.89% | \$ 1,047,486.00              | -15.50% | \$ 178,575.00                                       | -6.32% |
| 2018            | \$ 27,082,831.00 | 5.43% | \$ 915,783.00                | -12.57% | \$ 283,551.00                                       | 58.79% |
| 2019            | \$ 28,517,841.00 | 5.30% | \$ 914,945.00                | -0.09%  | \$ 289,222.00                                       | 2.00%  |
| 2020            | \$ 31,126,956.00 | 9.15% | \$ -                         | 0.00%   | \$ -                                                | 0.00%  |
| 2021            | \$ 31,390,334.00 | 0.85% | \$ -                         | 0.00%   | \$ -                                                | 0.00%  |
| 2022            | \$ 32,485,240.00 | 3.49% | \$ -                         | 0.00%   | \$ -                                                | 0.00%  |
| Annual Average: |                  | 5.02% |                              | -4.69%  |                                                     | 9.08%  |

5. Can we retain maintenance services with NUD?  
Yes. As long as NUD meets the published EF&R service standard and is agreeable to coordinate with EF&R's Fire Chief to facilitate the services. This is something that would have to be in place at the onset of the contract. If EF&R were to take this work initially

and then try to change it to NUD mid contract there would likely be costly labor negotiation issues to consider.

Under this arrangement, NFD would remain in a contractual relationship with NUD and the Fire Chief would administer it for NFD.

6. What were the financial assumptions and how are they accounted for?

All costs (expenses) in this proposal are based on actual costs to EF&R. The CBA, which was approved earlier this year, is in effect through December of 2024.

There are no proposed revenues, and therefore no revenue budget, so there are no assumptions for revenue projections.

The personnel cost reconciliation process will ensure that Northshore pays the exact cost of personnel related items. If you overpay in a given year you will be provided a credit back, if you under pay you will be assessed an adjustment in the following year.

### **QUESTIONS FOR EF&R**

1. If we want to retain an admin asst/receptionist at Station 51. Is that something ESFR could provide and how much would that cost?

Yes. I would consider this a service level discussion. If you would like this to occur, we simply need to add it to the scope of work. The most important clarification I would need is if you are expecting an 8:00 a.m. to 5:00 p.m. reception capability.

Cost for a full-time Administrative Assistant is \$122,291. Because this is a personnel cost it would be subject to the reconciliation process outline in the contract.

Consideration: Can a partnership with the NKTC assist to meet your needs since they have administrative staff already assigned to the facility?

2. What staff will be at Station 51 beside a Deputy Chief?

Staff will include a member of Fire Prevention, a member of the Administrative Support team, and an office for fire operations. All of these employees could at times be working remotely or in the field. Their base of operations will be Station 51. If you desire to have full-time reception, see the answer to number 1.

3. Under Option 1, what is the role of the Battalion Chief in responding to a major incident?

Identical role that the Battalion Chiefs fulfills now. EF&R and the two Fire Boards would discuss how best to consolidate the unit. The unit would be placed into service either at Station 51 or Station 31. The BC would have supervisory responsibilities for Stations 51, 57, 31, 33 and 35. The savings will be split between Woodinville and Northshore, there is no financial advantage for EF&R.

The BC would respond on all major incidents it was dispatched to based on the response protocols that exist today. The response protocols will be adjusted over time based on organizational and regional consistency.

4. Under Option 2, do their stats include all calls or aid-only calls in total?  
Yes. These stats are for all dispatches. We could have reduced the number further had we removed those that were cancelled enroute.
5. Option 3 and Option 4, What is the basis of the \$116,486 (premium, training, equipment?)?
  - Provides a 2% of 1<sup>st</sup> class FF assignment pay for 12 positions
  - Provides overtime dollars for training of personnel and instructors
  - Training costs such as supplies and class fees
  - Small equipment, maintaining training cache of supplies
6. Copy of non-profit by-laws?  
[Click for the Non-Profit Articles of Incorporation, Non-profit By-Laws, Interlocal Agreement.](#)
7. Describe the governance model of EF&R. Would Northshore join the Board of the non-profit? What is the difference between being a contracting agency vs. member agency?  
Northshore would be joining as a contract agency and would not be a member of the EF&R Board of Directors. From an operations perspective there is no difference. To become a member of the EF&R non-profit and have a vote on the Board of Directors, Northshore would first have to pass a resolution asking to join. Then the EF&R Board would consider the request and direct the Fire Chief to provide a comprehensive financial analysis. Following the analysis, if the EF&R Board conditionally approved, the five elected boards (City Councils in Sammamish, Issaquah, and North Bend along with Fire Boards for D10 and D38) would have to approve the move. Finally, it would come back to the EF&R Board for the final vote.

Per the ILA, all partners have agreed to treat revenue and service levels in the same manner. In order to become part of the non-profit, Northshore would need to bill for transports and agree to the service levels of the ILA.

If the desire of the Board is to pursue non-profit membership, we should plan on 12-18 months to complete the process. The Board can easily transition from a contractual relationship to a full partner (See Section 2.6 of the proposed Contract).

8. Section 3.1 What are your fire suppression services?  
All currently provided services for the King County area. Response to all reported fires with the resources, staffing and training required by law and agreement within the King County metro area. This includes adhering to King County Fire Chiefs Model procedures, all RCW requirements as well as industry best practices. We fulfill this function by deploying adequately staffed engines, ladders, brush trucks, tenders, battalion chief and support units. Additionally, we are signatories to the King County Automatic Aid Agreement and advocate for the further regionalization of responses resources to ensure we all have the capacity we need to address large scale emergency incidents.
9. Section 3.3 Define "temporary".  
Temporary refers to the ability to move units around, most often during a business day, to cover areas where there is currently a high workload in the spirit of automatic aid or

for training coverage. This could also refer to reduced staffing, until a replacement can make it into work, when an employee goes home sick.

10. Section 3.3 Describe a cross-staffed aid car. Would we need to buy an additional aid car?

Cross-staff aid units are very prevalent in King County. As an example, there is an Aid unit and Engine housed in the station. If an Aid call comes in the crew responds in the Aid car. If a fire call comes in the unit responds in the Engine.

Current A151 can be used at Station 51, and the back-up Aid car can be used at Station 57 if cross-staffing is desired. EF&R has other Aid cars in our existing fleet to provide back up. It would require another Aid Car added to the NFD Equipment Replacement Planning document.

11. Section 3.3 Are these the minimum staffing levels?

Yes, and would be added to the [EF&R Board Policy on minimum staffing levels](#) as such.

12. Section 3.3 Will they promote engineers or test to qualify for premium engineers?

This is a matter that would involve the two union locals having a discussion. Currently, our practice is for initial Engineers to be named by seniority. Testing will be utilized in subsequent years.

13. Section 3.4 Fire Prevention Services: Provide clarification of these services

Services include, initial and annual inspection programs, plan review, permitting, code adoption and enforcement. Fire Crew based inspection program coordination and support. Education is to staff requests from the public and school systems as time and staffing allow from the fire prevention division and on-duty crews.

14. Section 3.5 Are inspections included in this proposal. Schedule and frequency.

Included are annual Inspections, supported by fire crews as they are today.

15. Section 3.8 Who would handle public records requests?

EF&R has an employee responsible for public records requests, who would also handle the requests for Northshore.

16. Section 4.3 Will you adjust the escalator year-to-year or set at 3%?

This is a proposed a contract. If selected, we are open to discussions to ensure that the needs of both Northshore and EF&R are met.

17. Section 5.2. Is the fair market value of equipment negotiated?

I believe this question is referring to all of Section 5 in the proposed contract. If additional information is needed, please provide clarification to answer. The fair market value is an accounting function that is typically not negotiated. I believe the only time a potential conflict would arise is during a termination, that process is clearly defined in Section 2.4(C) of the proposed contract.

18. Section 6.2 How will firefighters pick assignments, or stay at NFD stations?  
Eastside has a negotiated seniority-based station selection system that is supported by an initial Super pick and an annual Refresh Bid. This contract, if agreed to, would go in to affect after the Super pick process. Any openings that need to be filled between annual Refresh Bids are filled at the direction of the Operations Chief. This no doubt will be another discussion between to the two Union Locals.
19. Section 6.2 What is the plan for transitioning and integrating employees?  
If EF&R is selected, between now and the date of implementation Northshore employees will be invited to participate in several informational sessions. EF&R personnel will visit Northshore employees at work to provide necessary information to ensure their transition to EF&R is as seamless as possible. The two union locals will have discussions to ensure the merging of the workgroups go as smooth as possible. Over the course of the first year, employees will be stationed either based on their seniority or operational direction depending on the circumstances. Either way, it is our philosophy that co-mingling the workgroups from the beginning is the best practice to ensure work cultures are blended in a positive manner.
20. Section 7.1 How is the NFD Liaison chosen, does the Board have input into who that person is?  
The Fire Chief selects the liaison, but of course the Board can provide input to the Fire Chief if that is their desire. As Fire Chief, I will be the direct contact for all Fire Commissioners and the primary attendee at your Board of Commissioners meetings. An Assistant Chief, Deputy Chief, or Deputy Director may fill in for me from time to time, but I will provide you notice when that occurs. Of course, necessary staff will accompany at Board meetings as well.
21. Section 7.2 What is included in the annual report?  
The 2020 Annual Report is linked as an example. We would start with a Northshore specific report in this format and would take direction from you on what you would like to see included.
22. Section 12. What is the process for modifying the agreement?  
The Northshore Board of Commissioners and the EF&R Board of Directors can modify the agreement at any time through mutual agreement. Section 12 addresses the steps that would be taken if we did not have mutual agreement, this is standard boiler plate language for this type of agreement.
23. Exhibit A Can we have more equipment than what is listed?  
Yes. You can have any equipment you would like as you are still an independent Board. However, I would suggest you stay in line with what is required for the successful operation of the new joint agency. I am routinely asked about adding equipment and capabilities from our current partner agencies. This is common constructive dialogue that occurs and sometimes leads to operational change and other times leads to no change.



24. Would NSFF continue to have access to and test into Shoreline medic program or another medic program?

Northshore Firefighters would become EF&R employees. EF&R currently does not have an agreement with Shoreline. EF&R is more than willing to sit down and discuss this possibility. We are currently in discussions with the Redmond program as a result of the Woodinville Fire & Rescue contract.

As a former Firefighter Paramedic, I am a believer that all firefighters should have the opportunity to become a fire-based paramedic. I do have some misgivings about losing highly motivated firefighters for the remainder of their career when they leave us for another agency to become a paramedic. EF&R, and Local 2878, are interested in seeing a path back to the "home" agency when an employee is done being a paramedic for all future promotional opportunities to LT, Captain, BC, DC etc. thus ensuring that our Agency's future leadership potential is maximized.

25. Can you prepare a table comparing costs and project costs year-by-year?  
Please see Chart on page 8.

26. What are our costs compared to our assessed value?

Estimated 2022 Northshore Fire Department AV = \$10,052,910,211

Proposed 2022 Northshore Fire Department Expense = \$10,065,009

Estimated 2022 Northshore Fire Department Bond Revenue = \$1,368,250

\*Estimated Effective Tax Rate per \$1,000 = 1.14

\*This estimate does not include any reserve payments but does include one-time transfer to EFR of \$412,936 comes from revenue

27. Are you aware of the status of our IT system and does this change any costs in your proposal?

This proposal includes anything needed for your two facilities. We utilize a contractor team that has been associated with EF&R for over 30 years. For the last five years they have provided all of our IT needs supporting 14 locations largely in a cloud-based service.

28. What are your expense and AV trends?

EF&R is not funded from a direct tax. Partners make monthly payments based on the agreed upon Funding Formula found in the ILA Appendix. While AV is a part of the funding formula, EF&R has no reason to track AV. The table below shows the last six expense operating budgets, the approved non-partner revenue, and the annual percentage increase for partners. Currently, EF&R's service area has an assessed AV of 41,000,000,000+ and Woodinville's service area adds \$11,000,000,000+ more.



| Annual Averages |                                   |                  |       |                     |        |
|-----------------|-----------------------------------|------------------|-------|---------------------|--------|
|                 | Partner Contribution<br>Increases | Operating Budget | %     | Non-Partner Revenue | %      |
| 2017            | 4.21%                             | \$ 25,687,090.00 | 5.89% | \$ 2,863,863.00     | 9.37%  |
| 2018            | 3.99%                             | \$ 27,082,831.00 | 5.43% | \$ 3,382,420.00     | 18.11% |
| 2019            | 4.29%                             | \$ 28,517,841.00 | 5.30% | \$ 3,917,224.00     | 15.81% |
| 2020            | -2.19%                            | \$ 31,126,956.00 | 9.15% | \$ 4,111,588.00     | 4.96%  |
| 2021            | -4.68%                            | \$ 31,390,334.00 | 0.85% | \$ 5,939,199.00     | 44.45% |
| 2022            | 2.84%                             | \$ 32,485,240.00 | 3.49% | \$ 5,946,076.00     | 0.12%  |
| Annual Average: | 1.41%                             |                  | 5.02% |                     | 15.47% |

The last time we assessed Tax Rate Equivalent based on Operating Expense paid by each Partner was in 2020 in preparation for the 2021-2022 Biennial Budget process:

|                         |                                          |
|-------------------------|------------------------------------------|
| Eastside Fire & Rescue: | .80 per 1000                             |
| Sammamish:              | .42 per 1000                             |
| Issaquah:               | .65 per 1000                             |
| North Bend:             | .85 per 1000                             |
| D38:                    | .84 per 1000                             |
| D10:                    | 1.32 per 1000 (inc. Fire Benefit Charge) |

Answer to Question 25:

|                                                                                                                                                         | 2020             | 2021             | 2022             | 2023             | 2024             | 2025             | 2026             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Northshore Expense Budget</b>                                                                                                                        | \$ 10,216,712.00 | \$ 10,897,442.00 | \$ 11,224,365.26 | \$ 11,561,096.22 | \$ 11,907,929.10 | \$ 12,265,166.98 | \$ 12,633,121.99 |
| <b>Eastside Proposal</b>                                                                                                                                |                  |                  | <b>PROPOSED</b>  | <b>ESTIMATED</b> |                  |                  |                  |
| Personnel                                                                                                                                               | N/A              | N/A              | \$ 7,393,174.00  | \$ 7,614,969.22  | \$ 7,843,418.30  | \$ 8,078,720.85  | \$ 8,321,082.47  |
| Operations                                                                                                                                              | N/A              | N/A              | \$ 1,046,946.00  | \$ 1,078,354.38  | \$ 1,110,705.01  | \$ 1,144,026.16  | \$ 1,178,346.95  |
| Contract Administration                                                                                                                                 | N/A              | N/A              | \$ 829,012.00    | \$ 853,418.86    | \$ 879,020.91    | \$ 905,391.97    | \$ 932,553.45    |
| Equipment Replacement                                                                                                                                   | N/A              | N/A              | \$ 135,189.00    | \$ 139,244.67    | \$ 143,422.01    | \$ 147,724.67    | \$ 152,156.41    |
| Capital Facilities                                                                                                                                      | N/A              | N/A              | \$ 50,000.00     | \$ 51,500.00     | \$ 53,045.00     | \$ 54,636.35     | \$ 56,275.44     |
| Start-up Costs (one-time)                                                                                                                               |                  |                  | \$ 412,936.00    | \$ -             | \$ -             | \$ -             | \$ -             |
| Sub-total:                                                                                                                                              | N/A              | N/A              | \$ 9,867,257.00  | \$ 9,737,487.13  | \$ 10,029,611.23 | \$ 10,330,500.00 | \$ 10,640,414.72 |
| <b>Northshore District Expense</b>                                                                                                                      |                  |                  | \$ 197,752.00    | \$ 203,684.56    | \$ 209,795.10    | \$ 216,088.95    | \$ 222,571.62    |
| <b>Total Estimated Northshore Expense</b>                                                                                                               |                  |                  | \$ 10,065,009.00 | \$ 9,941,171.69  | \$ 10,239,406.33 | \$ 10,546,588.95 | \$ 10,862,986.34 |
| Add Option 1 - Share BC                                                                                                                                 |                  |                  | \$ (460,090.00)  | \$ (473,892.70)  | \$ (488,109.48)  | \$ (502,752.77)  | \$ (517,835.35)  |
| Add Option 2 - Reduce to 12 hr Aid                                                                                                                      |                  |                  | \$ (673,735.00)  | \$ (693,947.05)  | \$ (714,765.46)  | \$ (736,208.43)  | \$ (758,294.68)  |
| Add Option 3 - TRT                                                                                                                                      |                  |                  | \$ 116,486.00    | \$ 119,980.58    | \$ 123,580.00    | \$ 127,287.40    | \$ 131,106.02    |
| Add Option 4 - TRT                                                                                                                                      |                  |                  | \$ 116,486.00    | \$ 119,980.58    | \$ 123,580.00    | \$ 127,287.40    | \$ 131,106.02    |
| Take all Options:                                                                                                                                       |                  |                  | \$ 9,164,156.00  | \$ 9,013,293.10  | \$ 9,283,691.38  | \$ 9,562,202.55  | \$ 9,849,068.35  |
| If Bill For Transport revenue (with GEMT):                                                                                                              |                  |                  | \$ (750,000.00)  | \$ (772,500.00)  | \$ (795,675.00)  | \$ (819,545.25)  | \$ (844,131.61)  |
| Estimate 800 Transports (conservative estimate 2020 was 919 AMR and 71 A151 transports) - Northshore Fire books the revenue in Northshore Fire Accounts |                  |                  |                  |                  |                  |                  |                  |
| <b>Savings to Northshore with NO Options and NO Transport Revenue:</b>                                                                                  |                  |                  | \$ 1,159,356.26  | \$ 1,619,924.53  | \$ 1,668,522.78  | \$ 1,718,578.03  | \$ 1,770,135.65  |
| <b>Option 1 only:</b>                                                                                                                                   |                  |                  | \$ 1,619,446.26  | \$ 2,093,817.23  | \$ 2,156,632.26  | \$ 2,221,330.79  | \$ 2,287,971.00  |
| <b>Option 2 only:</b>                                                                                                                                   |                  |                  | \$ 1,833,091.26  | \$ 2,313,871.58  | \$ 2,383,288.24  | \$ 2,454,786.45  | \$ 2,528,430.33  |
| <b>ALL Options and NO Transport Revenue:</b>                                                                                                            |                  |                  | \$ 2,060,209.26  | \$ 2,547,803.12  | \$ 2,624,237.73  | \$ 2,702,964.43  | \$ 2,784,053.64  |
| <b>ALL Options and ADD Transport Revenue:</b>                                                                                                           |                  |                  | \$ 2,810,209.26  | \$ 3,320,303.12  | \$ 3,419,912.73  | \$ 3,522,509.68  | \$ 3,628,185.24  |





## 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  
Rod Heivilin      Kim Fischer  
Ken Callahan     David Harris  
Barb S

September 15, 2021

Honorable Commissioners,

Thank you in advance for considering Shoreline Fire Department's proposal for administrative services. We are excited about the possibility of collaborating and improving overall operations for our region.

In this packet you will find:

- A detailed proposal for providing services including an executive summary.
- A draft interlocal agreement template from Attorney Brian Snure. This would need to be reviewed by both Board of Commissioners and District legal representation prior to final consideration.
- A resume for Chief Cowan. We recognize that some of your Board may not know Chief Cowan very well and before you accept our proposal you should know of his qualifications.

We realize there is likely to be many questions surrounding our proposal, so we encourage you to reach out to us. We are happy to clarify or modify our proposal as appropriate.

Thanks again for your consideration!

Rod Heivilin, Chairperson  
Shoreline Fire Department



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***Proposal for a Contract for Services  
Between the Northshore and Shoreline Fire  
Departments***

*September 15, 2021*

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## **EXECUTIVE SUMMARY**

The Shoreline Fire Department (SFD) is very interested in providing full services to the Northshore Fire Department (NFD). The SFD believes regionalization is the best approach to provide the highest level of services as a region. Furthermore, a consolidation of our two Departments has a significant number of efficiencies that can be attained, both administratively and operationally. We want this to be successful and are committed to working collaboratively to achieve that success. Not only is NFD our neighbor, we work and train with NFD personnel on a daily basis, and share space at Station 57 for one of our paramedic units.

The SFD understands that there are many reasons for pursuing a contract for services, with the primary being a desire to provide higher-level services while staying fiscally efficient. We are very committed to these two principles. Most importantly, we will have improved levels of service across many areas of both our organizations. Some of which are listed below:

- **Improved depth in dedicated administrative positions.** Together we would have better depth, expertise, and cross-training in many different functional areas, such as financial management, EMS program management, etc.
- **Succession development.** Not only will there be more opportunities for all personnel for professional growth, but we have a well-developed succession management program including incentives, compensation, workbooks, on-the-job mentorship, and job-specific transition manuals.
- **Increased Fire Marshal Office capabilities.** Increased depth allows for better opportunities and efficiencies in all FMO activities, such as company-level inspection management, cost recovery, and code enforcement.
- **Expanded PIO and PEO services.** The SFD public education emphasis would be integrated into the greater organization, such as CPR/First Aid classes, car seats, tours, etc.
- **Improved Mobile Integrated Healthcare integration, including a peer support program.** We are currently working together in the MIH program, but having our team included in a larger Department will improve that efficiency and increase the availability of a peer support program.
- **Increased BLS unit coverage.** We would add a peak-hour aid car to ensure better coverage due to emergency calls, training, transports, etc.
- **BLS transport patient continuity of care.** Transporting our BLS patients provides better continuity of care, shorter transport times, and cost savings to our citizens.
- **Access for professional career growth in the ALS program.** As a partnering agency, we allow NFD personnel to apply for and promote into a Paramedic position in the Shoreline Medic One program. This is a great opportunity for the employee, also providing better diversity in perspective and organizational culture to the program.
- **Improved ALS personnel integration into suppression activities.** As one Department, our ALS personnel will be better integrated into NFD response operations under one chain of command. This would provide better continuity at the stations and increased suppression staff on larger incidents.

- **Improved Firefighter safety.** SFD designed, built, and outfitted a rehabilitation apparatus. This vehicle allows for better personnel rehabilitation on major incidents, has toilet facilities, warming/cooling, washing station, exterior shower, kitchen facilities, and decontamination gear.
- **Improved driver training and competency.** Driver/Engineer promotions and engagement result in better performance on the scene of incidents, improved vehicle maintenance, and most importantly, safer drivers resulting in fewer accidents and lower insurance rates.
- **Improved truck training, operations, and coverage.** Integration of our dedicated ladder truck as part of a combined Department would improve overall truck operations and level of proficiency.
- **Information Technology.** SFD has a contract with NORCOM, including a designated IT service expert and access to many other subject matter experts. This coverage would be extended to current NFD stations.
- **Improved fleet maintenance.** Our mechanics are trained specifically in emergency vehicle maintenance. This has translated into improved repair capabilities, reduced out-of-service time, better capabilities, and a great preventative maintenance program.
- **Improved facilities maintenance.** We have a dedicated facilities technician working under the Deputy Chief of Support Services, addressing all facility-related issues, including remodels and new construction.
- **Better coordinated emergency management.** There is a great relationship between Lake Forest Park, Kenmore, and the Northshore Utility District, which might expand to better coordination including Shoreline, especially since the Lake Forest Park EOC is the back-up to Shoreline and vice versa.
- **Improved health and safety officer coverage and management.** We have very high-level expertise in EMS, which became abundantly evident during the pandemic as many fire departments struggled to address all their organizational needs, including the HSO role.
- **Diversified revenue sources.** Our diversified revenue sources provide better financial stability and sustainability. Part of that stability is realized with consistent monthly income, minimizing significant fluctuations in available general funds.
- **Increased experience in developing other revenue sources.** SFD has demonstrated expertise in developing programs that could be implemented into a larger organization, such as contracts for service, a BLS transport program, GEMT, and new development mitigation impact fees.
- **Experience with other public funding opportunities.** Our administration has successfully applied for and managed grants, including; AFG (both singular and regional), SAFER, ARRA, and most recently, COVID-19 cost recovery. SFD has worked with Senators and Congress for legislative assistance and land acquisition.

The SFD is an all-hazards fire department providing the following services through our different Divisions and allowing excellent career growth opportunities:

- Administrative Services,
- Emergency Medical Services (BLS),
- Emergency Medical Services (ALS),



- Fire Suppression,
- Training as part of the North King County Training Consortium,
- Fire Marshal Services,
- Public Information and Education through Community Outreach,
- Technical Rescue (Low/High Angle, Confined Space, Trench, Surface Water),
- Hazardous Materials Operations,
- Mobile Integrated Health Care,
- Maintenance (Fleet, Facilities), and
- Emergency Management as part of the City of Shoreline Fire.

Our proposal provides not only improved levels of service and professional growth opportunities, but also significant cost savings. The following spreadsheet depicts the significant, overall annual savings forecasted over the next six years:

| <b><i>NFD Costs Under Contract with SFD</i></b> |                     |                     |                     |                     |                     |                     |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                                 | <b>2022</b>         | <b>2023</b>         | <b>2024</b>         | <b>2025</b>         | <b>2026</b>         | <b>2027</b>         |
| Salary & Benefits                               | \$ 7,568,068        | \$ 7,374,021        | \$ 7,586,735        | \$ 7,805,313        | \$ 8,029,899        | \$ 8,260,639        |
| General Expenses                                | \$ 1,137,309        | \$ 1,157,009        | \$ 1,191,719        | \$ 1,227,471        | \$ 1,264,295        | \$ 1,302,224        |
| Capital Equipment                               | TBD                 | TBD                 | TBD                 | TBD                 | TBD                 | TBD                 |
| Capital Apparatus                               | \$ 220,000          | \$ 226,600          | \$ 233,398          | \$ 240,400          | \$ 247,612          | \$ 255,040          |
| <b>Total Budget</b>                             | <b>\$ 8,925,377</b> | <b>\$ 8,757,630</b> | <b>\$ 9,011,852</b> | <b>\$ 9,273,184</b> | <b>\$ 9,541,806</b> | <b>\$ 9,817,903</b> |

| <b><i>NFD Costs Under Current Model</i></b> |                      |                      |                      |                      |                      |                      |
|---------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                             | <b>2022</b>          | <b>2023</b>          | <b>2024</b>          | <b>2025</b>          | <b>2026</b>          | <b>2027</b>          |
| Salary & Benefits                           | \$ 8,715,147         | \$ 8,976,601         | \$ 9,245,899         | \$ 9,523,276         | \$ 9,808,975         | \$ 10,103,244        |
| General Expenses                            | \$ 1,707,357         | \$ 1,758,577         | \$ 1,811,334         | \$ 1,865,674         | \$ 1,921,645         | \$ 1,979,294         |
| Capital Equipment                           | TBD                  | TBD                  | TBD                  | TBD                  | TBD                  | TBD                  |
| Capital Apparatus                           | \$ 256,000           | \$ 263,680           | \$ 271,590           | \$ 279,738           | \$ 288,130           | \$ 296,774           |
| <b>Total Budget</b>                         | <b>\$ 10,678,504</b> | <b>\$ 10,998,858</b> | <b>\$ 11,328,824</b> | <b>\$ 11,668,689</b> | <b>\$ 12,018,750</b> | <b>\$ 12,379,312</b> |
| <b>Savings</b>                              | <b>\$ 1,753,127</b>  | <b>\$ 2,241,228</b>  | <b>\$ 2,316,972</b>  | <b>\$ 2,395,505</b>  | <b>\$ 2,476,944</b>  | <b>\$ 2,561,409</b>  |

This proposal identifies many ideas and is a draft plan of our future together. We look forward to continuing to build on our relationship and collaborating on providing the best services to our communities. Thank you for your consideration.

## **INTRODUCTION**

The Shoreline Fire Department is pleased to propose a contract for services with the Northshore Fire Department (NFD). This proposal is broken into sections addressing the different focus areas identified in the request for proposals (RFP) and the scope of work. The first three sections, Statement of Interest, Agency Overview, and Approach, were identified as required elements in the RFP. The remaining sections, Operations Staff, Administrative Staff, Support Services, Financial Budgets, Financial Summary, and Integration should address those elements identified in the scope of work. Due to the timing of the proposal, NFD staff were asked many questions, some of which could not be answered, especially those pertaining to 2022 budgets. Subsequently, some assumptions were needed to be able to prepare this proposal. We fully expect that there will be many follow-up questions to provide greater details on our proposal, which we look forward to answering.

## **STATEMENT OF INTEREST**

This document is in response to your RFP to provide a contract for full services to the NFD. This proposal has many details describing how our organizations can operate better together. We have been engaged in this process for many years and believe that this level of detail is warranted for such a serious decision. The Shoreline Fire Department (SFD) understands that there are many reasons for this request, with the primary being a desire to provide higher-level services while staying fiscally efficient. SFD is very committed to these two principles.

The SFD is an all-hazards fire department providing the following services through our different Divisions:

- Administrative Services,
- Emergency Medical Services (BLS),
- Emergency Medical Services (ALS),
- Fire Suppression,
- Training as part of the North King County Training Consortium,
- Fire Marshal Services,
- Public Information and Education through Community Outreach,
- Technical Rescue (Low/High Angle, Confined Space, Trench, Surface Water),
- Hazardous Materials Operations,
- Mobile Integrated Health Care,
- Maintenance (Fleet, Facilities), and
- Emergency Management as part of the City of Shoreline Fire.

There are many facets to a contract for services, which are hopefully all addressed in this proposal. Our intent is to align this proposal with the vision of the Board of Commissioners. However, we would respectfully ask that if there is any additional clarification needed or an area not identified, please let us know, and we will address it. We thank the NFD staff for answering our clarifying questions, identified in *Appendix A*.

## **AGENCY OVERVIEW**

The SFD protects the City of Shoreline, encompassing 13 square miles with a population of about 57,000. Shoreline is a community of over 21,000 housing units with a strong commercial corridor,

important Federal and State facilities, and a widely diverse population. Over 100,000 vehicles pass through Shoreline daily via the I-5 highway and by 2024 will have a light-rail commuter train operating out of two stations in the City.

SFD is a full-time, career fire department with 103 uniformed operations personnel (72 suppression and 31 ALS) with another 25 in administrative or other day shift roles. We are a fire district governed by five elected Fire Commissioners and have been operating for over 82 years since 1939. We operate out of three stations in Shoreline with additional Paramedic units in Station 57 and Station 42. In 2020, personnel responded to 7,608 incidents in Shoreline and an additional 2,629 ALS incidents outside of Shoreline.

In the previous regionalization efforts, the focus was on aligning the NFD with like Departments and this was the primary reason for not pursuing Shoreline in 2020. However, there are many aspects of our Departments that are very similar, such as:

- Similar geographical size, NFD is about ten square miles, SFD 13,
- We are contiguous neighbors and sharing resources daily,
- We have a medic unit currently working out of Station 57,
- Similar number of fire stations, two versus three,
- Same governance model, both with a five-person Board of Commissioners,
- Similar revenue sources and assessed valuation, and
- Similar number of suppression personnel, 40 versus 72.

SFD believes in providing the highest level of professional services while being fiscally responsible. We are in the process of updating our strategic plan to include our mission statement, which currently reads:

*The Shoreline Fire Department makes the community safer by protecting lives and property and caring for the needs of the people we serve.*

*We work to the best of our ability to efficiently and effectively mitigate fire and life safety crisis and assist in other situations to meet our customer's urgent needs.*

*We provide education, training, and assistance to our customers to make the Shoreline community a safe place to be.*

*We accomplish our mission by providing:*

- *Fire suppression services*
- *Emergency medical services*
- *Fire prevention services*
- *Special operations services*
- *Disaster preparedness and response*
- *Community education and outreach*
- *Programs to ensure our personnel are safe and prepared to respond*

*We aspire to provide a prompt, professional, and positive experience to all we serve.*

SFD has excellent support from the community and have never failed any ballot measure. In 2015 we received a 75% approval for the first fire benefit charge (FBC) measure, which was very high for an initial vote, and 80% for the capital bond measure. Our approval rate increased to over 85% when the FBC was re-authorized earlier this year. SFD's continual engagement with our community has resulted in a very positive relationship for decades.

## **APPROACH**

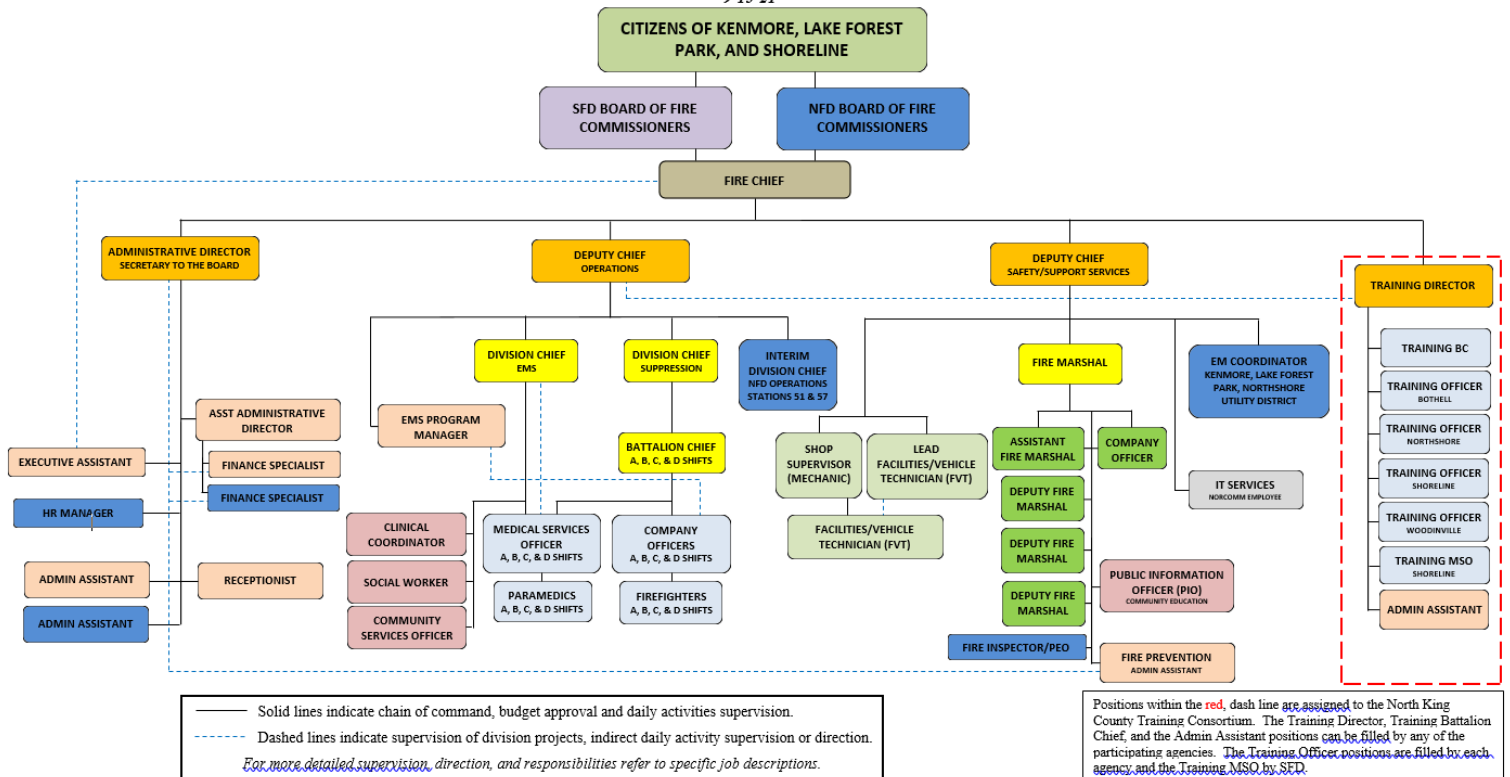
Our plan throughout this process has been to evaluate current services offered by the NFD to determine how to integrate our operations collaboratively. The overarching goal is to improve levels of services in our communities with, hopefully, financial savings to the citizens. To achieve that goal, many questions were asked and scenarios considered by our Executive Team, Union leadership, and Board of Commissioners. Our approach has been to review the scope of work, get clarifying answers to our questions, and design a proposal that aligns with the NFD Board of Commissioners' vision. We expect that all current full-time employees continue with commensurate jobs in the new, combined agency, with a phased-in blending of personnel starting at the beginning of 2022. There is also a potential need for some positions to be filled as soon as possible, considering vacancies occurring on October 1<sup>st</sup>, such as the Fire Chief, IT Specialist roles, and possibly Fire Marshal services. If Shoreline is chosen as the agency, then interim positions could be considered as well.

All of the positions will be described in greater detail in the following sections. A draft organizational chart of combined personnel, is depicted on the following page. The position boxes filled in a blue background are where current NFD personnel could potentially end up. However, there are some positions that are currently unfilled at SFD, so there could be continued shuffling of both NFD and SFD personnel.

# COMBINED NFD/SFD FIRE DEPARTMENT

ORGANIZATIONAL CHART JANUARY 2022

9-15-21



While the Department primarily serves the City of Shoreline as a fire district, we also have many different service contracts. The largest three of which are; King County, providing ALS services to north King County, Central Puget Sound Regional Transit Authority, and full-services to the Town of Woodway. SFD is also the employer of record responsible for financial and auditing for the North King County Training Consortium. The King County contract is the most complicated of our contracts considering the need for completely separated budgets, accounts, capital replacement, benefits fund, etc. Essentially, everything that would be required for a completely separate fire department the size of the NFD. For this reason, there is more administrative personnel shown in the organizational chart above than other agencies of our size. Our approach in a contract with the NFD will be to use similar mechanisms already in place for the King County contract, such as financial management, capital purchasing, transferring of funds, budgeting, audits, etc. Due to our experience in this area, we are well-suited to absorb the workload required for a contract with the NFD.

Other full-service contracts include; Washington State DOT, Washington State DOH, Washington State DSHS, Paramount Petroleum, Shoreline Community College, King County Metro Transit and Water, Ronald Wastewater, and Seattle Public Utilities.

The SFD is in a very good financial state with fully funded reserves covering all liabilities, solid assessed valuation growth, and diversified revenue sources. We have continued to invest in improving staffing levels and the number of staffed apparatus to address growth while improving levels of service. Our

philosophy on regionalization is to pursue it as long as it improves levels of service, and preferably, with long-term cost savings to the taxpayers. Early on, when attorney Brian Snure briefed the agencies, he stressed the importance of having the support of the labor groups. We have that support and the financial savings, which are discussed in the financial section. Most importantly, we will have improved levels of service across many areas of both our organizations. Some of which are listed below:

- **Improved depth in dedicated administrative positions.** Together we would have better depth, expertise, and cross-training in many different functional areas, such as financial management, EMS program management, etc.
- **Succession development.** Not only will there be more opportunities for all personnel for professional growth, but we have a well-developed succession management program including incentives, compensation, workbooks, on-the-job mentorship, and job-specific transition manuals.
- **Increased Fire Marshal Office capabilities.** Increased depth allows for better opportunities and efficiencies in all FMO activities, such as company-level inspection management, cost recovery, and code enforcement.
- **Expanded PIO and PEO services.** The SFD public education emphasis would be integrated into the greater organization, such as CPR/First Aid classes, car seats, tours, etc.
- **Improved Mobile Integrated Healthcare integration, including a peer support program.** We are currently working together in the MIH program, but having our team included in a larger Department will improve that efficiency and increase the availability of a peer support program.
- **Increased BLS unit coverage.** We would add a peak-hour aid car to ensure better coverage due to emergency calls, training, transports, etc.
- **BLS transport patient continuity of care.** Transporting our BLS patients provides better continuity of care, shorter transport times, and cost savings to our citizens.
- **Access for professional career growth in the ALS program.** As a partnering agency, we allow NFD personnel to apply for and promote into a Paramedic position in the Shoreline Medic One program. This is a great opportunity for the employee, also providing better diversity in perspective and organizational culture to the program.
- **Improved ALS personnel integration into suppression activities.** As one Department, our ALS personnel will be better integrated into NFD operations under one chain of command. This would provide better continuity at the stations and increased suppression staff on larger incidents.
- **Improved Firefighter safety.** SFD designed, built, and outfitted a rehabilitation apparatus. This vehicle allows for better personnel rehabilitation on major incidents, has toilet facilities, warming/cooling, washing station, exterior shower, kitchen facilities, and decontamination gear.
- **Improved driver training and competency.** Driver/Engineer promotions and engagement result in better performance on the scene of incidents, improved vehicle maintenance, and most importantly, safer drivers resulting in fewer accidents and lower insurance rates.

- **Improved truck training, operations, and coverage.** Integration of our dedicated ladder truck as part of a combined Department would improve overall truck operations and level of proficiency.
- **Information Technology.** SFD has a contract with NORCOM, including a designated IT service expert and access to many other subject matter experts. This coverage would be extended to current NFD stations.
- **Improved fleet maintenance.** Our mechanics are trained specifically in emergency vehicle maintenance. This has translated into improved repair capabilities, reduced out-of-service time, better capabilities, and a great preventative maintenance program.
- **Improved facilities maintenance.** We have a dedicated facilities technician working under the Deputy Chief of Support Services, addressing all facility-related issues, including remodels and new construction.
- **Better coordinated emergency management.** There is a great relationship between Lake Forest Park, Kenmore, and the Northshore Utility District, which might expand to better coordination including Shoreline, especially since the Lake Forest Park EOC is the back-up to Shoreline and vice versa.
- **Improved health and safety officer coverage and management.** We have very high-level expertise in EMS, which became abundantly evident during the pandemic as many fire departments struggled to address all their organizational needs, including the HSO role.
- **Diversified revenue sources.** Our diversified revenue sources provide better financial stability and sustainability. Part of that stability is realized with consistent monthly income, minimizing significant fluctuations in available general funds.
- **Increased experience in developing other revenue sources.** SFD has demonstrated expertise in developing programs that could be implemented into a larger organization, such as contracts for service, a BLS transport program, GEMT, and new development mitigation impact fees.
- **Experience with other public funding opportunities.** Our administration has successfully applied for and managed grants, including; AFG (both singular and regional), SAFER, ARRA, and most recently, COVID-19 cost recovery. SFD has worked with Senators and Congress for legislative assistance and land acquisition.

To help navigate and understand our proposal, the remainder of this document is broken into the different functional areas, programs, or divisions as described in the scope of work. In an effort to be brief, these areas are summarized, but if more details are needed, they can be provided. All summarized financial impacts, costs, etc. will be identified in the *Financial Summary section*.

## **OPERATIONS STAFF**

The current NFD and SFD service areas are contiguous, which allows for better overall efficiency in operations. Furthermore, personnel in both agencies work together on a daily basis and are receiving the same training through joint involvement in the North King County Training Consortium (NKCTC). These allow for combining operational staffing very easily.

NFD and SFD have similar cultures and expectations. One example of collaboration is that our radio communications and on-scene tactics are aligned. There is a push to switch to a different system called “blue card” that has gained support in recent years. Compared to our current best practices model, the dissimilarities in this system have created problems in both safety and operational effectiveness with other fire departments. Some efforts are underway to modify this system to be more reflective of King County needs, which is still probably years away. However, until that occurs, our personnel continue to work very well together due to our existing relationship.

The efficiencies that we can realize together will translate into higher levels of service through increased staffing and greater numbers of staffed apparatus. Most of which is accomplished by the ability to share personnel on a daily basis, wherever needed, and a better overall staffing factor, which is detailed on the following pages.

## **STAFFING**

The “blending” of personnel will be a phased approach with the timing dependent on the labor group’s comfortability in working at new fire stations and first-due areas. Our proposal will be:

- **Phase 1:** Keep NFD and SFD in their currently assigned areas at the beginning of 2022, with only Firefighters overtime spots and debit days transitioning across current service areas.
- **Phase 2:** Allow Firefighters to be assigned to work in other fire stations and Officers to work overtime and debit days across current service areas.
- **Phase 3:** Allow both Firefighters and Officers to work across either service areas as needed.
- **Phase 4:** Full integration to include potentially new station assignments.

This phased-in approach will ensure that personnel with the experience and knowledge of their service areas will continue to serve those areas. The timing of the phases can be determined with input from the labor groups, but if each phase were four months in duration, we could have full integration by the beginning of 2023. At which point all personnel will be able to choose station assignments, etc. Currently, SFD moves personnel due to a desire to move, but we also re-assign personnel due to special certifications such as rescue swimmer, technical rescue, acting qualifications, etc. We currently do not have a bidding process for station assignments, but would encourage the two labor groups to work together to determine how station assignments can be chosen in the future.

Overall staffing levels will be improved, again because of efficiency. SFD uses the spreadsheet on the following page to evaluate staffing levels, which is a blend of both Department’s current staffing model. The spreadsheet uses many data points to forecast daily staffing levels and the predicted number of assigned personnel needed.



| NFD/SFD Consolidation of Personnel - Current Model                                                                               |  |             |  |
|----------------------------------------------------------------------------------------------------------------------------------|--|-------------|--|
| Hours of work to be covered in 1 year                                                                                            |  |             |  |
| Days of work                                                                                                                     |  | 365         |  |
| Hours of Work                                                                                                                    |  | 24          |  |
| Total annual hours of work                                                                                                       |  | 8,760       |  |
| Number of Shifts / Positions                                                                                                     |  | 4           |  |
| Annual Contractual Hours                                                                                                         |  | 2,496       |  |
| Annual Vacation Leave (4-platoon, 10 yr)                                                                                         |  | 159.90      |  |
| Annual Holiday Leave (SFD CBA)                                                                                                   |  | 120.00      |  |
| Average Other Leave                                                                                                              |  | 0.00        |  |
| Total Leave Per Employee                                                                                                         |  | 279.90      |  |
| Hours Actually Worked by Average Employee                                                                                        |  | 2,216.11    |  |
| Staffing Factor Calculation                                                                                                      |  |             |  |
| Total annual hours of work                                                                                                       |  | 2,496.00    |  |
| Hours actually worked by average employee                                                                                        |  | 2,216.11    |  |
| STAFFING FACTOR (basic calculation)                                                                                              |  | 1.13        |  |
| <b>Number of positions (minimum staffing)</b>                                                                                    |  | <b>24</b>   |  |
| Projected Staffing (basic calculation, no debit)                                                                                 |  | 27.0        |  |
| Average Sick Leave                                                                                                               |  | 117.63      |  |
| Average Bereavement Leave                                                                                                        |  | 2.35        |  |
| FF's on sick leave per shift                                                                                                     |  | 1.31        |  |
| <b>Projected Staffing Required (per shift)</b>                                                                                   |  | <b>26.9</b> |  |
| <b>Assigned FF's Per Shift</b>                                                                                                   |  | <b>28</b>   |  |
| <b>Extra FF's on Duty, Likely Best (2 vaca, 1 SL)</b>                                                                            |  | <b>3.4</b>  |  |
| <b>Extra FF's on Duty Per Shift (No Sick Leave)</b>                                                                              |  | <b>2.4</b>  |  |
| <b>Extra FF's on Duty Per Shift (max vaca, avg SL)</b>                                                                           |  | <b>1.1</b>  |  |
| Minimum staffing per shift is 24* (1 BC, 4 Engines, 1 Truck, 4 Aid Cars)                                                         |  |             |  |
| * Currently one of the SFD aid cars is peak hour. For this computation SFD staffing level is 16, not 14 plus the peak hour unit. |  |             |  |
| <b>Vacation Slots Required Per Shift</b>                                                                                         |  |             |  |
| Annual hours of work per shift                                                                                                   |  | 2,190       |  |
| Annual vacation accrual (SFD CBA)                                                                                                |  | 264.00      |  |
| Number of assigned FFs per shift                                                                                                 |  | 28          |  |
| Total hours of vacation per shift                                                                                                |  | 7,392       |  |
| <b>Number of vacation spots per shift</b>                                                                                        |  | <b>4</b>    |  |
| Available annual hours of vacation                                                                                               |  | 8,760       |  |
| Net amount of extra vacation hours available                                                                                     |  | 1,368       |  |
| <b>Anticipated Debit Days</b>                                                                                                    |  |             |  |
| Contractual hours                                                                                                                |  | 2,496       |  |
| Annual hours per shift                                                                                                           |  | 2,190       |  |
| Holiday hours                                                                                                                    |  | 120         |  |
| Debit hours                                                                                                                      |  | 186         |  |
| Debit days per year                                                                                                              |  | 7.75        |  |
| Number of assigned FFs per shift                                                                                                 |  | 28          |  |
| Total debit hours                                                                                                                |  | 5,208       |  |
| <b>Debit FF's per shift</b>                                                                                                      |  | <b>2.38</b> |  |
| Minimum Staffing+Vacation+SL-Debit Days                                                                                          |  |             |  |
| 19 in SFD and 9 in NFD (less 1 BC)                                                                                               |  |             |  |
| Best realistic staffing (2 vaca, 1 SL), 6.4 is theoretical maximum                                                               |  |             |  |
| All vacation slots taken, no Sick Leave                                                                                          |  |             |  |
| All vacation slots taken, avg Sick Leave                                                                                         |  |             |  |
| Add peak hour aid car and/or 5th aid car                                                                                         |  |             |  |

This model shows, theoretically, if nobody was on vacation or sick leave, we would have all current apparatus staffed with an additional 6.4 personnel on duty. However, this is likely to not happen very often. Probably our best expectation would be to average an extra 3.4 Firefighters on duty. If all vacation slots are taken and no sick leave, we would have 2.4 extra. Finally, if all vacation slots are taken and average sick leave then we would have 1.1 extra Firefighters on duty. This staffing model shows that we could add an extra, peak hour, aid car with no, or minimal, impact on overtime costs.

The above staffing model only looks at suppression staffing. Another significant advantage is additional ALS staffing. Our Paramedics are also suppression qualified, which means that they also work as Firefighters. This is of great benefit when a Medic unit responds on a structure fire because they are Firefighters and can perform any needed operations. However, we also will assign our Paramedics to a suppression apparatus if there are extra Paramedics on duty for the day. For example, on two of our four shifts, there is an additional Paramedic assigned. We carry these extra Paramedics to cover any unforeseen retirements, which doesn't happen very often considering SFD has the Post-Employment Medical Benefits program, or if there are long-term disabilities. The extra Paramedic can be re-assigned to an aid car or engine at any time if all of the Medic units are staffed, we call this a "blue-shirt Medic". Again, this helps improve overall suppression staffing levels and is not reflected in the above staffing factor worksheet.

Comparatively, using the same worksheet and applying it to the current models for NFD and SFD, both Departments are negative, -.4 and -.8, respectively. This means on an average day that overtime is needed to staff apparatus. These staffing levels equate to increased annual overtime costs. There is a distinct trade-off between increasing staffing levels/apparatus, and overtime costs. This spreadsheet indicates that we will improve staffing, which will result in decreased overtime costs. However, our proposal is to use the increased staffing to add another aid car to our staffed apparatus, resulting in increased service levels, particularly in the NFD. This will result in increasing daily assigned positions during the day to 26, and at night it will drop to 22. An additional aid car, assigned to Station 57, would raise staffed apparatus in the NFD by 33%.

Aid 157 would start as a peak-hour aid car. There are many benefits to adding this aid car and would result in all five of our stations with an assigned aid car, albeit two would be peak-hour. However, there would also be times that this aid car would be staffed through the night as well. While there would be days that this additional aid car is staffed with regular, assigned staffing, there will be a need for overtime staffing. These costs are factored into our overall financial proposal.

**BLS Transport/Ground Emergency Medical Transport (GEMT) Program.** One of the reasons for adding an additional aid car would be to properly prepare for the impacts of transporting our BLS patients. The reason for a BLS transport program should never be for increasing revenues, but for what is best for the citizens. The most important reason for a BLS transport program is that it helps with a higher level of care, patient rapport, continuity of care, and shorter transport times. The revenue helps make the program more financially viable. The patient does not get charged twice as much, the costs do not go to a for-profit company, and if they do not pay they are not sent to collections. Finally, if a Department bills for transport, they can also collect Ground Emergency Medical Transportation (GEMT) funds. Revenue from this program will more than cover the costs of adding the peak-hour aid car.

**Driver/Engineer.** A Driver/Engineer program has many benefits, but probably the biggest of which is safety. Improved safety for both our personnel and for the public at large. Apparatus checks are more thorough, and include preventative maintenance. Our drivers have stronger driving skills as they are dedicated to the position, both of which results in better safety and lower insurance rates. Our plan includes promoting eight NFD Firefighters to the rank of fire engine qualified Driver/Engineer.

**Battalion Chiefs/Division Chiefs.** Another advantage of being contiguous is the ability to transition to four operational BCs, with one on duty at all times. A BC can supervise five stations, and our geographical proximity still allows for an efficient response, especially if the BC was moved to Station 63. Reducing down from eight operational BCs to four is logical from a scope of work standpoint and will result in significant annual savings. The reduction would be accomplished through attrition so that no personnel has a forced reduction in rank. While specific retirements and/or promotions are not known with guaranteed certainty, it is believed, including both agencies, we have between three and five BC retirements or promotions that will occur before June 15, 2022. This means that we could be reduced down to our goal of four BCs and/or may have a promotion of a BC by the middle of next year.

This would also be very beneficial because it means that we are not at four BCs on January 1, 2022. Reducing the BC levels over a period of time provides an opportunity for transition and organizational acclimation to occur. Our proposal also includes promoting one of the NFD BCs to a Division Chief of Operations role, assuming that DC McDonald accepts the job offer with ESFR. If he does not accept the offer, he could fill this role, which is discussed further under *Administrative Staffing*. This day-shift assignment would be an interim position to ensure a good transfer of how NFD “does business” and culture into the new organization. We believe it is important to respect the NFD culture and have a collaborative transition. This will help in an easier sharing of how each Department operates throughout the new organization. This position could also help with day-to-day management of Stations 51 and 57, overseeing projects, and other administrative duties. It is believed that the Division Chief role would continue until the end of 2022, but could be continued beyond the end of next year if the need still remained. If the position was eliminated then the employee filling that role would be transitioned into another similar position.

Reducing the number of on-duty BCs from two to one will increase the demand on the one BC, but a few other changes could occur to minimize the impact. First, SFD has a Medical Services Officer (MSO) on duty at all times. The MSO operates in a similar manner to the BC, where they respond to major incidents for command presence. This helps fill gaps and relieves pressure off of the BC. For example, in most fire departments the BC will respond on cardiac arrests and motor vehicle accidents, but in SFD the MSO responds and will coordinate with the BC on whether they need to respond or not. The MSO role would be expanded in our larger organization to assist more with major incidents or concurrent calls. Secondly, as previously mentioned, we would have an additional Division Chief in the NFD that could assist on major incidents during the day. While this is interim, we are also considering a change in how the SFD Division Chief of Suppression operates. These changes would be designed to help the on-duty BC with administrative and operational assistance. Finally, with having increased staffing available on a daily basis we could consider assigning extra staff, when appropriate, to the on-duty BC as a driver. This would help facilitate professional growth for acting BCs, assist the BC with major incidents, and provide a safer, more effective response for the BC unit. This position would not be assigned every day, but could be when staffing and qualifications allowed. All of these changes would help make the transition to one, on-duty, BC fairly seamless.

The table on the following page depicts a draft plan for staffing apparatus at different personnel levels. This is only a potential plan and would need to be thoroughly discussed before implementation. It is being provided to illustrate the significant staffing improvements that could occur with extra staffing. The plan assumes one operational BC on duty, but as we transition down to that level, there will be shifts that have two on-duty BCs.

| NFD/SFD Possible Apparatus Staffing Matrix                                                                                                                                                                    |       |       |        |    |        |       |        |       |        |       |        |       |       |       |       |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|--------|----|--------|-------|--------|-------|--------|-------|--------|-------|-------|-------|-------|----|
| 1                                                                                                                                                                                                             | MSO61 | 1     | MSO61  | 1  | MSO61  | 1     | MSO61  | 1     | MSO61  | 1     | MSO61  |       |       |       |       |    |
| 2                                                                                                                                                                                                             | M163  | 2     | M163   | 2  | M163   | 2     | M163   | 2     | M163   | 2     | M163   |       |       |       |       |    |
| 3                                                                                                                                                                                                             |       | 3     |        | 3  |        | 3     |        | 3     |        | 3     |        |       |       |       |       |    |
| 4                                                                                                                                                                                                             | M165  | 4     | M165   | 4  | M165   | 4     | M165   | 4     | M165   | 4     | M165   |       |       |       |       |    |
| 5                                                                                                                                                                                                             |       | 5     |        | 5  |        | 5     |        | 5     |        | 5     |        |       |       |       |       |    |
| 6                                                                                                                                                                                                             | M147  | 6     | M147   | 6  | M147   | 6     | M147   | 6     | M147   | 6     | M147   |       |       |       |       |    |
| 7                                                                                                                                                                                                             |       | 7     |        | 7  |        | 7     |        | 7     |        | 7     |        |       |       |       |       |    |
| 1                                                                                                                                                                                                             | B161  | 1     | B161** | 1  | B161** | 1     | B161** | 1     | B161** | 1     | B161** |       |       |       |       |    |
| 2                                                                                                                                                                                                             | E151  | 2     | E151   | 2  | E151   | 2     | E151   | 2     | E151   | 2     | E151   |       |       |       |       |    |
| 3                                                                                                                                                                                                             |       | 3     |        | 3  |        | 3     |        | 3     |        | 3     |        |       |       |       |       |    |
| 4                                                                                                                                                                                                             |       | 4     |        | 4  |        | 4     |        | 4     |        | 4     |        |       |       |       |       |    |
| 5                                                                                                                                                                                                             |       | 5     |        | 5  |        | 5     |        | 5     |        | 5     |        |       |       |       |       |    |
| 6                                                                                                                                                                                                             | E157  | 6     | E157   | 6  | E157   | 6     | E157   | 6     | E157   | 6     | E157   |       |       |       |       |    |
| 7                                                                                                                                                                                                             |       | 7     |        | 7  |        | 7     |        | 7     |        | 7     |        |       |       |       |       |    |
| 8                                                                                                                                                                                                             | E165  | 8     | E165   | 8  | E165   | 8     | E165   | 8     | E165   | 8     | E165   |       |       |       |       |    |
| 9                                                                                                                                                                                                             |       | 9     |        | 9  |        | 9     |        | 9     |        | 9     |        |       |       |       |       |    |
| 10                                                                                                                                                                                                            | E164  | 10    | E164   | 10 | E164   | 10    | E164   | 10    | E164   | 10    | E164   |       |       |       |       |    |
| 11                                                                                                                                                                                                            |       | 11    |        | 11 |        | 11    |        | 11    |        | 11    |        |       |       |       |       |    |
| 12                                                                                                                                                                                                            |       | 12    |        | 12 |        | 12    |        | 12    |        | 12    |        |       |       |       |       |    |
| 13                                                                                                                                                                                                            |       | 13    |        | 13 |        | 13    |        | 13    |        | 13    |        |       |       |       |       |    |
| 14                                                                                                                                                                                                            | L161  | 14    | L161   | 14 | L161   | 14    | E163   | 14    | E163   | 14    | E163   |       |       |       |       |    |
| 15                                                                                                                                                                                                            |       | 15    |        | 15 |        | 15    |        | 15    |        | 15    |        |       |       |       |       |    |
| 16                                                                                                                                                                                                            |       | 16    |        | 16 |        | 16    |        | 16    |        | 16    |        |       |       |       |       |    |
| 17                                                                                                                                                                                                            |       | 17    |        | 17 |        | 17    |        | 17    |        | 17    |        |       |       |       |       |    |
| 18                                                                                                                                                                                                            | A151  | 18    | A151   | 18 | A151   | 18    | L161   | 18    | L161   | 18    | L161   |       |       |       |       |    |
| 19                                                                                                                                                                                                            | A163  | 19    |        | 19 |        | 19    |        | 19    |        |       |        |       |       |       |       |    |
| 20                                                                                                                                                                                                            | A164  | 20    | A163   | 20 | A163   | 20    | A151   | 20    | A151   | 20    | A151   |       |       |       |       |    |
| 21                                                                                                                                                                                                            |       | 21    |        | 21 |        | 21    |        | 21    |        | 21    |        |       |       |       |       |    |
| 22                                                                                                                                                                                                            | A165* | 22    | A164   | 22 | A164   | 22    | A163   | 22    | A163   | 22    | A163   |       |       |       |       |    |
| 23                                                                                                                                                                                                            |       | 23    |        | 23 |        | 23    |        | 23    |        | 23    |        |       |       |       |       |    |
| 24                                                                                                                                                                                                            | A157* | 24    | A165*  | 24 | A165*  | 24    | A164   | 24    | A164   | 24    | A164   |       |       |       |       |    |
| 25                                                                                                                                                                                                            |       | 25    |        | 25 |        | 25    |        | 25    |        | 25    |        |       |       |       |       |    |
| 26                                                                                                                                                                                                            |       | 26    |        | 26 |        | 26    |        | 26    |        | 26    |        |       |       |       |       |    |
| 33                                                                                                                                                                                                            |       | Total |        | 27 |        | A157* |        | 27    |        | A157* |        | 27    | A165* | 27    | A165* | 27 |
|                                                                                                                                                                                                               |       | 34    | Total  | 28 | Total  |       | 28     | Total | 28     |       | Total  | 28    |       | Total |       |    |
|                                                                                                                                                                                                               |       |       |        | 35 |        |       | Total  |       | 29     |       |        | Total |       |       |       | 29 |
|                                                                                                                                                                                                               |       |       |        | 36 | Total  |       |        | 30    | Total  |       | 30     |       |       | Total |       | 30 |
|                                                                                                                                                                                                               |       |       |        |    |        |       | 37     | Total |        | 31    | Total  | 31    | Total |       |       |    |
|                                                                                                                                                                                                               |       |       |        |    |        |       |        |       | 38     |       |        | 38    |       | Total |       |    |
| This plan does not include any blue-shirt medics, which would improve above staffing levels.                                                                                                                  |       |       |        |    |        |       |        |       |        |       |        |       |       |       |       |    |
| * Denotes a peak hour aid car and is not guaranteed for the night half of the shift.                                                                                                                          |       |       |        |    |        |       |        |       |        |       |        |       |       |       |       |    |
| ** An Acting BC could be assigned to the B161 for mentoring and to be an aide. This position would not be filled every day and would depend on the qualifications of the employee and overall staffing needs. |       |       |        |    |        |       |        |       |        |       |        |       |       |       |       |    |

The table above shows that as our staffing levels increase, so does the options for staffing additional apparatus. For example, we can increase the peak-hour aid cars to 24-hour units, increase the staffing on the truck or engines to four, and/or add another fire engine. In the future, one option would be to place the NFD rescue and the SFD rehabilitation apparatus at the same station and assign extra

personnel to ensure a fast response for either unit. Another option would be to not sell the SFD ladder truck when it is replaced, and have a reserve truck or truck jump crew at Station 51. Essentially, many more options will become available to us over time. Again, as previously discussed, extra Paramedics in the system would also help increase overall staffing levels.

In recent years the SFD has made significant improvements in staffing to address the growth that is occurring. Growth will continue in all of our areas for the foreseeable future and will need to be addressed in different ways. This plan has the properly assigned apparatus, but we may need to look at improving overall staffing levels once we are operating the new Department and can evaluate workload distribution. Any future staffing level changes would need to be approved by both Board of Commissioners, and financial impacts would be distributed appropriately as described in the financial section.

### **OTHER AGREEMENTS**

We would continue to work with all of our neighboring organizations on mutual and automatic aid responses so that none are negatively affected. We would also continue to work with Lake Forest Park and Kenmore participating in the Northshore Emergency Management Coalition (NEMCO). As soon as the SFD is chosen as the agency we would immediately engage with the NFD Union leadership to negotiate the impacts of this contract on the Uniform Collective Bargaining Agreement. Estimates on the salary for a comparable employee, a ten-year Firefighter with a family and an AA degree, indicate that the NFD and SFD contracts are nearly identical. Initial conversations between the NFD and SFD Union leadership appear that negotiating a contract should not be difficult.

### **ADMINISTRATIVE STAFF**

The blending of administrative staff is more complex than operational staffing. The reason for this is that operational staff will continue working together doing the same job and are trained to a similar level of competency. Due to the inherent needs of both agencies, administrative staff perform different jobs and have different levels of training. In preparation for making this proposal, we asked questions regarding scope of work and workload of the different positions. While we believe that we have a fairly good understanding of the positions, more conversations directly with the employees are needed before any final decisions are made. Therefore, the ideas put forth in this proposal are our current plan, but may get adjusted after a commitment is made, and we can sit down with the employees directly. This would allow for the employees to provide input on their desired career path and might facilitate a better fit in the new organization. We received the following list of administrative personnel from the NFD Board of Commissioners to consider transferring into the larger Department and believe that there is a position for everyone.

1. DC Doug McDonald
2. HR Manager Shannon Moore
3. Finance Specialist Dawn Killion
4. Administrative Specialist Jennifer Kunkel
5. Inspector/PEO Wendy Booth
6. Emergency Manager Coordinator, previously Carl Lunak (as part of the continued relationship in NEMCO)

The Board of Commissioners would remain as the NFD, along with the District Board Secretary. The following is a draft of our initial thoughts on integrating personnel.

- **DC McDonald:** DC McDonald has been offered a position with Eastside Fire and Rescue, but it is unclear if he is going to accept it. However, the two DC positions in our organization are already filled, but there will be a need for an interim Division Chief of Operations as previously described in the Operations section. While this would be a re-assignment to a lower rank, our intent would be to respect the work that DC McDonald has performed and maintain his current salary level.
- **HR Manager Moore:** Continues with HR management of NFD, assists with SFD HR issues as needed, and then assumes HR Manager for both Departments once she and personnel are comfortable with the transition.
- **Finance Specialist Killion:** Continues with financial work at NFD during the transition. Works with SFD personnel in evaluating the different payroll systems currently used and others on the market to determine the best model for our new organization. Then works on implementing the new system, if necessary, and cross-training with SFD staff for overall financial work of both Departments. There is likely enough financial work for two full-time employees, but there is a definitive need to have a proper back-up to the critical function of payroll. The expectation is that both finance specialist positions would be competent in all areas and would rotate and share workloads. There is also a vacant Emergency Program Manager position that has a significant financial component. Depending on workload capacity, this position could be partially filled by one of the finance specialist positions, the finance responsibilities could be assumed, or it could be filled by someone other than one of the finance specialists. This would have to be determined after a more in-depth analysis occurs of the scope of work and workload capacities.
- **Administrative Specialist Kunkel:** There will be a continued need for general administrative duties at Station 51, which Administrative Specialist Kunkel would continue to perform.
- **Inspector/PEO Booth:** Inspector/PEO Booth is currently working over 80% of her time in Fire Marshal Office activities and the remainder in education. Our plan would be to continue with her splitting time in these areas, but to reduce some of her workload in the Fire Marshal Office so that she can split her time more evenly with public education.
- **EM Coordinator:** With Carl Lunak leaving to assume a new position in Bellevue, it provides an opportunity to re-evaluate the position for the future. From the feedback that SFD has received, this position was doing good, valuable work that needs to continue. However, some thought should be given before just automatically replacing the position. For example, should the position be filled or could these duties be absorbed into another position such as the Division Chief of NFD operations? Another thought to consider is the coordination with Shoreline. Currently, our DC of Support Services is our liaison with the City of Shoreline and their Emergency Manager. However, this might be the time to include and elevate the role in Shoreline as part of this position. Regardless of how or who fills the void, there is a need for the work to continue and is included in this proposal.

Again, further conversations and understanding would need to be had before an approved plan could be completed. There are a few other positions that are currently vacant that also needs to be considered due to workload.

- **Fire Chief:** Will become vacant on October 1, and workload and responsibilities need to be absorbed by the SFD Fire Chief.
- **Fire Marshal:** Currently being filled by the Bothell Fire Department under contract on a month-to-month basis. However, it is likely that the work could be absorbed by the SFD Fire Marshal office after a decision has been made to contract with the SFD. It is estimated that this work is about ten hours per week.
- **IT Specialist:** Will become vacant on October 1, and workload needs to be absorbed by SFD IT Specialist Zeb Middleton. IT Specialist Middleton has had multiple conversations with the IT staff, and has significant knowledge of the IT systems at the NFD. The immediate IT needs at the NFD are significant. There was clarification that the NFD system does not need to be a stand-alone system and can work off the SFD servers, which will decrease the overall costs and time needed to perform the work. However, critical upgrades and replacements are needed as soon as possible.

### **SUPPORT SERVICES**

The SFD has a Support Services division, with a Deputy Chief overseeing; Capital Purchases, Fire Marshal Office including PIO/PEO and Community Outreach, Fleet, Facilities, IT, Dispatch, and Emergency Management. Much of these areas are managed in a different method than under the current NFD model.

### **CAPITAL PURCHASES**

SFD has a 20-year capital replacement program, with estimated life-cycles for facilities, apparatus, and major equipment purchases. The 20-year plan is then broken down into a rolling 6-year purchasing plan. The DC of Support Services meets with the Executive Team during the budgeting process to discuss the following year's purchases. After budget approval the DC then oversees and manages the purchases made by Division Heads and program managers. Major projects are managed by the DC directly.

Our plan would be to develop a similar model for the NFD assets. The NFD Board of Commissioners has detailed in the scope of work that the NFD will retain ownership of all Department facilities, apparatus, and equipment. Furthermore, that the NFD will retain reserve accounts to facilitate these purchases. Clearly, facility remodels or construction, apparatus, and major equipment purchases would fall under capital purchasing requirements. Our proposal will be to follow our purchasing guidelines and to apportion it in the following manner:

- **Facilities:** Facilities in both the NFD and SFD are newer and are in very good condition. Any specific costs such as repair, replacement, remodel, new construction, etc. would be the owner's responsibility. This would also include any fixtures or equipment in that facility, such as; vehicle exhaust systems, appliances, etc. This would provide for better investment equity in

agency-specific fixed assets that cannot be easily moved or shared. A long-term capital replacement plan for facilities should be developed in 2022.

- **Apparatus** – All staffed apparatus in both the NFD and SFD are newer and are in very good condition. Moving apparatus around the combined Department would be needed to ensure efficiency in utilization. For example, the NFD has two reserve fire engines, and SFD has three. The likelihood is that the number of reserve fire engines can be reduced to a total of three, removing the need for maintaining, insuring, etc., extra apparatus. This can only occur if there is a sharing of apparatus. Fortunately, NFD and SFD have already aligned in the most recent purchases of fire engines, with both Departments “piggybacking” on a very similar specification and purchasing 2020 Pierce Enforcers. However, there might be costs incurred by either District in ensuring consistency and compatibility of the apparatus once we blend personnel. If that were to occur, the cost would be solely on the Department that needs to make any modifications.

The proceeds from the sale of any current apparatus would be returned to the owner, and from the sale of future purchases would be put back into the capital replacement fund. An additional funds transfer into the capital replacement program would also need to occur for NFD to become vested. The cost of future apparatus purchases would be shared by an agreed-upon percentage. One suggestion would be to use the number of staffed apparatus in each jurisdiction as a percentage of the total suppression and EMS units. In this case, the NFD would be responsible for 40% and SFD for 60% of future apparatus purchases.

- **Equipment** – Both Departments are also maintaining their equipment in good repair and with timely replacement. Our proposal would be to use the same approach as described under apparatus to make equipment purchases.

This proposed method for capital replacement accomplishes the NFD Board of Commissioner’s direction of maintaining ownership and management of reserve funds. Each year the Fire Chief would brief both Boards of Commissioners on planned purchases in the following year so that proper funds could be transferred. Furthermore, there would always be a six and twenty-year planned replacement schedule, ensuring future purchases will be properly funded.

## **FLEET**

The SFD has a fully functional service division providing a higher level of services than currently being provided to the NFD. Our proposal would be to re-assign one of our Facilities/Vehicle Technicians, who currently assists with Facilities and Vehicle maintenance, to solely Fleet services. Increasing the workload capacity, and leaning down the overall number of apparatus through efficiencies, should allow SFD to absorb the maintenance of the NFD fleet.

## **FACILITIES**

The SFD has an assigned Lead Facilities Technician. This Technician does minor repairs, maintenance, makes purchases, and coordinates sub-contractor work under the supervision of the DC of Support Services. It appears that the NFD primarily relies on external contractors to perform maintenance and



repair work. While some of the work at NFD facilities could be accomplished by our Technician, it would also likely result in more projects being sub-contracted out for SFD. This would be due to the increased workload from maintaining four facilities to six. The current plan is to maintain the one position and not add another Facilities Technician until there is a better understanding of workload after the first year.

### **INSURANCE**

The scope of work specifically identifies the transfer of insurance coverage for all assets to the SFD. We have engaged with our insurance agent and described the need for increased coverage. This is another area of financial efficiency and a policy will be designed for the NFD Board to review once the SFD is chosen as the agency.

### **DISPATCH**

The SFD is committed to NORCOM as our dispatching agency similar to the NFD. Our plan would be to continue with NORCOM.

### **FIRE MARSHAL OFFICE (FMO) SERVICES**

As previously identified, the NFD is currently contracting for FMO services with the Bothell Fire Department. This indicates that there is extra workload needed to address duties and responsibilities in the NFD. SFD has a fully qualified, highly proficient FMO currently staffed with a Fire Marshal, Assistant Fire Marshal, three Deputy Fire Marshals, Company Officer assigned to the FMO, and an Administrative Assistant. This division conducts all FMO duties including code review and implementation, fire investigation, plans review, permitting, construction inspections, compliancy inspections, impact fee preparation and collection, pre-fire planning, fire incident review and reporting, billing for services, and overseeing the hydrant inspection program. Also, there is always an assigned, on-duty investigator whenever needed.

We will need to add staffing to address the scope of work and workload at the NFD. The scope of work will be both in upper-level functions such as plans review, and lower-level functions such as compliancy inspections. Our goal will be to add a Deputy Fire Marshal to cover the workload and then detail our Assistant Fire Marshal or Fire Marshal to Station 51 as needed to help with the higher scope work and supervision.

### **PUBLIC EDUCATION AND INFORMATION**

We have a dedicated Public Information Officer and Public Education Officer (PIO/PEO) as part of our Community Outreach Division. Our PIO/PEO specializes in teaching CPR/First Aid, Fire Safety, and car seat safety. She also provides apparatus and station tours at our old Station 62, which has been converted into an education center. We are also active in the community with different events and an annual open house that the PIO/PEO coordinates. Our plan will be to expand our programs throughout the NFD communities and utilize Inspector/PEO Booth in her current role to help with the delivery.

## **INFORMATION TECHNOLOGY (IT) SERVICES**

Also previously described, there is a great need for immediate IT services. SFD currently has a contract with NORCOM for IT services, including a dedicated and assigned Level II Technician, Zeb Middleton. This relationship has been extremely beneficial and has significantly elevated our IT performance. This relationship is based on a commitment by the SFD to pay for a full-time Level II Technician annually. However, Technician Middleton keeps track of hours on task, and then NORCOM bills the SFD for actual hours. Since initiating this contract, we have not paid for a full-time technician because there has not been a need for full-time hours. Subsequently, there is capacity for this position, and we have discussed the impact with NORCOM. Our plan would be to expand Technician Middleton's coverage to include Stations 51 and 57.

A cautionary note. Technician Middleton is familiar with the NFD IT systems as he was working with Chief Magnuson to address needs before his retirement. Recently, he worked with David Beverly, the current IT Technician, to re-familiarize himself with the NFD systems. He did this because currently, NORCOM is the backup to Technician Beverly while he is on vacation. On October 1<sup>st</sup> Technician Beverly will no longer be employed with Woodinville Fire and Rescue, and there will be no IT services for the NFD under the current contract. Furthermore, Technician Middleton has stated that the status of IT systems at the NFD are at a "critical failure" point. Our suggestion, respectfully, is to address these issues as soon as possible. If SFD is the chosen agency, we would be willing to initiate some support immediately, such as IT services. There will also be substantial and critically needed capital purchases in 2022 to address IT needs.

## **FINANCIAL BUDGETS**

The financial impacts of a contract for services is the most difficult section with which to be accurate due to the timing of this proposal. The 2022 budget has not been developed, so SFD must use the 2021 budget and assume it is accurate going into 2022. More impactful is that the SFD does not know the intricacies of the NFD budget and what level of funding each line item warrants in 2022. Therefore, our proposal is an estimate for 2022, primarily using a 3% inflationary factor, and we would recommend that NFD and SFD personnel collaborate on a final version before adopting this contract. In this section we will identify the financial impacts, but for summarized totals refer to the *Financial Summary section*.

The foundation of our proposal is that the NFD is currently properly funded within the 2021 budget. Furthermore, any decrease in line item funding would be a decreased level of service for the NFD and negatively impact the organization, unless there are defined efficiencies that are a result of the contract. SFD staff have reviewed the 2021 line-item budget and have separated it into four different budgets; salary and benefits, general expenses, capital, and a NFD budget. This last one will be the budget that remains for the NFD, which primarily includes the Board of Commissioner and revenue collection expenses.

## **SALARY AND BENEFITS BUDGET**

As with all fire departments, salary and benefits are where the vast majority of funds are expended. The Uniformed CBA at both the NFD and SFD expire at the end of 2021. They can be extended into 2022 if needed, but it is probably not necessary considering that at SFD, we have temporarily agreed to a new

contract. The next step will be to have the Union body vote on it, and then it will come back to the Board of Commissioners for final approval.

When comparing the personnel costs between the NFD and SFD, it was found that the salaries are very similar. For negotiating purposes, at the SFD we use a 10-year Firefighter, with a family and an AA degree. We then compare that to other fire departments to evaluate how SFD is being compensated compared to the industry standard. When we evaluated NFD for a similar comparable Firefighter we found that the NFD salary is about .3% higher than the SFD Firefighter. So, our proposal will be to bring all Uniformed personnel into SFD with a slightly lower raise than SFD personnel will be receiving in 2022. There are many other aspects to the CBA that may affect personnel, but we will be focusing on financial impacts in this proposal. Negotiations with the Unions will need to occur before final implementation of a contract for services. The following is a summary of the proposed changes, with generalized financial impacts:

#### **Uniformed Personnel**

1. Promote eight NFD Firefighters to Driver/Engineer, a 5.5% pay increase.
2. Reduce down through attrition a total of four BC positions between the NFD and SFD, which will result in substantial savings of about \$865,000. The savings will be metered out as attrition occurs, but we should occur by the middle of 2022. As previously mentioned, one BC can easily supervise five stations. With the re-distribution of administrative work, and other proposed changes, we do not believe that there will be a negative impact to the level of service. However, if the NFD Board wants to have a BC physically located in the current NFD boundaries, this plan can be modified to accomplish that, but would negate any savings. These savings will be shared between the two Departments as it is mutually impactful.
3. Assuming that there is a reduction of Battalion Chiefs, then our proposal is to promote a BC to an interim Division Chief of NFD Operations or re-assign DC McDonald to this role, depending on whether he accepts the ESFR offer or not. For this proposal, it is assumed that DC McDonald will accept the position at ESFR. As previously described, this position would help with the substantial work of transition, oversee Stations 51 and 57, and other administrative duties. It is expected that this position would be in place for 2022, but could be extended if the workload needs remained. The salary and benefits for this position would decrease the savings from the BC reduction, but it would only be for 2022.
4. The combined Department staffing levels will be an improvement over what either organization has now, which should result in overtime cost savings. However, we are also going to be increasing minimum staffing and level of service with the addition of a peak-hour aid car. Our proposal has modest overtime savings for operations, 10%, until we are working in the new staffing model and can determine more accurately the actual savings. Hopefully, these savings would only improve. Only operational overtime was reduced. All other overtime line items remained, otherwise it would have been a reduction in level of service.

### **Administrative Staffing**

1. Compared to the 2021 budget, salary and benefit savings would occur in 2022 from the vacant positions and those not being transferred over to Shoreline:
  - a. Fire Chief (vacant) \$233,077
  - b. DC of Operations (possible savings depending on #3 above under Uniformed Personnel) \$222,929
  - c. Fire Marshal \$187,545
  - d. Administrative Specialist Part-Time (not transferring) \$71,974
  - e. Administrative Specialist (vacant) \$99,064
2. The remaining administrative positions will be transferred over in a similar role as previously described under the *Administrative Staff section*. If current NFD personnel are receiving less salary than their new role dictates, they would receive a raise. If current NFD personnel are receiving more salary than the new role dictates, then they would have their current salary “frozen” until cost of living adjustments increased the positional salary of their new role and caught up with current salaries.

The total salary and benefit costs in transferring the NFD employees to SFD are shown in the spreadsheet below, and the costs if NFD were to stay under the current model. The spreadsheet includes shared personnel costs, estimated overtime, and forecasted net revenue from a BLS transport program. The annual costs will be increased per contractual costs for 2022. However, it is unknown what the COLA and step raises will be for 2023 and beyond, so an estimated 3% is used for forecasting purposes only. Please note that costs for 2022 are higher than subsequent years due to realizing only a partial year of savings on BC reduction, and the addition of the Division Chief of NFD Operations. The cost of any future adjustments to staffing levels will also affect the annual S&B costs with the NFD responsible for 26% of those costs. For greater details on salary and benefit costs, shared personnel costs, and transport revenues refer to *Appendix B*.

| <b><i>NFD Personnel Costs Under Contract with SFD (3% COLA starting in 2023)</i></b> |                     |                     |                     |                     |                     |                     |
|--------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                                                                      | <b>2022</b>         | <b>2023</b>         | <b>2024</b>         | <b>2025</b>         | <b>2026</b>         | <b>2027</b>         |
| Salary & Benefits                                                                    | \$ 6,850,420        | \$ 6,558,852        | \$ 6,755,617        | \$ 6,958,286        | \$ 7,167,035        | \$ 7,382,046        |
| Shared Personnel Costs                                                               | \$ 366,817          | \$ 461,831          | \$ 475,686          | \$ 489,957          | \$ 504,655          | \$ 519,795          |
| Overtime                                                                             | \$ 596,009          | \$ 613,889          | \$ 632,306          | \$ 651,275          | \$ 670,813          | \$ 690,938          |
| Transport Revenue                                                                    | \$ 245,178          | \$ 260,551          | \$ 276,874          | \$ 294,205          | \$ 312,604          | \$ 332,139          |
| <b>Total Budget</b>                                                                  | <b>\$ 7,568,068</b> | <b>\$ 7,374,021</b> | <b>\$ 7,586,735</b> | <b>\$ 7,805,313</b> | <b>\$ 8,029,899</b> | <b>\$ 8,260,639</b> |

| <b><i>NFD Personnel Costs Under Current Model (5.5% COLA for 2022, 3% thereafter)</i></b> |                     |                     |                     |                     |                     |                      |
|-------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                                                                           | <b>2022</b>         | <b>2023</b>         | <b>2024</b>         | <b>2025</b>         | <b>2026</b>         | <b>2027</b>          |
| Salary & Benefits                                                                         | \$ 8,071,506        | \$ 8,313,651        | \$ 8,563,061        | \$ 8,819,953        | \$ 9,084,551        | \$ 9,357,088         |
| Shared Personnel Costs                                                                    | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 |
| Overtime                                                                                  | \$ 643,641          | \$ 662,950          | \$ 682,839          | \$ 703,324          | \$ 724,424          | \$ 746,156           |
| Transport Revenue                                                                         | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 |
| <b>Total Budget</b>                                                                       | <b>\$ 8,715,147</b> | <b>\$ 8,976,601</b> | <b>\$ 9,245,900</b> | <b>\$ 9,523,277</b> | <b>\$ 9,808,975</b> | <b>\$ 10,103,244</b> |
| <b>Savings</b>                                                                            | <b>\$ 1,147,079</b> | <b>\$ 1,602,581</b> | <b>\$ 1,659,164</b> | <b>\$ 1,717,963</b> | <b>\$ 1,779,076</b> | <b>\$ 1,842,605</b>  |

The total salary and benefits budget, including the cost of living adjustment and shared personnel for 2022, is \$7,568,068. If the NFD were to remain as a stand-alone organization with all current roles and apply a cost of living adjustment consistent with CPI of 5.5%, then the budget in 2022 would be \$8,715,147. This results in \$1.1 million of savings if contracting with the SFD in 2022, jumping to over \$1.6 million in 2023. All salary and benefits expenses would be absorbed into the SFD budget and are shown here only for comparison.

### **LEOFF I Liabilities**

The scope of work describes the transfer of LEOFF I retiree liabilities to the SFD. As part of the merger proposal that SFD made in 2020, a thorough financial review was conducted by a third party. One weakness identified at that time was the underfunding of SFD LEOFF I liabilities. Subsequently, the proper amounts were re-allocated and the SFD LEOFF I liabilities are now fully funded. In reviewing the NFD LEOFF I liabilities, it is believed that they are fully funded by the reserves that are allocated. Our proposal will be to transfer these employees to the SFD along with the reserves, currently at \$1.975 million.

### **Accrued Benefits Liabilities**

The scope of work also specifies the transfer of employees over to the SFD and the accrued benefits; vacation, sick leave, and compensatory time balances. This liability could be a significant risk depending on the timing of retirements, etc. The NFD has established a fund to cover these costs, which currently has \$735,000 in allocations. This is not adequate to cover the full cost of this liability. An estimate of those costs for the end of 2022, using the information provided to SFD staff on accrued hours, is \$554,269 in vacation hours and \$808,234 for sick leave hours, for a total of \$1,362,503. Furthermore,

There are a few different models that SFD reviewed to determine what the proper transfer should be to cover this liability. We also consulted with outside experts and determined that the most appropriate model was to account for 100% of the vacation accrual and the sick leave hours over 1,272. The thought is that both vacation and sick leave is accrued and used throughout one's career. We did not believe that accounting for the dollar value of every single hour was necessary. The reason for accounting for sick leave hours over 1,272 is because that is the cap at the SFD, and personnel transferring over will need to be cashed out for those hours above the cap. So, our proposal is for the NFD to transfer a total of \$631,545 to SFD to cover accrued benefit liability, \$554,269 for vacation, and \$77,276 for sick leave hours over 1,272.

### **Operating Reserves**

Both the NFD and SFD have established reserve funds for an "Unplanned Loss of Revenue". In NFD the amount set aside reflects 25% of the operating budget, while at the SFD it is just under 20%. Due to the potential for improved savings overall, our proposal is for NFD to provide a one-time transfer of 15% of the estimated operating expenses, \$1,250,781. These funds would ensure that the new organizational reserves would remain at an appropriate level.

## **GENERAL EXPENSE BUDGET**

There are cost savings when combining Departments due to efficiencies and economies of scale. SFD personnel asked for the 2022 budget, and be able to work with NFD personnel, but were told the budget would be developed after the contracting agency was chosen. This left SFD personnel with limited options for developing this proposal. As previously mentioned, SFD personnel evaluated the line items in the 2021 NFD budget and identified areas of efficiencies and savings. Only these line items were reduced, leaving all other line items at their current level. Careful consideration should be taken if reducing the other line items as it may reduce the level of services. A cost inflator of 3% has been included in the projected 2022 expense budget to account for the cost increase over 2021 levels. The following bullet points summarize areas of savings, see *Appendix C* for specific details for line-item expense budgets for 2022 and 2023.

- Uniform cost savings
- Insurance savings
- Reduction in meetings
- Combined training, meetings, banquets, retreats, etc.
- Reduced legal, auditor, and professional services expenses
- Increased cost of IT services in 2022, but overall savings as there is no need for backup
  - IT costs are lowered in 2023 due to a lessening in workload after 2022
- Reduced costs for conferences, travel, lodging, etc. executive staff
- Savings of moving phones onto SFD system
- Insurance savings
- Economies of scale savings on software and other digital systems
- Moving certain programs off cloud based to server based creates savings
- Increased cost of improving internet connection as part of being on SFD servers
- Consolidation of subscriptions and software programs
- Savings on rebranding

The following spreadsheet identifies the general line item expenses in 2022 and beyond compared to current model.

| <b><i>NFD General Line Item Expenses Under Contract with SFD</i></b> (3% inflated costs over 2021 and beyond) |              |              |              |              |              |              |
|---------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                                                                                               | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         |
| Expenses                                                                                                      | \$ 1,137,309 | \$ 1,157,009 | \$ 1,191,719 | \$ 1,227,471 | \$ 1,264,295 | \$ 1,302,224 |
| <b>Total Budget</b>                                                                                           | \$ 1,137,309 | \$ 1,157,009 | \$ 1,191,719 | \$ 1,227,471 | \$ 1,264,295 | \$ 1,302,224 |

| <b><i>NFD General Line Item Expenses Under Current Model</i></b> (3% inflated costs over 2021 and beyond) |              |              |              |              |              |              |
|-----------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                                                                                           | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         |
| Expenses                                                                                                  | \$ 1,707,357 | \$ 1,758,577 | \$ 1,811,334 | \$ 1,865,674 | \$ 1,921,645 | \$ 1,979,294 |
| <b>Total Budget</b>                                                                                       | \$ 1,707,357 | \$ 1,758,577 | \$ 1,811,334 | \$ 1,865,674 | \$ 1,921,645 | \$ 1,979,294 |
| <b>Savings</b>                                                                                            | \$ 570,048   | \$ 601,568   | \$ 619,615   | \$ 638,203   | \$ 657,350   | \$ 677,070   |

The expense budget that we are planning on absorbing into the SFD budget is \$1,137,309. If NFD were to remain as a stand-alone agency, the expected budget would be approximately \$1,707,357, with the 3% inflator. This would result in a savings of \$570,000 in a contract with SFD, increasing to over \$600,000 in 2023. If the forecasted NFD and SFD budgets were combined, the NFD budget would account for approximately 42% of the total operating budget. Therefore, our proposal in years 2023 and beyond will be to assign 42% of the overall operating costs to NFD as part of the contract. An estimated 3% cost inflation factor will be used for forecasting purposes in 2023 and beyond.

### **CAPITAL BUDGET**

There are fundamental differences in how the NFD and SFD establish their capital replacement program. The SFD separates all capital purchases, defined as greater than \$5,000 and a life cycle exceeding one year, into a separate budget. The NFD includes capital expenditures in their operating budget as a line item, but then funds it from a reserve account. While there is a brief apparatus replacement schedule, it does not appear that the NFD has a fully developed capital replacement plan.

- **Capital - Facilities and Fixtures:** A capital budget will be jointly developed for facilities and fixtures with expenditures earmarked for review, approval and funding by the appropriate facility owner. A 2022 capital budget cannot be developed until there is input from NFD personnel. So, it is essential that immediate engagement occurs after SFD is chosen as the contracting agency. If, in the future that there was a desire for the NFD to have these costs incorporated into a joint replacement program, then that can be evaluated and addressed at that time.
- **Capital - Equipment:** A list of NFD equipment and a capital replacement program was requested by SFD, but could not be found or produced by NFD staff. Therefore, similar to the Facilities and Fixtures budget, NFD and SFD personnel need to immediately engage in developing a Capital Equipment budget for 2022. The 2022 budget will have specific purchases for the NFD and SFD, which will be funded individually by the appropriate Department. For 2023 and beyond, the NFD will be responsible for 40% of the overall costs. It will be assumed that the NFD equipment is in good repair and has been appropriately replaced. The NFD will incur 40% of the cost for future equipment purchases. The table on the following page describes our current life-cycle replacement plan for capital equipment:

| <b>Description</b>    | <b>Life Cycle (years)</b> |
|-----------------------|---------------------------|
| Hose: 2 1/2"          | 10                        |
| 1 3/4"                | 10                        |
| 5" LDH                | 10                        |
| Nozzle                | 15                        |
| Water Appliances      | 20                        |
| Rescue Tool           | 15                        |
| SCBA                  | 15                        |
| SCBA Air Compressor   | 15                        |
| Copier                | 8                         |
| Mobile Radio          | 15                        |
| Portable Radio        | 10                        |
| Bunker Gear           | 7                         |
| Gurney                | 15                        |
| Defibrillator         | 10                        |
| Defibrillator Battery | 3                         |
| Thermal Imaging Cam   | 10                        |
| Positive Pressure Fan | 20                        |
| Maintenance Tool      | 5                         |
| Spec Ops Equipment    | 10                        |
| Fitness Equipment     | 1                         |

- **Capital - Apparatus:** The SFD apparatus replacement program is designed to replace front-line apparatus before their reliability becomes a liability for responding crews. Also, that they are sold prior to the 25-year mark, which is important for insurance and WSRB ratings. The NFD does have the following replacement schedule for purchasing apparatus:

| Engines                  | Aid Units              | Heavy Rescue | Battalion                | Staff                    | Utility                                |
|--------------------------|------------------------|--------------|--------------------------|--------------------------|----------------------------------------|
| 2020 Pierce Enforcer- 51 | 2016 Horton-51         | 2006 H&W     | 2009 Chevy Suburban B151 | 2018 Chevy Traverse –DC  | 2009 Chevy 1 Ton P/U                   |
| 2020 Pierce Enforcer-57  | 2008 Braun -51 Reserve |              | 1999 Chevy Suburban B251 | 2016 Chevy Equinox-Chief | 2013 Cargo Mate Trailer UASI Tech Res. |
| 2010 Pierce Arrow XT-51  |                        |              |                          |                          | Nissan Forklift                        |
| 2010 Pierce Arrow XT-57  |                        |              |                          |                          | 2005 Chevy Trail Blazer                |
|                          |                        |              |                          |                          | 2008 Chevy Trail Blazer                |
| 15 years                 | 10 years               | 20 Years     | 9 Years                  | 8 Years                  | 15 Years                               |

This plan is similar to the SFD apparatus replacement program. At the SFD we replace on the following schedule:

- **Aid Cars:** After a new purchase, we will remount the box on a new chassis after ten years. The unit will continue for another ten years and then will be replaced with a new unit. This ensures that the chassis is never older than ten years, and there are savings



due to a remount is less expensive than a new unit. We will also always have a 4x4 aid car in reserve to be used in inclement weather.

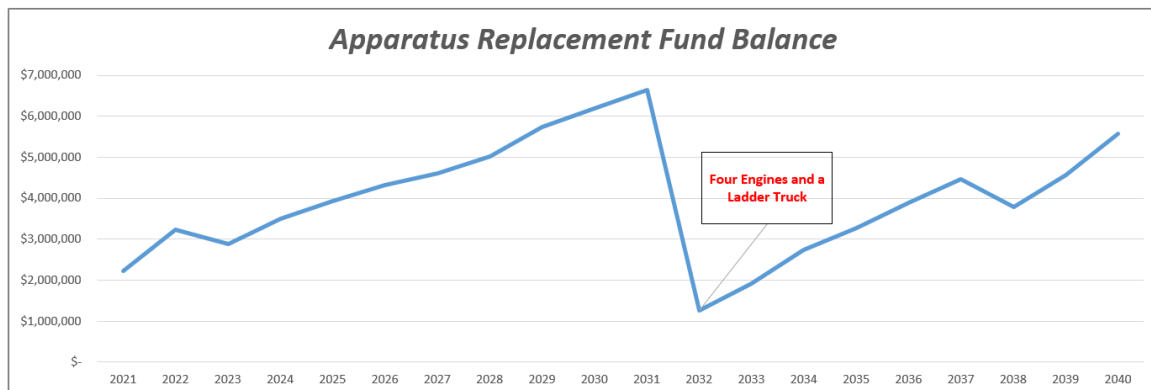
- **Fire Engines:** Fire engines are rotated into reserve status after 12 years, in front-line status. After another 12 years they are sold as surplus.
- **Ladder Truck:** The ladder truck will remain in front-line status for 15 years and then rotate into a reserve position for another 10 years.
- **Battalion Chief:** We just switched to a new type of BC apparatus. It is a truck with a large, mounted, command box with three different work stations. Our plan is to purchase a similar apparatus in six years, and then do remounts of the command box every six years. This ensures that the chassis is never over six years old and there are savings due to the remount.
- **Staff Vehicles:** We will need to re-evaluate the staff vehicle rotation after we have time to re-assign all positions in the new organization. It is very likely that we have extra staff vehicles that will need to be sold. However, we plan on one to two staff vehicle purchases a year in the new organization.

The table on the following page is the SFD apparatus purchasing schedule for responding apparatus other than staff vehicles. The NFD units have been added and are included in all computations. The schedule only goes to 2032 to make it easier to read. Please refer to *Appendix D* for the complete schedule.

| 20-YEAR CAPITAL PURCHASES PLAN                                                                                                                                                                                                                                                                                                                                                         |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|------------------|-------------|--------------|--------|-----------------|-------------|
| Updated 9/5/2021                                                                                                                                                                                                                                                                                                                                                                       |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| All costs are inflated and compounded annually by 3%                                                                                                                                                                                                                                                                                                                                   |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Current Year 2021                                                                                                                                                                                                                                                                                                                                                                      |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| APPARATUS: Aid Car Purchases Plan                                                                                                                                                                                                                                                                                                                                                      |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Assumption that current aid cars have a projected life cycle of 10 years in front line position. Our plan is to remount boxes on our Ford chassis apparatus once (essentially two life cycles) and then be fully replaced by a completely new aid car.                                                                                                                                 |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| The 2020 remount cost is estimated at \$170,000                                                                                                                                                                                                                                                                                                                                        |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| The 2020 replacement cost is estimated at \$220,000                                                                                                                                                                                                                                                                                                                                    |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Location                                                                                                                                                                                                                                                                                                                                                                               |                          | Identification  |             | 1st Purchase    |             | 2nd Purchase    |             |                  |             |              |        |                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             | Year            | Cost        | Year            | Cost        |                  |             |              |        |                 |             |
| A163                                                                                                                                                                                                                                                                                                                                                                                   | 2015 Ford                |                 |             | 2027            | \$202,989   | 2037            | \$353,035   |                  |             |              |        |                 |             |
| A164                                                                                                                                                                                                                                                                                                                                                                                   | 2015 Terrastar           |                 |             | 2021            | \$220,000   | 2031            | \$295,662   |                  |             |              |        |                 |             |
| A165                                                                                                                                                                                                                                                                                                                                                                                   | 2017 Ford                |                 |             | 2025            | \$191,336   | 2035            | \$332,770   |                  |             |              |        |                 |             |
| A151                                                                                                                                                                                                                                                                                                                                                                                   | 2016 Horton              |                 |             | 2026            | \$255,040   | 2036            | \$264,854   |                  |             |              |        |                 |             |
| A157                                                                                                                                                                                                                                                                                                                                                                                   | 2008 Braun               |                 |             | 2028            | \$270,572   | 2038            | \$280,984   |                  |             |              |        |                 |             |
| A261                                                                                                                                                                                                                                                                                                                                                                                   | 2010 Ford (4x4)          |                 |             | 2030            | \$287,050   |                 |             |                  |             |              |        |                 |             |
| Vehicles will be balanced to equalize mileage, wear and tear. The replacement of the Terrastar will be not be a heavy duty chassis. Grouping aid car purchases will allow greater economies of scale, but would limit flexibility in rotating aid cars to reserve status. Keeping apparatus #1101 for 14 years as it is essentially a reserve for entire life cyce and has 4x4 option. |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Average cost per year for aid car replacement over the 20 year period is \$147,715                                                                                                                                                                                                                                                                                                     |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Unit                                                                                                                                                                                                                                                                                                                                                                                   | 2020                     | 2021            | 2022        | 2023            | 2024        | 2025            | 2026        | 2027             | 2028        | 2029         | 2030   | 2031            | 2032        |
| Aid 163                                                                                                                                                                                                                                                                                                                                                                                | 2017 Ford                |                 |             |                 |             |                 |             | Remount 2        |             |              |        |                 |             |
| Aid 164                                                                                                                                                                                                                                                                                                                                                                                | 2015 Terra               | New A1          |             |                 |             |                 |             |                  |             |              |        | New A5          |             |
| Aid 165                                                                                                                                                                                                                                                                                                                                                                                | 2015 Ford                |                 |             |                 |             | Remount 1       |             |                  |             |              |        |                 |             |
| Aid 151                                                                                                                                                                                                                                                                                                                                                                                | 2016 Horton              |                 |             |                 |             |                 | New A2      |                  |             |              |        |                 |             |
| Aid 157                                                                                                                                                                                                                                                                                                                                                                                | 2008 Braun               | 2015 Terra      |             |                 |             |                 | 2016 Horton |                  | New A3      |              |        |                 |             |
| Aid 261*                                                                                                                                                                                                                                                                                                                                                                               | 2010 Ford                |                 |             |                 |             |                 |             |                  |             |              | New A4 |                 |             |
| Aid 262 Reserve                                                                                                                                                                                                                                                                                                                                                                        | 2008 Braun               |                 |             |                 |             |                 |             |                  | 2016 Horton |              |        | New A1          |             |
| To Be Sold                                                                                                                                                                                                                                                                                                                                                                             |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| * We will keep one reserve apparatus with 4x4 capability.                                                                                                                                                                                                                                                                                                                              |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Bold lettering indicates a new purchase. If the lettering is <del>struck through</del> it indicates that the vehicle is to be sold as surplus.                                                                                                                                                                                                                                         |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| APPARATUS: Structural (Fire Engines, Ladder Truck, Rescue) Purchases Plan                                                                                                                                                                                                                                                                                                              |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Assumption that projected life cycles are 10 and 15 years respectively in front line position.                                                                                                                                                                                                                                                                                         |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Engine estimate \$815,000 Ladder truck estimate \$1,200,000                                                                                                                                                                                                                                                                                                                            |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Location                                                                                                                                                                                                                                                                                                                                                                               |                          | Identification  |             | 1st Purchase    |             | 2nd Purchase    |             |                  |             |              |        |                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             | Year (Age)      | Cost        | Year (Age)      | Cost        |                  |             |              |        |                 |             |
| E163                                                                                                                                                                                                                                                                                                                                                                                   | 2008 Pierce Fire Engine* |                 |             | 2023            | \$864,634   | 2038            | \$1,347,071 |                  |             |              |        |                 |             |
| E164                                                                                                                                                                                                                                                                                                                                                                                   | 2020 Pierce Fire Engine  |                 |             | 2032            | \$1,128,151 |                 | \$0         |                  |             |              |        |                 |             |
| E165                                                                                                                                                                                                                                                                                                                                                                                   | 2020 Pierce Fire Engine  |                 |             | 2032            | \$1,128,151 |                 | \$0         |                  |             |              |        |                 |             |
| E151                                                                                                                                                                                                                                                                                                                                                                                   | 2020 Pierce Fire Engine  |                 |             | 2032            | \$1,128,151 |                 | \$0         |                  |             |              |        |                 |             |
| E157                                                                                                                                                                                                                                                                                                                                                                                   | 2020 Pierce Fire Engine  |                 |             | 2032            | \$1,128,151 |                 | \$0         |                  |             |              |        |                 |             |
| L161                                                                                                                                                                                                                                                                                                                                                                                   | 2017 Pierce Ladder Truck |                 |             | 2032            | \$1,661,081 |                 | \$0         |                  |             |              |        |                 |             |
| Vehicles will be balanced to equalize mileage, wear and tear. Grouping purchases will allow greater economies of scale and will keep uniformity, but would limit flexibility in rotating vehicles to reserve status.                                                                                                                                                                   |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| * This fire engine is no longer in first out role due to the staffed ladder truck. This life cycle is extended to 15 years.                                                                                                                                                                                                                                                            |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Avg cost per year for Fire Engine replacement over the 20 year period is \$336,215                                                                                                                                                                                                                                                                                                     |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Avg cost per year for Truck replacement over the 20 year period is \$83,054                                                                                                                                                                                                                                                                                                            |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Unit                                                                                                                                                                                                                                                                                                                                                                                   | 2020                     | 2021            | 2022        | 2023            | 2024        | 2025            | 2026        | 2027             | 2028        | 2029         | 2030   | 2031            | 2032        |
| E163                                                                                                                                                                                                                                                                                                                                                                                   | 2008 Pierce              |                 |             | New (E3)        |             |                 |             |                  |             |              |        |                 |             |
| E164                                                                                                                                                                                                                                                                                                                                                                                   | 2008 Pierce              | 2020 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | New (E4)    |
| E165                                                                                                                                                                                                                                                                                                                                                                                   | 2008 Pierce              | 2020 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | New (E5)    |
| E151                                                                                                                                                                                                                                                                                                                                                                                   | 2010 Pierce              | 2020 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | New (E6)    |
| E157                                                                                                                                                                                                                                                                                                                                                                                   | 2010 Pierce              | 2020 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | New (E7)    |
| L161                                                                                                                                                                                                                                                                                                                                                                                   | 2017 Pierce              |                 |             |                 |             |                 |             |                  |             |              |        |                 | New (L1)    |
| E264                                                                                                                                                                                                                                                                                                                                                                                   | 1999 H&W                 | 2008 Pierce     |             | 2008 Pierce     |             |                 |             |                  |             |              |        |                 | 2020 Pierce |
| E265                                                                                                                                                                                                                                                                                                                                                                                   | 1999 H&W                 | 2008 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | 2020 Pierce |
| E251                                                                                                                                                                                                                                                                                                                                                                                   |                          | 2010 Pierce     |             |                 |             |                 |             |                  |             |              |        |                 | 2020 Pierce |
| L261                                                                                                                                                                                                                                                                                                                                                                                   |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 | 2017 Pierce |
| Apparatus to be Sold                                                                                                                                                                                                                                                                                                                                                                   |                          | 1999 H&W        | 2010 Pierce | 2008 Pierce     |             |                 |             |                  |             |              |        |                 | 2008 Pierce |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          | 1999 H&W        |             |                 |             |                 |             |                  |             |              |        |                 | 2008 Pierce |
| Bold lettering indicates a new purchase. If the lettering is <del>struck through</del> it indicates that the vehicle is to be sold as surplus.                                                                                                                                                                                                                                         |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| APPARATUS: Support Vehicles                                                                                                                                                                                                                                                                                                                                                            |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Staff vehicles have different life cycles and usage, but will be rotated by the time they have approximately 150,000 miles.                                                                                                                                                                                                                                                            |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| 2020 Cost for a:                                                                                                                                                                                                                                                                                                                                                                       |                          | Truck1 \$40,000 |             | Truck2 \$45,000 |             | Truck3 \$70,000 |             | Mid-SUV \$38,000 |             | SUV \$42,000 |        | Hybrid \$32,000 |             |
|                                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             | 1st Purchase    |             | 2nd Purchase    |             | 3rd Purchase     |             | 4th Purchase |        | 5th Purchase    |             |
| Use                                                                                                                                                                                                                                                                                                                                                                                    | Type                     | Transition Plan |             | Year            | Cost        | Year            | Cost        | Year             | Cost        | Year         | Cost   | Year            | Cost        |
| BC/FP                                                                                                                                                                                                                                                                                                                                                                                  | Pickup                   | 6 yrs/60k miles |             | 2027            | \$191,048   | 2033            | \$156,834   | 2039             | \$187,268   |              |        | \$0             | \$0         |
| Vehicles will be "trickled" down from primary use to secondary use depending on the type of vehicle.                                                                                                                                                                                                                                                                                   |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Average cost per year for BC vehicle replacement over the 20 year period is \$26,757                                                                                                                                                                                                                                                                                                   |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Average cost per year for staff vehicle replacement over the 20 year period is \$55,681                                                                                                                                                                                                                                                                                                |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Bold lettering indicates a new purchase. If the lettering is <del>struck through</del> it indicates that the vehicle is to be sold as surplus.                                                                                                                                                                                                                                         |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| As of: 9/5/2021                                                                                                                                                                                                                                                                                                                                                                        |                          |                 |             |                 |             |                 |             |                  |             |              |        |                 |             |
| Unit                                                                                                                                                                                                                                                                                                                                                                                   | 2020                     | 2021            | 2022        | 2023            | 2024        | 2025            | 2026        | 2027             | 2028        | 2029         | 2030   | 2031            | 2032        |
| B161                                                                                                                                                                                                                                                                                                                                                                                   | Tahoe                    | 2021 Ford       |             |                 |             |                 |             | New B1           |             |              |        |                 |             |
| B162                                                                                                                                                                                                                                                                                                                                                                                   | Suburban                 |                 |             |                 |             |                 |             | 2021 Ford        |             |              |        |                 |             |

The spreadsheet below identifies the specific costs to the NFD in 2022 and beyond for apparatus replacement.

| Apparatus Replacement Fund |                           |              |              |                               |              |              |              |              |                             |              |              |                      |              | Current Year 2022 |  |
|----------------------------|---------------------------|--------------|--------------|-------------------------------|--------------|--------------|--------------|--------------|-----------------------------|--------------|--------------|----------------------|--------------|-------------------|--|
|                            | Starting Fund \$2,500,000 |              |              | Annual Contribution \$550,000 |              |              | Inflator 3%  |              | 2022 NFD Transfer \$522,604 |              |              | ST Transfer \$75,000 |              |                   |  |
|                            | 2021                      | 2022         | 2023         | 2024                          | 2025         | 2026         | 2027         | 2028         | 2029                        | 2030         | 2031         | 2032                 | 2033         | 2034              |  |
| Annual Costs               | \$ 275,681                | \$ 55,681    | \$ 920,315   | \$ 55,681                     | \$ 247,018   | \$ 310,722   | \$ 449,719   | \$ 326,254   | \$ 55,681                   | \$ 342,731   | \$ 351,343   | \$ 6,229,364         | \$ 212,515   | \$ 55,681         |  |
| Total Contribution         |                           | \$ 1,072,604 | \$ 566,500   | \$ 663,063                    | \$ 682,954   | \$ 703,443   | \$ 724,546   | \$ 746,283   | \$ 768,671                  | \$ 791,731   | \$ 815,483   | \$ 839,948           | \$ 865,146   | \$ 891,101        |  |
| SFD                        |                           | \$ 330,000   | \$ 339,900   | \$ 350,097                    | \$ 360,600   | \$ 371,418   | \$ 382,560   | \$ 394,037   | \$ 405,858                  | \$ 418,034   | \$ 430,575   | \$ 443,492           | \$ 456,797   | \$ 470,501        |  |
| NFD                        |                           | \$ 742,604   | \$ 226,600   | \$ 233,398                    | \$ 240,400   | \$ 247,612   | \$ 255,040   | \$ 262,692   | \$ 270,572                  | \$ 278,689   | \$ 287,050   | \$ 295,662           | \$ 304,531   | \$ 313,667        |  |
| Rolling Balance            | \$ 2,224,319              | \$ 3,241,241 | \$ 2,887,426 | \$ 3,494,808                  | \$ 3,930,744 | \$ 4,323,465 | \$ 4,698,293 | \$ 5,018,322 | \$ 5,731,312                | \$ 6,180,312 | \$ 6,644,462 | \$ 1,255,035         | \$ 1,907,667 | \$ 2,743,086      |  |



As represented by the data and graph, with a combined allocation of \$550,000 annually from NFD and SFD to start in 2022, our rolling balance will not drop below \$1.25 million. The replacement fund balance also includes an annual contribution from Sound Transit of \$79,568 starting in 2024. This money is part of the mitigation of the impacts from the operation of the light rail system. All annual allocations are also increased by the inflationary rate of 3% per year. The program is fully funded with the identified annual contribution. An initial transfer is needed to “buy into” the program equivalent to the amount that NFD has in their specified reserve fund of \$522,604. It also appears that the annual NFD allocation of \$256,000 is currently accurate for NFD, but in the combined organization, it can be lowered to \$220,000 in 2022 as the annual contribution.

- **Capital – IT:** Due to the critically needed upgrades of the IT system at NFD, the specific costs will be separated out for 2022. There is funding available in 2021, \$80,000, so it is possible to initiate these projects before the end of the year, depending on timing. As just an estimate, our proposal will have \$100,000 allocated as a one-time expense in 2022. This will need to be adjusted once a proper evaluation and budget development can occur. In 2023 and beyond, the IT needs at NFD will be incorporated into the joint capital budget.

All capital budgets will be developed as part of the annual budget process with a six-year, rolling and long-range forecast for 20 years. These budgets will be presented to each of the Board of Commissioners annually for review.

## **NFD BOARD OF COMMISSIONERS EXPENSE BUDGET**

The scope of work also specifies that the NFD will remain a separate entity, with ownership of assets, reserve accounts, debt, and the ability to receive funds from the fire tax levy, FBC, etc. Furthermore, that the District Secretary will remain assigned as an employee to the NFD Board of Commissioners. Therefore, it will be necessary to build and maintain a NFD Budget with a very limited scope. The need to maintain reserve accounts at the NFD will also be dramatically reduced, due to nearly all liabilities shifting to the SFD. The NFD Board of Commissioners could consider reducing reserve accounts down to the following:

1. Natural Disaster
2. Insurance Contingency
3. Facilities Improvement
4. Interest Income

A review of the current 2021 Operations budget revealed that there were three areas that would need to be moved to the NFD Board of Commissioner budget; Commissioner expenses, administration and professional services, and costs associated with revenue gathering. These costs were moved to the NFD Expense Budget, detailed in *Appendix E*. There will also be a need to identify a line item for transferring funds to the SFD and revenue collection funds. There are some savings identified if the Board of Commissioners reduces to one meeting per month. The budget as designed totals \$153,973, including a 3% inflator for 2022.

## **FINANCIAL SUMMARY**

This section will summarize the financial impacts identified throughout this proposal, to determine an overall contract cost. If there are options to be considered, those are noted as well. While many questions were asked by SFD personnel, there were many questions that could not be answered. Therefore, best estimates and assumptions on many items were made. Not being able to work directly with NFD personnel made it difficult to build completely accurate models.

Before identifying total costs, we first need to clearly identify assumptions that were made throughout this proposal.

## **ASSUMPTIONS**

1. That the 2021 budgets and funds as provided to SFD are accurate and appropriate to providing a proper level of service.
2. That the list of all employees and personal data is complete and accurate.
3. That all Uniformed employees transfer to SFD employment.
4. That the list of Administrative staff that should transfer to SFD employment is complete.
5. That all employees transferred to SFD employment shall either continue to receive their current salary, or their new positional salary, whichever is higher. If employees keep their current salary, then it would be frozen from cost of living adjustments until the positional salary catches up.

6. That for budgetary purposes a 3% inflationary factor was used on increasing expense line items for 2022.
7. That personnel costs for the following year will be reflective of the annual COLA applied per contract or agreement. For budget forecasting a 3% COLA will be used.
8. All transfers of funding from the NFD to SFD as part of our contract for services will be divided into two, equal, payments due to the SFD by April 15 and November 15 of each calendar year.
9. All budgets will be presented and discussed at a joint Board of Commissioner meeting for review as part of the budgeting process.
10. That the most appropriate method for calculating costs of services is to charge actual budgeted amounts instead of using only an inflationary factor. This provides safety to both the NFD and SFD organizations.
11. The burden for the NFD portion of the budgets is calculated using current levels as a portion of the total.
  - a. Personnel related cost apportioning is 26% (46 NFD personnel, 128 SFD personnel)
  - b. Operating related cost apportioning is 42% (\$1.658 million NFD, \$2.335 million SFD)
  - c. Apparatus and equipment related cost apportioning is 40% (4 staffed NFD apparatus, 6 SFD apparatus)

The following spreadsheets summarize the costs described previously in this proposal and includes the assumptions above. These spreadsheets do not include any costs associated with the NFD Board of Commissioners budget, which is separately funded and managed as part of the NFD.

| <b><i>NFD Costs Under Contract with SFD</i></b> |                     |                     |                     |                     |                     |                     |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                                                 | <b>2022</b>         | <b>2023</b>         | <b>2024</b>         | <b>2025</b>         | <b>2026</b>         | <b>2027</b>         |
| Salary & Benefits                               | \$ 7,568,068        | \$ 7,374,021        | \$ 7,586,735        | \$ 7,805,313        | \$ 8,029,899        | \$ 8,260,639        |
| General Expenses                                | \$ 1,137,309        | \$ 1,157,009        | \$ 1,191,719        | \$ 1,227,471        | \$ 1,264,295        | \$ 1,302,224        |
| Capital Equipment                               | TBD                 | TBD                 | TBD                 | TBD                 | TBD                 | TBD                 |
| Capital Apparatus                               | \$ 220,000          | \$ 226,600          | \$ 233,398          | \$ 240,400          | \$ 247,612          | \$ 255,040          |
| <b>Total Budget</b>                             | <b>\$ 8,925,377</b> | <b>\$ 8,757,630</b> | <b>\$ 9,011,852</b> | <b>\$ 9,273,184</b> | <b>\$ 9,541,806</b> | <b>\$ 9,817,903</b> |

| <b><i>NFD Costs Under Current Model</i></b> |                      |                      |                      |                      |                      |                      |
|---------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                             | <b>2022</b>          | <b>2023</b>          | <b>2024</b>          | <b>2025</b>          | <b>2026</b>          | <b>2027</b>          |
| Salary & Benefits                           | \$ 8,715,147         | \$ 8,976,601         | \$ 9,245,899         | \$ 9,523,276         | \$ 9,808,975         | \$ 10,103,244        |
| General Expenses                            | \$ 1,707,357         | \$ 1,758,577         | \$ 1,811,334         | \$ 1,865,674         | \$ 1,921,645         | \$ 1,979,294         |
| Capital Equipment                           | TBD                  | TBD                  | TBD                  | TBD                  | TBD                  | TBD                  |
| Capital Apparatus                           | \$ 256,000           | \$ 263,680           | \$ 271,590           | \$ 279,738           | \$ 288,130           | \$ 296,774           |
| <b>Total Budget</b>                         | <b>\$ 10,678,504</b> | <b>\$ 10,998,858</b> | <b>\$ 11,328,824</b> | <b>\$ 11,668,689</b> | <b>\$ 12,018,750</b> | <b>\$ 12,379,312</b> |
| <b>Savings</b>                              | <b>\$ 1,753,127</b>  | <b>\$ 2,241,228</b>  | <b>\$ 2,316,972</b>  | <b>\$ 2,395,505</b>  | <b>\$ 2,476,944</b>  | <b>\$ 2,561,409</b>  |

Clearly, many efficiencies are gained in a contract for services with the SFD, especially in the second year and beyond with nearly \$2.2 million in annual savings. Most of these savings are derived from being contiguous neighbors and being able to easily share resources.

There are also one-time transfers that will need to occur. While this is a significant amount, none of the transfers exceed the funds that have already been established to address these liabilities at NFD. These transfers are needed for SFD to properly assume and manage the significant increase in risk and liabilities.

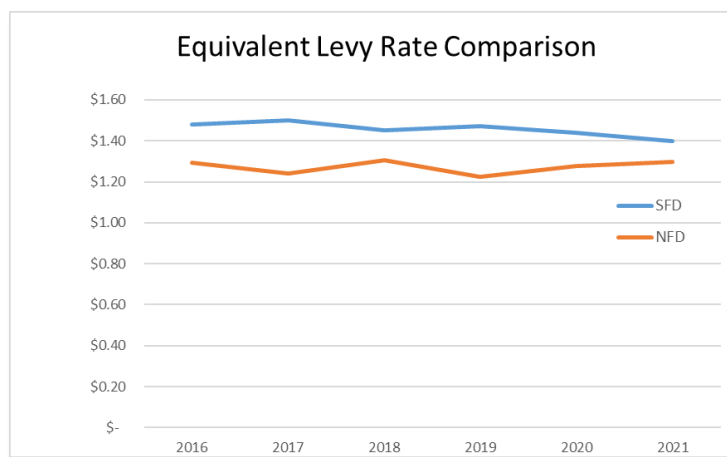
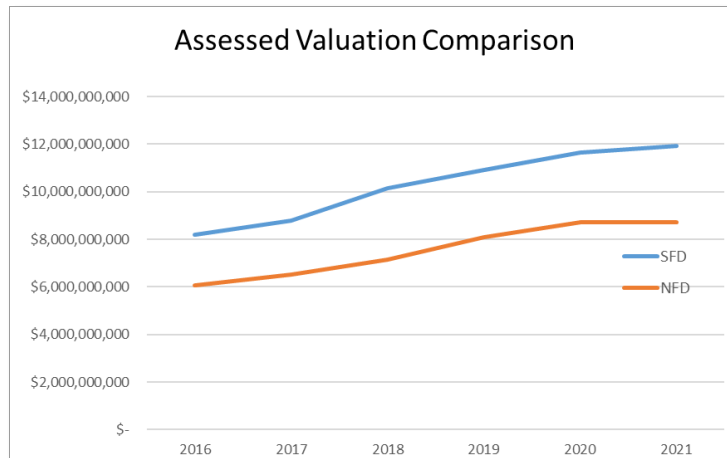
| <b>NFD One-Time Transfers to SFD</b>                         |                     |
|--------------------------------------------------------------|---------------------|
|                                                              | <b>2022</b>         |
| LEOFF I Liabilities                                          | \$ 1,975,000        |
| Accrued Benefits Liabilities                                 | \$ 631,545          |
| Operating Reserves                                           | \$ 1,250,781        |
| Apparatus Replacement                                        | \$ 522,604          |
| Capital IT*                                                  | \$ 100,000          |
| <b>Total Budget</b>                                          | <b>\$ 4,479,930</b> |
| <i>* Estimate only, proper budget needs to be developed.</i> |                     |

The assessed valuation for 2022 is unknown as yet, but surrounding area reports posted on the King County Auditor's website indicate good growth for next year. The following tables and graphs show how assessed valuations and corresponding equivalent levy rates have changed over the past six years. The equivalent levy rate is a combination of the fire levy and the equivalent rate if the FBC was valued per \$1,000 of assessed value. With the cost savings identified above, the resulting levy rate would drop substantially, likely to around \$.93 using average AV growth over the past six years.

### ***Levy Rate Comparison***

| <b>SFD</b>  |                           |                    |                        |
|-------------|---------------------------|--------------------|------------------------|
| <b>Year</b> | <b>Assessed Valuation</b> | <b>AV % Change</b> | <b>Equivalent Rate</b> |
| 2016        | \$ 8,195,871,934          | 10.36%             | \$ 1.48                |
| 2017        | \$ 8,796,141,940          | 7.32%              | \$ 1.50                |
| 2018        | \$ 10,137,859,400         | 15.25%             | \$ 1.45                |
| 2019        | \$ 10,904,160,724         | 7.56%              | \$ 1.47                |
| 2020        | \$ 11,637,762,328         | 6.73%              | \$ 1.44                |
| 2021        | \$ 11,941,960,953         | 2.61%              | \$ 1.40                |

| <b>NFD</b>  |                           |                    |                        |
|-------------|---------------------------|--------------------|------------------------|
| <b>Year</b> | <b>Assessed Valuation</b> | <b>AV % Change</b> | <b>Equivalent Rate</b> |
| 2016        | \$ 6,054,273,196          | 9.37%              | \$ 1.29                |
| 2017        | \$ 6,515,548,648          | 7.62%              | \$ 1.24                |
| 2018        | \$ 7,161,521,894          | 9.91%              | \$ 1.31                |
| 2019        | \$ 8,085,320,023          | 12.90%             | \$ 1.22                |
| 2020        | \$ 8,726,665,321          | 7.93%              | \$ 1.28                |
| 2021        | \$ 8,707,216,466          | -0.22%             | \$ 1.30                |



These demonstrate good economic stability at both Departments and the convergence of equivalent levy rates as Shoreline continues to lower their rate.

## **INTEGRATION**

A phased-in approach of blending operations, and administrative staff roles has already been discussed. However, the following is a rough draft of how the integration of the Departments could progress. These are some higher-level goals, but more specific, lower-level goals can also be provided. It is a draft only and would need specific input from the both Board of Commissioners and all administrative staff to ensure success.

### **Immediately:**

- As soon as the SFD is chosen, any modifications to the plan should occur, a contract for service should be reviewed and signed, and proper 2022 budgets need to be developed.
- Need meet and negotiate impacts with NFD Union immediately, and then ratify a new contract.
- There should be consideration of what roles or programs need to be implemented immediately such as; Fire Chief, IT, and potentially Fire Marshal services.

- Chief Cowan and Administrative Director Brown would begin working with NFD personnel to determine strengths and career path goals and finalize roles and responsibilities in the new organization.
- There should also be discussion on if and how to replace the Emergency Manager position, as Carl Lunak transitions into other employment.
- If a decision is made in time then the 2022 Chair and Vice-Chair should join SFD personnel in our leadership retreat on October 13<sup>th</sup> and 14<sup>th</sup>. If that timing doesn't work, then additional dates should be considered to have a retreat to start identifying and addressing transition issues.
- Evaluate promotional list, processes, and engage with Unions on how and/or when to pursue joint lists or tests.

#### **January to March:**

- If not already completed, Chief Cowan assumes the leadership role of Fire Chief.
- If not already completed, IT Specialist Middleton assumes IT responsibilities.
- If not already completed, Fire Marshal LaFontaine assumes Fire Marshal responsibilities.
- DC Taylor assumes DC of Support Services for both Departments.
- A Division Chief in NFD assumes Operations oversight for NFD under DC Nankervis, and assists with administrative duties.
- Administrative Director begins working with NFD administrative personnel in new positions evaluating programs, processes, and systems to determine the best model moving forward.
- Replacement or re-assignment of Emergency Manager duties.
- Training to begin for both NFD and SFD administrative personnel for new positions and integration.
- EMS Program Manager Garlini develops and trains personnel in BLS transport program.
- Integration and development of public education program for both Departments in 2022 to include public messaging.
- Add Aid 157 into service.
- Joint Board of Commissioner meeting to review progress and address any concerns.
- First phase of blending operational personnel begins.

#### **April to June:**

- Evaluation of program, processes, and systems should be completed and any plans brought forward for consideration.
  - If switching any of the above, and it requires new products, make the purchase.
  - Depending on the complexity of the transition, training and implementation might begin. If not appropriate then it can be delayed until the third quarter.
- If not already implemented, the BLS transport program is initiated.
- HR Manager Moore would begin integrating and developing relationships with all SFD staff.
- Should be reduced down to one operational BC on duty.
- Start phase 2 of operational staff blending.

#### **July to September**

- Any programs, processes, and systems not already transitioned should be at this point with training and implementation already occurring.



- HR Manager Moore should be ready to assume HR duties for all staff.
- In September have a joint leadership retreat to review how the contract is working, 2023 goals and budget items.
- Review year to date accomplishments and accuracy of budget for 2023 development.
- Start phase 3 of operational staff blending.

#### **October to December**

- Evaluate continued need for Division Chief of Operations in Northshore. If no need, transition into other commensurate position.
- Finish up 2023 budget development.
- Review and communicated goals for 2023.
- Hopefully by end of year the labor group will be comfortable with transitioning into phase 4 for operational staffing, which is full integration.

#### **CONCLUSION**

A contract for services between our two Departments will certainly result in many improved levels of service and decreased overall costs. We have the support of both labor groups and the Communities we serve. All identified personnel will be able to transfer to the SFD. The efficiencies we gain can be used to further enhance our service levels and/or reduces taxes. Our Departments are very alike with similar demographics and the same governance. We have developed contracts and cultivated innovative revenue sources to lower the tax burden on our citizens. These revenue sources have allowed us to expand our services, improve staffing levels, and to fully fund our reserve accounts. Over the past few years, this has allowed us to lower our overall equivalent tax rates, which will only continue and at likely a faster rate now that we have our reserve accounts at good levels.

In short, we are neighbors that have been working and training together for many decades on a daily basis. A consolidation of our Departments would be easy, successful, and makes sense for many reasons. It is our sincere hope that you see the merits of our proposal and agree that a contract with the SFD is mutually beneficial. If the NFD Board supports our proposal, we would collaborate and modify any details and timelines included in this document as needed. A draft Interlocal Agreement is also provided as a starting point for your review.

Thank you for your consideration.

## ***Appendix A***

**Clarifying questions asked of NFD staff regarding proposal. Answers are in red font.**

1. Confirming that the proposal should include separate capital replacement programs, reserve funds, etc. and not a merging of resources or replacement programs?  
a. "Yes"
2. Can you send me the full 2020 and 2021 budgets including all fund balances in Excel?  
a. Files sent
3. Can you send me a list of all personnel including their salary and benefits costs in Excel?  
a. File sent
4. Can you please forward over all personnel sick leave, vacation, comp time, or any other liabilities that would need to be accounted for in transferring personnel into SFD?  
a. File sent
5. Do you have an estimate of all administrative/day-shift personnel work-load? For example, currently there isn't a full-time Fire Marshal, is there full-time work, ¾ time???  
a. Estimates provided
6. Do you have a current organizational chart? I found an old one online, but couldn't find a current one.  
a. File sent
7. How do you want to address personnel costs in 2022? Are negotiations underway or do you want an automatic inflator such as CPI?  
a. "The negotiations and personal costs would be yours as all Northshore employees would move over to your organization."
8. Are there any known or expected retirements before the end of 2021 or in 2022?  
a. Nothing official, but provided with general impressions.
9. Do you have an estimate of when the general 2022 budget will be developed and available to review?  
a. SFD will need to develop the 2022 budget
10. This will require a separated budget to address expenses, allocation of funds, revenue generation, payroll, etc. I am assuming that the expectation is we would help build the separate NFD budget? If so, I will need to work directly with someone to be able to properly dive into the details and create this separated budget. Do I have permission to work with Chief Ahearn, Finance Specialist Killion, or another contact on this part of the proposal?  
a. No response
11. Regarding financial policies, would SFD policies and best practices be followed?  
a. SFD policies and best practices
12. Will SFD be responsible for the annual audit of the NFD budget?  
a. Yes
13. If NFD is retaining facilities, equipment, etc. then insurance costs for those items should remain within the NFD budget. The agency would assume insurance liability for personnel. Agreed?  
a. Need to plan on coverage from SFD policy
14. Does the NFD have a life cycle replacement strategy for capital purchases, if so, can you please send it to me?  
a. "We cannot find one."

## ***Appendix A (continued)***

15. The scope of work describes compensation for regional use of NFD facilities. Does regional use apply to SFD or is it the intent to get compensation from the training Consortium and other regional use?
  - a. Consortium or if there was some other regional usage
16. The scope of work describes employing all current NFD personnel. Does that include DC McDonald or is he going to be transitioning to WFR/ESFR as offered by ESFR?
  - a. "Should but will leave that up to SFD and whether there was a position for him. If not, then that's okay."
17. Confirming that the administrative positions that would need to transfer over are:
  - a. DC McDonald (depending on previous question)
  - b. HR Manager Moore
  - c. Finance Specialist Killion
  - d. Admin Specialist Kunkel
  - e. PEO/Inspector Booth
  - f. Continue relationship in NEMCO with Emergency Manager Lunak
    - i. Yes
18. The scope of work doesn't address IT services. We can potentially offer those services, but we need to know if this would be a linked system to SFD or would it be stand alone. This has a direct impact on the level of work and purchases needing to address deficiencies. For example, servers would need to be purchased and installed at Sta 51 if stand alone, but if linked to SFD then our servers could cover NFD needs.
  - a. Not stand alone and could connect to SFD and use hardware there.
19. It appears that IT equipment needs are included in the reserve funds and capital replacement strategy, just want to confirm?
  - a. Yes
20. Are there any plans for NFD to add Firefighters in 2022, with or without a contract?
  - a. Looking at possibly 3-5 for attrition.
21. Can you send me a list of the NFD equipment that you have in your system (\$5,000 and life cycle of more than a year)?
  - a. "I have searched and have been unable to locate a current list as you requested."

## Appendix B

### 2022 SALARIES & BENEFITS WORKSHEET FOR NFD PERSONNEL

(includes a 4% increase from 2021 wage scale)

| FTE                           | DIV      | JOB TITLE          | EMPLOYEE NAME          | 9/7/2021<br>DRS Date | Yrs of Svcs | 104%<br>Position Pay | Total-ANNUAL<br>COMPENSATION | Notes                                                                                                                                                                                                                    |
|-------------------------------|----------|--------------------|------------------------|----------------------|-------------|----------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                             | ADMIN    | Fire Chief         | VACANT                 | 9/7/2021             | 0.00        | \$ —                 | \$ —                         | Remains vacant (\$15,636.18)                                                                                                                                                                                             |
| 2                             | ADMIN    | Division Chief     | McDonald               | 9/11/2020            | 0.99        | \$ 14,865.94         | \$ 222,928.89                | Re-assignment to Div Chief, salary is frozen until COLA raises position pay up to same level                                                                                                                             |
| 3                             | ADMIN    | HR Manager         | Moore                  | 9/10/2012            | 9.00        | \$ 9,839.64          | \$ 168,243.46                | Remains HR Manager, salary is frozen until COLA raises comparable position pay up to same level                                                                                                                          |
| 4                             | ADMIN    | Fin Specialist     | Killion                | 6/25/2016            | 5.21        | \$ 7,873.80          | \$ 131,376.78                | Remains Fin Spec, receives 2 raises of \$895.97/mo, one in 2022, one in 2023, for comparable position pay                                                                                                                |
| 0.5                           | ADMIN    | Admin Specialist   | Kunkel- Part Time      | 8/8/2017             | 4.08        | \$ 2,308.54          | \$ 55,455.71                 | Remains Half-Time Admin Spec, receives raise of \$519.26/mo, for comparable position pay                                                                                                                                 |
| 0.5                           | ADMIN    | Admin Specialist   | Walsh- Part Time       | 12/17/2019           | 1.7         | \$ —                 | \$ —                         | Part-time position ends (\$2,877.39)                                                                                                                                                                                     |
| 6                             | ADMIN    | Admin Specialist   | Vacant- Full Time      | 9/7/2021             | 0.00        | \$ —                 | \$ —                         | Remains vacant (\$4,836.02)                                                                                                                                                                                              |
| 0.5                           | ADMIN    | Board Secretary    | Oakley                 |                      |             | \$ —                 | \$ —                         | Position compensation is out of NFD BOC budget (\$728.00)                                                                                                                                                                |
| TOTAL- ADMINISTRATION         |          |                    |                        |                      |             | \$ 34,887.91         | \$ 578,004.84                |                                                                                                                                                                                                                          |
| 1                             | Training | Training-CAP       | Burrow                 | 6/24/2002            | 19.2        | \$ 12,514.18         | \$ 208,372.15                | Remains in Training and receives a pay raise of \$892.84/mo                                                                                                                                                              |
| TOTAL- TRAINING & DEVELOPMENT |          |                    |                        |                      |             | \$ 12,514.18         | \$ 208,372.15                |                                                                                                                                                                                                                          |
| 1                             | Prev     | Fire Marshal       | Fire Marshal- Vacant   | 9/7/2021             | 0.0         | \$ —                 | \$ —                         | Remains vacant (\$11,767.83)                                                                                                                                                                                             |
| 2                             | Prev     | Fire Inspector/PIO | Booth                  | 4/1/2000             | 21.4        | \$ 10,660.24         | \$ 173,027.84                | Remains splitting time, receives 2 raises of \$993.22/mo, one in 2022, one in 2023, for comparable position pay                                                                                                          |
| TOTAL- FIRE PREVENTION        |          |                    |                        |                      |             | \$ 10,660.24         | \$ 173,027.84                |                                                                                                                                                                                                                          |
| 1                             | OPS      | Batt Chief         | Hochstein              | 9/9/1996             | 25.0        | \$ 12,777.96         | \$ 208,339.42                | Reducing the number of operations BCs should occur by the middle of 2022. The positions will remain in this budget and a cost savings adjustment for half the year of the two most senior BCs is reflected in the budget |
| 2                             | OPS      | Batt Chief         | Morris                 | 9/9/1996             | 25.0        | \$ 12,777.96         | \$ 211,613.13                |                                                                                                                                                                                                                          |
| 3                             | OPS      | Batt Chief         | Knight                 | 8/2/1981             | 40.1        | \$ 12,777.96         | \$ 219,685.28                |                                                                                                                                                                                                                          |
| 4                             | OPS      | Batt Chief         | Tagart                 | 4/12/1993            | 28.4        | \$ 12,777.96         | \$ 213,137.86                |                                                                                                                                                                                                                          |
| 1                             | OPS      | Lieutenant         | Davis                  | 11/14/2002           | 18.8        | \$ 11,679.91         | \$ 196,282.27                |                                                                                                                                                                                                                          |
| 2                             | OPS      | Lieutenant         | Ford                   | 3/17/1997            | 24.5        | \$ 11,679.91         | \$ 198,657.12                |                                                                                                                                                                                                                          |
| 3                             | OPS      | Lieutenant         | Hansson                | 7/27/1998            | 23.1        | \$ 11,679.91         | \$ 194,441.76                |                                                                                                                                                                                                                          |
| 4                             | OPS      | Lieutenant         | Ingersoll              | 1/14/2002            | 19.7        | \$ 11,679.91         | \$ 192,687.57                |                                                                                                                                                                                                                          |
| 5                             | OPS      | Lieutenant         | Jamerson               | 3/1/2006             | 15.5        | \$ 11,679.91         | \$ 195,062.54                |                                                                                                                                                                                                                          |
| 6                             | OPS      | Lieutenant         | Loutsis                | 11/10/1987           | 33.8        | \$ 11,679.91         | \$ 203,406.94                |                                                                                                                                                                                                                          |
| 7                             | OPS      | Lieutenant         | Pritchett              | 5/10/2010            | 11.3        | \$ 11,679.91         | \$ 193,907.30                |                                                                                                                                                                                                                          |
| 8                             | OPS      | Lieutenant         | Schwartz               | 3/4/1996             | 25.5        | \$ 11,679.91         | \$ 200,406.11                |                                                                                                                                                                                                                          |
| 1                             | OPS      | FF0- 70% (SFD)     | Blake, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 125,034.89                |                                                                                                                                                                                                                          |
| 2                             | OPS      | FF0- 70% (SFD)     | Treger-Zier, FF1- Sept | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |                                                                                                                                                                                                                          |
| 3                             | OPS      | FF0- 70% (SFD)     | Kroon, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |                                                                                                                                                                                                                          |
| 4                             | OPS      | FF0- 70% (SFD)     | O'Dougherty            | 8/24/2021            | 0.0         | \$ 6,488.84          | \$ 118,444.56                |                                                                                                                                                                                                                          |
| 5                             | OPS      | FF0- 70% (SFD)     | Park, FF1- Sept        | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 100,936.40                |                                                                                                                                                                                                                          |
| 6                             | OPS      | FF0- 70% (SFD)     | Schneider              | 1/8/2020             | 1.7         | \$ 6,488.84          | \$ 118,444.56                |                                                                                                                                                                                                                          |
| 7                             | OPS      | FF0- 70% (SFD)     | Sharp, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 122,659.92                |                                                                                                                                                                                                                          |
| 8                             | OPS      | FF0- 70% (SFD)     | Taiwo, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |                                                                                                                                                                                                                          |
| 9                             | OPS      | FF0- 70% (SFD)     | Wilkinson              | 1/8/2020             | 1.7         | \$ 6,488.84          | \$ 120,819.53                |                                                                                                                                                                                                                          |
| 10                            | OPS      | FF0- 80% (SFD)     | Gillis, FF2- Sept      | 9/9/2019             | 2.0         | \$ 7,415.81          | \$ 112,810.92                |                                                                                                                                                                                                                          |
| 11                            | OPS      | FF2- 90% (SFD)     | Hurn, FF2- Sept        | 9/11/2018            | 3.0         | \$ 8,342.80          | \$ 148,784.07                |                                                                                                                                                                                                                          |
| 12                            | OPS      | FF2- 90% (SFD)     | Petro, FF3- Sept       | 9/11/2018            | 3.0         | \$ 8,342.80          | \$ 124,685.57                |                                                                                                                                                                                                                          |
| 13                            | OPS      | FF3- Top Step FF   | Brackett               | 3/4/2013             | 8.5         | \$ 9,269.77          | \$ 146,497.63                |                                                                                                                                                                                                                          |
| 14                            | OPS      | FF3- Top Step FF   | Carrasquillo           | 1/17/2017            | 4.6         | \$ 9,269.77          | \$ 138,935.07                |                                                                                                                                                                                                                          |
| 15                            | OPS      | FF3- Top Step FF   | Coletti                | 9/1/2015             | 6.0         | \$ 9,269.77          | \$ 149,355.91                |                                                                                                                                                                                                                          |
| 16                            | OPS      | FF3- Top Step FF   | Gilbert                | 1/14/2002            | 19.7        | \$ 9,269.77          | \$ 155,626.61                |                                                                                                                                                                                                                          |
| 17                            | OPS      | FF3- Top Step FF   | Heilman                | 12/1/2006            | 14.8        | \$ 9,269.77          | \$ 155,626.61                |                                                                                                                                                                                                                          |
| 18                            | OPS      | FF3- Top Step FF   | Hoffman                | 9/1/2015             | 6.0         | \$ 9,269.77          | \$ 141,218.58                |                                                                                                                                                                                                                          |
| 19                            | OPS      | FF3- Top Step FF   | Hofschulte             | 9/11/2006            | 15.0        | \$ 9,269.77          | \$ 165,408.41                |                                                                                                                                                                                                                          |
| 20                            | OPS      | FF3- Top Step FF   | Holmes                 | 3/17/1997            | 24.5        | \$ 9,269.77          | \$ 167,417.91                |                                                                                                                                                                                                                          |
| 21                            | OPS      | FF3- Top Step FF   | Kuykendall             | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 141,310.04                |                                                                                                                                                                                                                          |
| 22                            | OPS      | FF3- Top Step FF   | Langbehn               | 1/4/2018             | 3.7         | \$ 9,269.77          | \$ 150,876.79                |                                                                                                                                                                                                                          |
| 23                            | OPS      | FF3- Top Step FF   | Livingston             | 1/6/2014             | 7.7         | \$ 9,269.77          | \$ 160,658.59                |                                                                                                                                                                                                                          |
| 24                            | OPS      | FF3- Top Step FF   | McInturff              | 4/4/1994             | 27.4        | \$ 9,269.77          | \$ 148,434.71                |                                                                                                                                                                                                                          |
| 25                            | OPS      | FF3- Top Step FF   | Peterson               | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 153,251.76                |                                                                                                                                                                                                                          |
| 26                            | OPS      | FF3- Top Step FF   | Ross                   | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 154,191.84                |                                                                                                                                                                                                                          |
| 28                            | OPS      | FF3- Top Step FF   | Williams               | 8/15/1992            | 29.1        | \$ 9,269.77          | \$ 148,434.71                |                                                                                                                                                                                                                          |
| TOTAL- RESPONSE OPERATIONS    |          |                    |                        |                      |             | \$ 37,079.08         | \$ 6,107,426.99              |                                                                                                                                                                                                                          |

## Appendix B (continued)

### 2023 SALARIES & BENEFITS WORKSHEET FOR NFD PERSONNEL

(includes a 3% increase from 2022 wage scale)

| FTE                                      | DIV      | JOB TITLE          | EMPLOYEE NAME          | DRS Date   | 9/7/2021<br>Yrs of Svcs | 103%<br>Position Pay | Total-ANNUAL<br>COMPENSATION | Notes                                                                                                                                                                              |
|------------------------------------------|----------|--------------------|------------------------|------------|-------------------------|----------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                                        | ADMIN    | HR Manager         | Moore                  | 9/10/2012  | 9.00                    | \$ 10,134.83         | \$ 172,200.17                | Remains HR Manager, salary is frozen until COLA raises comparable position pay up to same level                                                                                    |
| 2                                        | ADMIN    | Fin Specialist     | Killion                | 6/25/2016  | 5.21                    | \$ 8,110.01          | \$ 134,543.00                | Remains Fin Spec, receives 2 raises of \$895.97/mo, one in 2022, one in 2023, for comparable position pay                                                                          |
| 0.5                                      | ADMIN    | Admin Specialist   | Kunkel- Part Time      | 8/8/2017   | 4.08                    | \$ 2,377.80          | \$ 56,384.02                 | Remains Half-Time Admin Spec, receives raise of \$519.26/mo, for comparable position pay                                                                                           |
| <b>TOTAL- ADMINISTRATION</b>             |          |                    |                        |            |                         | \$ 20,622.64         | \$ 363,127.19                |                                                                                                                                                                                    |
| 1                                        | Training | Training-CAP       | Burrow                 | 6/24/2002  | 19.2                    | \$ 12,889.61         | \$ 213,181.35                | Remains in Training and receives a pay raise of \$892.84/mo                                                                                                                        |
| <b>TOTAL- TRAINING &amp; DEVELOPMENT</b> |          |                    |                        |            |                         | \$ 12,889.61         | \$ 213,181.35                |                                                                                                                                                                                    |
| 2                                        | Prev     | Fire Inspector/PIO | Booth                  | 4/1/2000   | 21.4                    | \$ 10,980.05         | \$ 177,068.93                | Remains splitting time, receives 2 raises of \$993.22/mo, one in 2022, one in 2023, for comparable position pay                                                                    |
| <b>TOTAL- FIRE PREVENTION</b>            |          |                    |                        |            |                         | \$ 10,980.05         | \$ 177,068.93                |                                                                                                                                                                                    |
| 1                                        | OPS      | Batt Chief         | Hochstein              | 9/9/1996   | 25.0                    | \$ 13,161.30         | \$ 213,249.99                | For budgeting purposes only the top two senior BC positions are being removed to account for attrition.<br>Actual retirements will dictate which positions are eventually vacated. |
| 2                                        | OPS      | Batt Chief         | Morris                 | 9/9/1996   | 25.0                    | \$ 13,161.30         | \$ 216,523.70                |                                                                                                                                                                                    |
| 3                                        | OPS      | Batt Chief         | Knights                | 8/2/1983   | 40.3                    | \$ —                 | \$ —                         |                                                                                                                                                                                    |
| 4                                        | OPS      | Batt Chief         | Taggart                | 4/12/1993  | 28.4                    | \$ —                 | \$ —                         |                                                                                                                                                                                    |
| 1                                        | OPS      | Lieutenant         | Davis                  | 11/14/2002 | 18.8                    | \$ 12,030.30         | \$ 200,770.86                |                                                                                                                                                                                    |
| 2                                        | OPS      | Lieutenant         | Ford                   | 3/17/1997  | 24.5                    | \$ 12,030.30         | \$ 203,145.71                |                                                                                                                                                                                    |
| 3                                        | OPS      | Lieutenant         | Hansson                | 7/27/1998  | 23.1                    | \$ 12,030.30         | \$ 198,930.35                |                                                                                                                                                                                    |
| 4                                        | OPS      | Lieutenant         | Ingersoll              | 1/14/2002  | 19.7                    | \$ 12,030.30         | \$ 197,176.16                |                                                                                                                                                                                    |
| 5                                        | OPS      | Lieutenant         | Jamerson               | 3/1/2006   | 15.5                    | \$ 12,030.30         | \$ 199,551.13                |                                                                                                                                                                                    |
| 6                                        | OPS      | Lieutenant         | Loutsis                | 11/10/1987 | 33.8                    | \$ 12,030.30         | \$ 207,895.53                |                                                                                                                                                                                    |
| 7                                        | OPS      | Lieutenant         | Pritchett              | 5/10/2010  | 11.3                    | \$ 12,030.30         | \$ 196,395.89                |                                                                                                                                                                                    |
| 8                                        | OPS      | Lieutenant         | Schwartz               | 3/4/1996   | 25.5                    | \$ 12,030.30         | \$ 204,894.69                |                                                                                                                                                                                    |
| 1                                        | OPS      | FF0- 70% (SFD)     | Blake, FF1- Sept       | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 127,528.55                |                                                                                                                                                                                    |
| 2                                        | OPS      | FF0- 70% (SFD)     | Greger-Zier, FF1- Sept | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 105,805.03                |                                                                                                                                                                                    |
| 3                                        | OPS      | FF0- 70% (SFD)     | Kroon, FF1- Sept       | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 105,805.03                |                                                                                                                                                                                    |
| 4                                        | OPS      | FF0- 70% (SFD)     | O'Dougherty            | 8/24/2021  | 0.0                     | \$ 6,683.51          | \$ 120,938.22                |                                                                                                                                                                                    |
| 5                                        | OPS      | FF0- 70% (SFD)     | Park, FF1- Sept        | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 103,430.06                |                                                                                                                                                                                    |
| 6                                        | OPS      | FF0- 70% (SFD)     | Schneider              | 1/8/2020   | 1.7                     | \$ 6,683.51          | \$ 120,938.22                |                                                                                                                                                                                    |
| 7                                        | OPS      | FF0- 70% (SFD)     | Sharp, FF1- Sept       | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 125,153.58                |                                                                                                                                                                                    |
| 8                                        | OPS      | FF0- 70% (SFD)     | Taiwo, FF1- Sept       | 8/24/2020  | 1.0                     | \$ 6,683.51          | \$ 105,805.03                |                                                                                                                                                                                    |
| 9                                        | OPS      | FF0- 70% (SFD)     | Wilkinson              | 1/8/2020   | 1.7                     | \$ 6,683.51          | \$ 123,313.19                |                                                                                                                                                                                    |
| 10                                       | OPS      | FF0- 80% (SFD)     | Gillis, FF2- Sept      | 9/9/2019   | 2.0                     | \$ 7,638.29          | \$ 115,660.82                |                                                                                                                                                                                    |
| 11                                       | OPS      | FF2- 90% (SFD)     | Hurn, FF2- Sept        | 9/11/2018  | 3.0                     | \$ 8,593.08          | \$ 151,990.20                |                                                                                                                                                                                    |
| 12                                       | OPS      | FF2- 90% (SFD)     | Petro, FF3- Sept       | 9/11/2018  | 3.0                     | \$ 8,593.08          | \$ 127,891.71                |                                                                                                                                                                                    |
| 13                                       | OPS      | FF3- Top Step FF   | Brackett               | 3/4/2013   | 8.5                     | \$ 9,547.86          | \$ 150,060.00                |                                                                                                                                                                                    |
| 14                                       | OPS      | FF3- Top Step FF   | Carrasquillo           | 1/17/2017  | 4.6                     | \$ 9,547.86          | \$ 142,497.44                |                                                                                                                                                                                    |
| 15                                       | OPS      | FF3- Top Step FF   | Coletti                | 9/1/2015   | 6.0                     | \$ 9,547.86          | \$ 152,918.28                |                                                                                                                                                                                    |
| 16                                       | OPS      | FF3- Top Step FF   | Gilbert                | 1/14/2002  | 19.7                    | \$ 9,547.86          | \$ 159,188.98                |                                                                                                                                                                                    |
| 17                                       | OPS      | FF3- Top Step FF   | Heilman                | 12/1/2006  | 14.8                    | \$ 9,547.86          | \$ 159,188.98                |                                                                                                                                                                                    |
| 18                                       | OPS      | FF3- Top Step FF   | Hoffman                | 9/1/2015   | 6.0                     | \$ 9,547.86          | \$ 144,780.95                |                                                                                                                                                                                    |
| 19                                       | OPS      | FF3- Top Step FF   | Hofschulte             | 9/11/2006  | 15.0                    | \$ 9,547.86          | \$ 168,970.78                |                                                                                                                                                                                    |
| 20                                       | OPS      | FF3- Top Step FF   | Holmes                 | 3/17/1997  | 24.5                    | \$ 9,547.86          | \$ 170,980.29                |                                                                                                                                                                                    |
| 21                                       | OPS      | FF3- Top Step FF   | Kuykendall             | 1/4/2016   | 5.7                     | \$ 9,547.86          | \$ 144,872.42                |                                                                                                                                                                                    |
| 22                                       | OPS      | FF3- Top Step FF   | Langbehn               | 1/4/2018   | 3.7                     | \$ 9,547.86          | \$ 154,439.16                |                                                                                                                                                                                    |
| 23                                       | OPS      | FF3- Top Step FF   | Livingston             | 1/6/2014   | 7.7                     | \$ 9,547.86          | \$ 164,220.96                |                                                                                                                                                                                    |
| 24                                       | OPS      | FF3- Top Step FF   | McInturff              | 4/4/1994   | 27.4                    | \$ 9,547.86          | \$ 151,997.08                |                                                                                                                                                                                    |
| 25                                       | OPS      | FF3- Top Step FF   | Peterson               | 1/4/2016   | 5.7                     | \$ 9,547.86          | \$ 156,814.14                |                                                                                                                                                                                    |
| 26                                       | OPS      | FF3- Top Step FF   | Ross                   | 1/4/2016   | 5.7                     | \$ 9,547.86          | \$ 157,754.22                |                                                                                                                                                                                    |
| 28                                       | OPS      | FF3- Top Step FF   | Williams               | 8/15/1992  | 29.1                    | \$ 9,547.86          | \$ 151,997.08                |                                                                                                                                                                                    |
| <b>TOTAL- RESPONSE OPERATIONS</b>        |          |                    |                        |            |                         | \$ 38,191.45         | \$ 5,805,474.41              |                                                                                                                                                                                    |

## **Appendix B (continued)**

### **2022 Administrative Staff Cost Loading**

#### **SFD**

| <b>Position</b>                         | <b>S&amp;B</b> | <b>SFD Portion</b> | <b>SFD Cost</b> | <b>NFD Portion</b> | <b>NFD Cost</b>  |
|-----------------------------------------|----------------|--------------------|-----------------|--------------------|------------------|
| Fire Chief                              | \$280,471      | 74.0%              | \$207,549       | 26.0%              | \$72,922         |
| DC of Operations                        | \$263,384      | 100.0%             | \$263,384       | 0.0%               | \$0              |
| DC of Support Services                  | \$253,359      | 66.7%              | \$168,990       | 33.3%              | \$84,369         |
| Div Chief of Suppression                | \$226,439      | 74.0%              | \$167,565       | 26.0%              | \$58,874         |
| Div Chief of EMS                        | \$232,611      | 74.0%              | \$172,132       | 26.0%              | \$60,479         |
| Fire Marshal                            | \$209,668      | 85.0%              | \$178,218       | 15.0%              | \$31,450         |
| Admin Director                          | \$223,879      | 74.0%              | \$165,670       | 26.0%              | \$58,209         |
| Asst Admin Director                     | \$209,439      | 74.0%              | \$154,985       | 26.0%              | \$54,454         |
| Finance Specialist                      | \$131,521      | 74.0%              | \$97,326        | 26.0%              | \$34,195         |
| EMS Program Mgr                         | \$179,600      | 85.0%              | \$152,660       | 15.0%              | \$26,940         |
| Exec Asst                               | \$131,521      | 100.0%             | \$131,521       | 0.0%               | \$0              |
| Admin Asst                              | \$136,563      | 100.0%             | \$136,563       | 0.0%               | \$0              |
| Fire Prev Admin Asst                    | \$132,923      | 85.0%              | \$112,985       | 15.0%              | \$19,938         |
| PIO/PEO                                 | \$173,254      | 90.0%              | \$155,929       | 10.0%              | \$17,325         |
| Lead Shop                               | \$164,142      | 85.0%              | \$139,521       | 15.0%              | \$24,621         |
| Mechanic                                | \$105,622      | 85.0%              | \$89,779        | 15.0%              | \$15,843         |
| Lead Facilities Vehicle Tech            | \$139,588      | 66.7%              | \$93,105        | 33.3%              | \$46,483         |
| <b>NFD Cost burden on SFD Personnel</b> |                |                    |                 |                    | <b>\$606,104</b> |

#### **NFD**

| <b>Position</b>                         | <b>S&amp;B</b> | <b>SFD Portion</b> | <b>SFD Cost</b>  | <b>NFD Portion</b> | <b>NFD Cost</b> |
|-----------------------------------------|----------------|--------------------|------------------|--------------------|-----------------|
| Div Chief of Operations                 | \$223,197      | 0.0%               | \$0              | 100.0%             | \$223,197       |
| HR Manager                              | \$168,426      | 74.0%              | \$124,635        | 26.0%              | \$43,791        |
| Finance Specialist                      | \$131,521      | 74.0%              | \$97,326         | 26.0%              | \$34,195        |
| Admin Specialist                        | \$55,497       | 0.0%               | \$0              | 100.0%             | \$55,497        |
| Inspector/PEO                           | \$173,254      | 10.0%              | \$17,325         | 90.0%              | \$155,929       |
| <b>SFD Cost burden on NFD Personnel</b> |                |                    | <b>\$239,286</b> |                    |                 |
| <b>Difference in Cost Sharing</b>       |                |                    | <b>\$366,817</b> |                    |                 |

## **Appendix B (continued)**

### **2023 Administrative Staff Cost Loading**

#### **SFD**

| <b>Position</b>                         | <b>S&amp;B*</b> | <b>SFD Portion</b> | <b>SFD Cost</b> | <b>NFD Portion</b> | <b>NFD Cost</b>  |
|-----------------------------------------|-----------------|--------------------|-----------------|--------------------|------------------|
| Fire Chief                              | \$288,885       | 74.0%              | \$213,775       | 26.0%              | \$75,110         |
| DC of Operations                        | \$271,286       | 74.0%              | \$200,751       | 26.0%              | \$70,534         |
| DC of Support Services                  | \$260,960       | 66.7%              | \$174,060       | 33.3%              | \$86,900         |
| Div Chief of Suppression                | \$233,232       | 74.0%              | \$172,592       | 26.0%              | \$60,640         |
| Div Chief of EMS                        | \$239,589       | 74.0%              | \$177,296       | 26.0%              | \$62,293         |
| Fire Marshal                            | \$215,958       | 85.0%              | \$183,564       | 15.0%              | \$32,394         |
| Admin Director                          | \$230,595       | 74.0%              | \$170,641       | 26.0%              | \$59,955         |
| Asst Admin Director                     | \$215,722       | 74.0%              | \$159,634       | 26.0%              | \$56,088         |
| Finance Specialist                      | \$135,467       | 74.0%              | \$100,245       | 26.0%              | \$35,221         |
| EMS Program Mgr                         | \$184,988       | 85.0%              | \$157,240       | 15.0%              | \$27,748         |
| Exec Asst                               | \$135,467       | 100.0%             | \$135,467       | 0.0%               | \$0              |
| Admin Asst                              | \$140,660       | 100.0%             | \$140,660       | 0.0%               | \$0              |
| Fire Prev Admin Asst                    | \$136,911       | 85.0%              | \$116,374       | 15.0%              | \$20,537         |
| PIO/PEO                                 | \$178,452       | 90.0%              | \$160,606       | 10.0%              | \$17,845         |
| Lead Shop                               | \$169,066       | 85.0%              | \$143,706       | 15.0%              | \$25,360         |
| Mechanic                                | \$108,791       | 85.0%              | \$92,472        | 15.0%              | \$16,319         |
| Lead Facilities Vehicle Tech            | \$143,776       | 66.7%              | \$95,898        | 33.3%              | \$47,877         |
| <b>NFD Cost burden on SFD Personnel</b> |                 |                    |                 |                    | <b>\$715,666</b> |

#### **NFD**

| Position                                            | S&B*      | SFD Portion | SFD Cost  | NFD Portion | NFD Cost  |
|-----------------------------------------------------|-----------|-------------|-----------|-------------|-----------|
| Div Chief of Operations                             | \$0       | 0.0%        | \$0       | 100.0%      | \$0       |
| HR Manager                                          | \$173,479 | 74.0%       | \$128,374 | 26.0%       | \$45,104  |
| Finance Specialist                                  | \$135,467 | 74.0%       | \$100,245 | 26.0%       | \$35,221  |
| Admin Specialist                                    | \$57,162  | 0.0%        | \$0       | 100.0%      | \$57,162  |
| Inspector/PEO                                       | \$178,219 | 10.0%       | \$17,822  | 90.0%       | \$160,397 |
| SFD Cost burden on NFD Personnel                    |           |             | \$253,835 |             |           |
| Difference in Cost Sharing                          |           |             | \$461,831 |             |           |
| * A 3% inflation factor was used for 2023 S&B costs |           |             |           |             |           |

## **Appendix B (continued)**

### **NFD/SFD BLS Transport Program Financial Impacts**

| <i>Annual Adjustments</i> |                 |              |                    |              |              |              |              |
|---------------------------|-----------------|--------------|--------------------|--------------|--------------|--------------|--------------|
|                           | Transports 3.0% |              | Transport Fee 3.0% |              | S&B 3.0%     |              |              |
| <b>Revenues</b>           | <b>2022</b>     | <b>2023</b>  | <b>2024</b>        | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2027</b>  |
| # of Transports           | 1,000           | 1,030        | 1,061              | 1,093        | 1,126        | 1,159        | 1,194        |
| NFD Transport Rate        | 65%             | 65%          | 65%                | 65%          | 65%          | 65%          | 65%          |
| NFD Transports            | 650             | 670          | 690                | 710          | 732          | 754          | 776          |
| Transport Fee Charged     | \$867.82        | \$893.85     | \$920.67           | \$948.29     | \$976.74     | \$1,006.04   | \$1,036.22   |
| Collection Rate           | 46%             | 46%          | 46%                | 46%          | 46%          | 46%          | 46%          |
| Transport Fee Collected   | \$399.20        | \$411.17     | \$423.51           | \$436.21     | \$449.30     | \$462.78     | \$476.66     |
| Transport Revenue         | \$259,478.18    | \$275,280.40 | \$292,044.98       | \$309,830.52 | \$328,699.20 | \$348,716.98 | \$369,953.84 |
| <b>Expenses</b>           | <b>2022</b>     | <b>2023</b>  | <b>2024</b>        | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2027</b>  |
| Systems Design            | \$14,300.00     | \$14,729.00  | \$15,170.87        | \$15,626.00  | \$16,094.78  | \$16,577.62  | \$17,074.95  |
| <b>Subtotal</b>           | \$14,300.00     | \$14,729.00  | \$15,170.87        | \$15,626.00  | \$16,094.78  | \$16,577.62  | \$17,074.95  |
| <b>Net Total</b>          | \$245,178.18    | \$260,551.40 | \$276,874.11       | \$294,204.52 | \$312,604.42 | \$332,139.36 | \$352,878.89 |



## Appendix C

| Northshore Fire Department             |              |                                                                       |                  |                      |             |                                             |
|----------------------------------------|--------------|-----------------------------------------------------------------------|------------------|----------------------|-------------|---------------------------------------------|
| 2021 Expense Budget (No Personnel S&B) |              |                                                                       |                  |                      |             |                                             |
| Line                                   | BARS Number  | BARS Name and Description                                             | Requested Budget | Transfer to 2022 SFD | Difference  | Notes                                       |
| <b>ADMINISTRATION (2)</b>              |              |                                                                       |                  |                      |             |                                             |
| 11                                     | 522.10.11.10 | Overtime - Admin                                                      | \$ -             | \$ -                 | \$ -        | Moved to S&B budget                         |
| 18                                     | 522.10.25.10 | Uniforms - Admin                                                      | \$ 1,000.00      | \$ -                 | \$ 1,000    | Not needed                                  |
| 23                                     | 522.10.29.30 | Preventative Medical - Pre-hire medical and psych exams               | \$ 7,200.00      | \$ 7,200             |             |                                             |
| 24                                     | 522.10.29.30 | Preventative Medical - Pre-hire and other drug tests                  | \$ 350.00        | \$ 350               |             |                                             |
| 25                                     | 522.10.29.30 | Preventative Medical - Medical physicals and fit-for-duty exams       | \$ 45,500.00     | \$ -                 | \$ 45,500   | At SFD, personal insurance pays for these   |
| 27                                     | 522.10.29.50 | Unemployment Insurance (use reserves for any claims)                  | \$ -             | \$ -                 |             |                                             |
| 28                                     | 522.10.31.10 | Office/Operating Supplies - Postage                                   | \$ 2,000.00      | \$ 2,000             |             |                                             |
| 29                                     | 522.10.31.10 | Office/Operating Supplies - Consumables - Total District              | \$ 8,000.00      | \$ 8,000             |             |                                             |
| 30                                     | 522.10.31.10 | Office/Operating Supplies - Ink and Toner - Total District            | \$ 700.00        | \$ 700               |             |                                             |
| 31                                     | 522.10.31.10 | Office/Operating Supplies - Awards, plaques, name plates, etc.        | \$ 500.00        | \$ 500               |             |                                             |
| 32                                     | 522.10.31.10 | Office/Operating Supplies - For promotional exams                     | \$ 750.00        | \$ 750               |             |                                             |
| 33                                     | 522.10.31.40 | Meetings - Exec. staff sanctioned                                     | \$ 1,200.00      | \$ -                 | \$ 1,200    | Not needed                                  |
| 34                                     | 522.10.31.40 | Meetings - Annual awards banquet                                      | \$ 6,000.00      | \$ 3,000             | \$ 3,000    | Combined banquet                            |
| 35                                     | 522.10.31.40 | Meetings - Food/beverage for FF hiring process                        | \$ 1,000.00      | \$ 1,000             |             |                                             |
| 36                                     | 522.10.31.40 | Meetings - Command Staff retreat                                      | \$ 15,000.00     | \$ 7,500             | \$ 7,500    | Combined retreat                            |
| 37                                     | 522.10.41.10 | Professional Services - New hire background checks                    | \$ 400.00        | \$ 400               |             |                                             |
| 38                                     | 522.10.41.10 | Professional Services - Legal (general and misc.)                     | \$ 85,000.00     | \$ 15,000            | \$ 70,000   | Reduced and combined with SFD costs         |
| 39                                     | 522.10.41.10 | Professional Services - Accountant                                    | \$ 15,000.00     | \$ -                 | \$ 15,000   | Not needed                                  |
| 40                                     | 522.10.41.10 | Professional Services - Legal (labor-related; negotiations)           | \$ 100,000.00    | \$ -                 | \$ 100,000  | Not needed                                  |
| 41                                     | 522.10.41.10 | Professional Services - Outside provider for HR/Leadership training   | \$ 2,000.00      | \$ 1,000             | \$ 1,000    | Reduced and combined with SFD training      |
| 42                                     | 522.10.41.10 | Professional Services - Annual fee for NTN                            | \$ 850.00        | \$ 850               |             |                                             |
| 43                                     | 522.10.41.10 | Professional Services - TBD consultant/atty to assist w/consolidation | \$ 59,000.00     | \$ -                 | \$ 59,000   | Not needed                                  |
| 44                                     | 522.10.41.10 | Professional Services - DOL records                                   | \$ 715.00        | \$ 715               |             |                                             |
| 45                                     | 522.10.41.10 | Professional Services - Promotional exam facilitators                 | \$ 12,000.00     | \$ 6,000             | \$ 6,000    | Reduced and combined with SFD               |
| 46                                     | 522.10.41.10 | Professional Services - State Auditor                                 | \$ 12,000.00     | \$ 3,000             | \$ 9,000    | Reduced and combined with SFD               |
| 47                                     | 522.10.41.10 | Professional Services - KC Levy MIH Program (Pass-through line)       | \$ 87,901.00     |                      |             |                                             |
| 48                                     | 522.10.41.10 | Professional Services - KC QJ Program (Pass-through line)             | \$ 9,408.00      |                      |             |                                             |
| 49                                     | 522.10.41.10 | Professional Services - Shared ISM with WF&R                          | \$ 35,000.00     | \$ 57,750            | \$ (22,750) | 33% of SFD cost, first year, 25% thereafter |
| 50                                     | 522.10.41.10 | Professional Services - IT consulting/backup                          | \$ 25,000.00     | \$ -                 | \$ 25,000   | Not needed, included above                  |
| 51                                     | 522.10.41.20 | Conference Registration - WFOA (Killion)                              | \$ 400.00        | \$ 400               |             |                                             |
| 52                                     | 522.10.41.20 | Conference Registration - WAPRO for 2                                 | \$ 350.00        | \$ 350               |             |                                             |
| 53                                     | 522.10.41.20 | Conference Registration - LRI for 2                                   | \$ 850.00        | \$ -                 | \$ 850      | Not needed, SFD personnel                   |
| 54                                     | 522.10.41.20 | Conference Registration - KC Fire Chiefs Leadership Summit for 1      | \$ 200.00        | \$ -                 | \$ 200      | Not needed, SFD personnel                   |
| 55                                     | 522.10.41.20 | Conference Registration - Springbrook User Conf (Killion)             | \$ 500.00        | \$ 500               |             |                                             |
| 56                                     | 522.10.41.20 | Conference Registration - TBD for Exec/HRM/Admin                      | \$ 1,300.00      | \$ 1,300             |             |                                             |
| 57                                     | 522.10.41.20 | Conference Registration - WA Fire Chiefs Conf for 1                   | \$ 300.00        | \$ -                 | \$ 300      | Not needed, SFD personnel                   |
| 59                                     | 522.10.42.10 | Communication - All cell phones, MDC connections, ESO tablets, etc.   | \$ 15,800.00     | \$ 15,800            |             |                                             |
| 60                                     | 522.10.42.51 | Communication - Phones/VOIP (51)                                      | \$ 12,200.00     | \$ 1,500             | \$ 10,700   | Move phones to SFD system and savings       |
| 61                                     | 522.10.42.57 | Communication - Phones (57)                                           | \$ 780.00        | \$ 780               | \$ -        |                                             |
| 62                                     | 522.10.43.10 | Travel - Per Diem - LRI for 2                                         | \$ 250.00        | \$ -                 | \$ 250      | Not needed, SFD personnel                   |
| 63                                     | 522.10.43.10 | Travel - Per Diem - KC Fire Chiefs Leadership Summit for 1            | \$ 120.00        | \$ -                 | \$ 120      | Not needed, SFD personnel                   |
| 64                                     | 522.10.43.10 | Travel - Per Diem - Springbrook User Conference (Killion)             | \$ 115.00        | \$ 115               |             |                                             |
| 65                                     | 522.10.43.10 | Travel - Per Diem - WFOA (Killion)                                    | \$ 200.00        | \$ 200               |             |                                             |
| 66                                     | 522.10.43.10 | Travel - Per Diem - TBD for Exec/Admin/HRM                            | \$ 250.00        | \$ 250               |             |                                             |
| 67                                     | 522.10.43.10 | Travel - Per Diem - WA Fire Chiefs Conference for 1                   | \$ 275.00        | \$ -                 | \$ 275      | Not needed, SFD personnel                   |
| 68                                     | 522.10.43.30 | Travel - Lodging - LRI for 2                                          | \$ 600.00        | \$ -                 | \$ 600      | Not needed, SFD personnel                   |
| 69                                     | 522.10.43.30 | Travel - Lodging - KC Fire Chiefs Leadership Summit for 1             | \$ 300.00        | \$ -                 | \$ 300      | Not needed, SFD personnel                   |
| 70                                     | 522.10.43.30 | Travel - Lodging - Springbrook User Conference (Killion)              | \$ 525.00        | \$ 525               |             |                                             |
| 71                                     | 522.10.43.30 | Travel - Lodging - WFOA (Killion)                                     | \$ 700.00        | \$ 700               |             |                                             |
| 72                                     | 522.10.43.30 | Travel - Lodging - TBD for Exec/Admin/HRM                             | \$ 1,000.00      | \$ 1,000             |             |                                             |
| 73                                     | 522.10.43.30 | Travel - Lodging - WA Fire Chiefs Conference for 1                    | \$ 500.00        | \$ -                 | \$ 500      | Not needed, SFD personnel                   |
| 74                                     | 522.10.43.40 | Travel - Mileage/Parking - WFOA (Killion)                             | \$ 400.00        | \$ 400               |             |                                             |
| 75                                     | 522.10.43.40 | Travel - Mileage/Parking - LRI for 1                                  | \$ 175.00        | \$ -                 | \$ 175      | Not needed, SFD personnel                   |
| 76                                     | 522.10.43.40 | Travel - Mileage/Parking - WAPRO workshops                            | \$ 50.00         | \$ 50                |             |                                             |
| 77                                     | 522.10.43.40 | Travel - Mileage/Parking - TBD for Exec/Admin/HRM                     | \$ 50.00         | \$ 50                |             |                                             |
| 78                                     | 522.10.43.40 | Travel - Mileage/Parking - Springbrook User Conference (Killion)      | \$ 400.00        | \$ 400               |             |                                             |

## Appendix C (continued)

|                                       |              |                                                                    |               |               |             |                                             |
|---------------------------------------|--------------|--------------------------------------------------------------------|---------------|---------------|-------------|---------------------------------------------|
| 79                                    | 522.10.44.10 | Advertising - job posts                                            | \$ 500.00     | \$ 500        |             |                                             |
| 80                                    | 522.10.44.10 | Advertising - Legal                                                | \$ 600.00     | \$ 600        |             |                                             |
| 81                                    | 522.10.45.10 | Leases - copiers (includes toner and service)                      | \$ 4,200.00   | \$ 4,200      |             |                                             |
| 82                                    | 522.10.46.10 | Insurance - Building/Apparatus                                     | \$ 81,900.00  | \$ 24,500     | \$ 57,400   | Move to SFD policy and savings              |
| 83                                    | 522.10.48.30 | Computer - Software licenses                                       | \$ 33,100.00  | \$ 25,500     | \$ 7,600    | Many upgrades, but savings being with SFD   |
| 84                                    | 522.10.48.30 | Computer - Server and networking hardware (purchase with reserves) | \$ 50,000.00  |               |             | Capital purchase                            |
| 85                                    | 522.10.48.30 | Computer - FireTrex STAFFING program                               | \$ 3,300.00   | \$ 3,375      | \$ (75)     | Telestaff                                   |
| 86                                    | 522.10.48.30 | Computer - FireTrex TRAINING program                               | \$ 1,200.00   | \$ 1,200      | \$ -        |                                             |
| 87                                    | 522.10.48.30 | Computer - Springbrook (financial) software maintenance/hosting    | \$ 11,725.00  | \$ 3,000      | \$ 8,725    | Be on SFD server and not the cloud          |
| 88                                    | 522.10.48.30 | Computer - Hardware/ software (TBD) - total District               | \$ 9,000.00   | \$ -          | \$ 9,000    | Capital purchase                            |
| 89                                    | 522.10.48.30 | Computer - Smarsh archiving software                               | \$ 3,800.00   | \$ 3,800      |             |                                             |
| 90                                    | 522.10.48.30 | Computer - KC iNet                                                 | \$ 22,450.00  | \$ 35,000     | \$ (12,550) | Much better connection, but increased costs |
| 91                                    | 522.10.48.30 | Computer - Purchase/ install 4 MDCs; MDC repair (reserves)         | \$ 30,000.00  |               |             | Capital purchase                            |
| 92                                    | 522.10.49.20 | Dues/Subscriptions - WFOA (Killion)                                | \$ 100.00     | \$ 100        |             |                                             |
| 93                                    | 522.10.49.20 | Dues/Subscriptions - MRSC                                          | \$ 1,150.00   | \$ 1,150      |             |                                             |
| 94                                    | 522.10.49.20 | Dues/Subscriptions - WAPRO for 3                                   | \$ 75.00      | \$ 75         |             |                                             |
| 95                                    | 522.10.49.20 | Dues/Subscriptions - HRM and HR-Related for District               | \$ 925.00     | \$ 925        |             |                                             |
| 96                                    | 522.10.49.20 | Dues/Subscriptions - Performance Pro software subscription         | \$ 4,000.00   | \$ 4,000      |             | Need to evaluate software                   |
| 97                                    | 522.10.49.20 | Dues/Subscriptions - Community organizations                       | \$ 500.00     | \$ 500        |             |                                             |
| 98                                    | 522.10.49.20 | Dues/Subscriptions - IAFC for 1                                    | \$ 350.00     | \$ -          | \$ 350      | Not needed, SFD personnel                   |
| 99                                    | 522.10.49.20 | Dues/Subscriptions - KC Fire Chiefs                                | \$ 500.00     | \$ 500        |             |                                             |
| 100                                   | 522.10.49.20 | Dues/Subscriptions - Active 911                                    | \$ 675.00     | \$ 675        |             |                                             |
| 101                                   | 522.10.49.20 | Dues/Subscriptions - WA Fire Chiefs                                | \$ 2,800.00   | \$ 2,800      |             |                                             |
| 102                                   | 522.10.49.20 | Dues/Subscriptions - AWC                                           | \$ 500.00     | \$ 500        |             |                                             |
| 103                                   | 522.10.49.20 | Dues/Subscriptions - Costco                                        | \$ 60.00      | \$ 60         |             |                                             |
| 104                                   | 522.10.49.20 | Dues/Subscriptions - NFPA                                          | \$ 1,575.00   | \$ -          | \$ 1,575    | Not needed, SFD already has subscription    |
| 105                                   | 522.10.49.50 | Tuition (excluding conference) - Community College degree program  | \$ 2,500.00   | \$ 2,500      |             |                                             |
| 106                                   | 522.10.49.80 | Unexpected Costs                                                   | \$ 20,551.94  | \$ 20,552     |             |                                             |
|                                       |              | Excludes lines 47, 48, 84, 91                                      | \$ 682,791.94 | \$ 276,046.94 |             |                                             |
| <b>COMMUNITY SERVICES (3)</b>         |              |                                                                    |               |               |             |                                             |
| 107                                   | 522.41.11.10 | Overtime - Comm Svcs                                               | \$ -          | \$ -          | \$ -        | Moved to S&B budget                         |
| 108                                   | 522.41.31.10 | Office/Operating Supplies - fire safety materials                  | \$ 500.00     | \$ 500        |             |                                             |
| 109                                   | 522.41.31.10 | Office/Operating Supplies - bike helmets                           | \$ 500.00     | \$ 500        |             |                                             |
| 110                                   | 522.41.31.10 | Office/Operating Supplies - drill expenses                         | \$ 100.00     | \$ 100        |             |                                             |
| 111                                   | 522.41.31.10 | Office/Operating Supplies - open house expenses                    | \$ 2,500.00   | \$ 2,500      |             |                                             |
| 112                                   | 522.41.31.10 | Office/Operating Supplies - school program                         | \$ 6,000.00   | \$ 6,000      |             |                                             |
| 113                                   | 522.41.31.10 | Office/Operating Supplies - community/school fairs/ events         | \$ 1,000.00   | \$ 1,000      |             |                                             |
| 114                                   | 522.41.31.10 | Office/Operating Supplies - outreach programs                      | \$ 9,000.00   | \$ 9,000      |             |                                             |
| 115                                   | 522.41.44.10 | Advertising - ads, banners, social media, etc.                     | \$ 500.00     | \$ 500        |             |                                             |
| 116                                   | 522.41.49.60 | CPR/First Aid - supplies                                           | \$ 800.00     | \$ 800        |             |                                             |
| 117                                   | 522.41.49.60 | CPR/First Aid - Training Center Fees                               | \$ 275.00     | \$ 275        |             |                                             |
| 118                                   | 522.41.49.60 | CPR/First Aid - Class materials (reimbursable)                     | \$ 2,000.00   |               |             |                                             |
| 119                                   | 522.41.49.60 | CPR/First Aid - Refunds given                                      | \$ 200.00     |               |             |                                             |
|                                       |              | Excludes lines 118, 119                                            | \$ 21,175.00  | \$ 21,175.00  |             |                                             |
| <b>TRAINING &amp; DEVELOPMENT (4)</b> |              |                                                                    |               |               |             |                                             |
| 121                                   | 522.45.10.10 | Salary & Wages - Training - recruit school instructor              | \$ 20,000.00  |               |             |                                             |
| 123                                   | 522.45.11.10 | OT - TRN - CBT Instructor                                          | \$ 3,600.00   | \$ 3,600      |             |                                             |
| 124                                   | 522.45.11.10 | OT - TRN - Ad hoc                                                  | \$ 6,000.00   | \$ 6,000      |             |                                             |
| 125                                   | 522.45.11.10 | OT - TRN - Driver/ Operator instructors                            | \$ 1,200.00   | \$ 1,200      |             |                                             |
| 126                                   | 522.45.11.10 | OT - TRN - EVIP instructor certification (students)                | \$ 1,200.00   | \$ -          | \$ 1,200    | Absorbed into NKCTC                         |
| 127                                   | 522.45.11.10 | OT - TRN - HR/Leadership training (students)                       | \$ 3,000.00   | \$ 3,000      |             |                                             |
| 128                                   | 522.45.11.10 | OT - TRN - Truck/TRT SME (24 hours/3 days) of class in PDX         | \$ 2,200.00   | \$ 2,200      |             |                                             |
| 129                                   | 522.45.11.10 | OT - TRN - Pump Academy students (~64 hours)                       | \$ 5,000.00   | \$ 5,000      |             |                                             |
| 130                                   | 522.45.11.10 | OT - TRN - SMEs for NKCTC (reimbursable)                           | \$ 4,000.00   | \$ -          |             |                                             |
| 131                                   | 522.45.11.10 | OT - TRN - FF backfill for LT to Academy as instructor             | \$ 68,016.00  | \$ 68,016     |             |                                             |
| 132                                   | 522.45.11.10 | OT - TRN - Academy Instructor                                      | \$ 14,950.00  | \$ 14,950     |             |                                             |
| 138                                   | 522.45.25.10 | Uniforms - Training                                                | \$ 400.00     | \$ 400        |             |                                             |
| 144                                   | 522.45.31.10 | Office/Operating Supplies - food/beverage for classes              | \$ 750.00     | \$ 750        |             |                                             |
| 145                                   | 522.45.31.10 | Office/Operating Supplies - supplies, clothing, etc. for recruits  | \$ 2,000.00   | \$ 2,000      |             |                                             |
| 146                                   | 522.45.31.30 | Library/Media Supplies - resource center books                     | \$ 750.00     | \$ 750        |             |                                             |

## Appendix C (continued)

|                                     |              |                                                                             |                      |                      |          |                                         |
|-------------------------------------|--------------|-----------------------------------------------------------------------------|----------------------|----------------------|----------|-----------------------------------------|
| 147                                 | 522.45.35.10 | Tools/Equipment - TBD                                                       | \$ 500.00            | \$ 500               |          |                                         |
| 148                                 | 522.45.41.10 | Professional Services - TBD                                                 | \$ 200.00            | \$ 200               |          |                                         |
| 149                                 | 522.45.41.10 | Professional Services - NUD water (reimbursable by NKCTC)                   | \$ 8,000.00          | \$ 8,000             |          |                                         |
| 150                                 | 522.45.41.20 | Conference Registration - EMT School books for students                     | \$ 450.00            | \$ 450               |          |                                         |
| 151                                 | 522.45.41.20 | Conference Registration - Recruit Academy                                   | \$ 12,000.00         | \$ 12,000            |          |                                         |
| 152                                 | 522.45.41.20 | Conference Registration - Ad hoc classes/workshops/conferences              | \$ 2,700.00          | \$ 2,700             |          |                                         |
| 153                                 | 522.45.41.20 | Conference Registration - Firemanship Conf for 2                            | \$ 1,400.00          | \$ 1,400             |          |                                         |
| 154                                 | 522.45.41.20 | Conference Registration - ODA classes                                       | \$ 4,000.00          | \$ 4,000             |          |                                         |
| 155                                 | 522.45.41.20 | Conference Registration - FDIC Conf for 2                                   | \$ 2,080.00          | \$ 2,080             |          |                                         |
| 156                                 | 522.45.41.20 | Conference Registration - FRI Conf for 2                                    | \$ 1,700.00          | \$ -                 | \$ 1,700 | Not needed, SFD personnel               |
| 157                                 | 522.45.43.10 | Travel - Per Diem - Firemanship Conf for 2                                  | \$ 730.00            | \$ 730               |          |                                         |
| 158                                 | 522.45.43.10 | Travel - Per Diem - FDIC Conf for 2                                         | \$ 700.00            | \$ 700               |          |                                         |
| 159                                 | 522.45.43.10 | Travel - Per Diem - FRI Conf for 2                                          | \$ 600.00            | \$ -                 | \$ 600   | Not needed, SFD personnel               |
| 160                                 | 522.45.43.10 | Travel - Per Diem - Ad hoc                                                  | \$ 150.00            | \$ 150               |          |                                         |
| 161                                 | 522.45.43.10 | Travel - Air Fare - Firemanship Conf for 2 RT to PDX                        | \$ 400.00            | \$ 400               |          |                                         |
| 162                                 | 522.45.43.20 | Travel - Air Fare - FDIC Conf for 2                                         | \$ 800.00            | \$ 800               |          |                                         |
| 163                                 | 522.45.43.20 | Travel - Air Fare - FRI Conf for 2                                          | \$ 1,000.00          | \$ -                 | \$ 1,000 | Not needed, SFD personnel               |
| 164                                 | 522.45.43.20 | Travel - Air Fare - Ad hoc                                                  | \$ 2,000.00          | \$ 2,000             |          |                                         |
| 165                                 | 522.45.43.30 | Travel - Lodging - Firemanship Conf for 2                                   | \$ 1,600.00          | \$ 1,600             |          |                                         |
| 166                                 | 522.45.43.30 | Travel - Lodging - FDIC Conf for 2                                          | \$ 1,700.00          | \$ 1,700             |          |                                         |
| 167                                 | 522.45.43.30 | Travel - Lodging - FRI Conf for 2                                           | \$ 1,700.00          | \$ -                 | \$ 1,700 | Not needed, SFD personnel               |
| 168                                 | 522.45.43.30 | Travel - Lodging - Ad hoc                                                   | \$ 1,700.00          | \$ 1,700             |          |                                         |
| 169                                 | 522.45.43.40 | Travel - Mileage/Parking - ad hoc                                           | \$ 150.00            | \$ 150               |          |                                         |
| 170                                 | 522.45.43.50 | Travel - Ground Transport - FDIC Conf                                       | \$ 75.00             | \$ 75                |          |                                         |
| 171                                 | 522.45.43.50 | Travel - Ground Transport - FRI Conf                                        | \$ 75.00             | \$ -                 | \$ 75    | Not needed, SFD personnel               |
| 172                                 | 522.45.48.10 | Maintenance/Repair - Training prop maintenance (reimbursable)               | \$ 5,000.00          |                      |          |                                         |
| 173                                 | 522.45.48.10 | Maintenance/Repair - Misc.                                                  | \$ 250.00            | \$ 250               |          |                                         |
| 174                                 | 522.45.49.20 | Dues/Subscriptions - professional publications                              | \$ 300.00            | \$ 300               |          |                                         |
| 175                                 | 522.45.49.20 | Dues/Subscriptions - NKCTC share                                            | \$ 35,840.00         | \$ 35,840            | \$ -     | Will increase in 2022 by 12% regardless |
| 176                                 | 522.45.49.20 | Dues/Subscriptions - KCFTOA                                                 | \$ 100.00            | \$ 100               |          |                                         |
| 177                                 | 522.45.49.20 | Dues/Subscriptions KC Core Services for Shoreline MSO at NKCTC              | \$ 16,923.00         |                      |          |                                         |
|                                     |              | <i>Excludes lines 121, 130, 149, 173, 177</i>                               | <b>\$ 183,966.00</b> | <b>\$ 177,691.00</b> |          |                                         |
| <b>HEALTH AND SAFETY (5)</b>        |              |                                                                             |                      |                      |          |                                         |
| 178                                 | 522.24.29.30 | Preventive Medical - Flu Shots/Hearing tests                                | \$ 3,500.00          | \$ 3,500             |          |                                         |
| 179                                 | 522.24.29.40 | Preventive Medical - Exposure control                                       | \$ 600.00            | \$ 600               |          |                                         |
| 180                                 | 522.24.31.10 | Supplies - food and beverages at incidents/ training events                 | \$ 200.00            | \$ 200               |          |                                         |
| 181                                 | 522.24.31.10 | Supplies - replacement and repair of rehab supplies                         | \$ 1,000.00          | \$ 1,000             |          |                                         |
| 182                                 | 522.24.35.10 | Tools/Equipment - replace, repair, maintain exercise equipment              | \$ 2,500.00          | \$ 1,000             | \$ 1,500 | Add to capital purchases                |
|                                     |              |                                                                             | <b>\$ 7,800.00</b>   | <b>\$ 6,300.00</b>   |          |                                         |
| <b>COMMUNITY RISK REDUCTION (6)</b> |              |                                                                             |                      |                      |          |                                         |
| 184                                 | 522.30.11.10 | Overtime - CRR                                                              | \$ -                 | \$ -                 | \$ -     | Moved to S&B budget                     |
| 191                                 | 522.30.25.10 | Uniforms - CRR                                                              | \$ 600.00            | \$ 600               |          |                                         |
| 197                                 | 522.30.31.10 | Office/Operating Supplies - invest./inspect.; Knox Box; small tools, equip. | \$ 700.00            | \$ 700               |          |                                         |
| 198                                 | 522.30.31.10 | Office/Operating Supplies - EOC equipment                                   | \$ 1,000.00          | \$ 1,000             |          |                                         |
| 199                                 | 522.30.31.10 | Office/Operating Supplies - CERT program supplies                           | \$ 1,000.00          | \$ 1,000             |          |                                         |
| 200                                 | 522.30.31.30 | Library/Media Supplies - Code books and reference manuals                   | \$ 600.00            | \$ 600               |          |                                         |
| 201                                 | 522.30.41.10 | Professional Services - NEMCO share                                         | \$ 38,173.00         | \$ 38,173            |          |                                         |
| 202                                 | 522.30.41.20 | Conf. Registration - FPI for 2; NW Fire Investigator for 1; Misc. courses   | \$ 2,100.00          | \$ 2,100             |          |                                         |
| 203                                 | 522.30.43.10 | Travel - Per Diem - FPI for 2; NW Fire Investigator for 1                   | \$ 270.00            | \$ 270               |          |                                         |
| 204                                 | 522.30.43.30 | Travel - Lodging - FPI for 2; NW Fire Investigator for 1                    | \$ 1,280.00          | \$ 1,280             |          |                                         |
| 205                                 | 522.30.48.10 | Maintenance/Repairs - extinguisher servicing                                | \$ 250.00            | \$ 250               |          |                                         |
| 206                                 | 522.30.49.20 | Dues/Subscriptions - CRR professional organizations                         | \$ 520.00            | \$ 520               |          |                                         |
| 207                                 | 522.30.49.20 | Dues/Subscriptions - CodePal software                                       | \$ 3,400.00          | \$ -                 | \$ 3,400 | SFD has replaced within ESO modules     |
|                                     |              |                                                                             | <b>\$ 49,893.00</b>  | <b>\$ 46,493.00</b>  |          |                                         |

## Appendix C (continued)

| RESPONSE OPERATIONS (7) |              |                                                                                                                                                           |               |               |                                                           |
|-------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------------------------------|
| 213                     | 522.20.11.10 | Overtime - Response Ops                                                                                                                                   | \$ -          | \$ -          | \$ - Moved to S&B budget                                  |
| 214                     | 522.20.11.10 | Overtime - Officer Meetings                                                                                                                               | \$ -          | \$ -          | \$ - Moved to S&B budget                                  |
| 220                     | 522.20.25.10 | Uniforms - Class B                                                                                                                                        | \$ 20,000.00  | \$ 20,000     |                                                           |
| 221                     | 522.20.25.10 | Uniforms - New class A's; update patches/stripping                                                                                                        | \$ 7,060.00   | \$ 7,060      |                                                           |
| 222                     | 522.20.25.10 | Uniforms - New Hires                                                                                                                                      | \$ 4,558.00   | \$ 4,558      |                                                           |
| 223                     | 522.20.25.10 | Uniforms - Placeholder for re-branding                                                                                                                    | \$ 10,000.00  | \$ 7,500      | \$ 2,500 Reduced need                                     |
| 224                     | 522.20.25.20 | Uniforms - Purchase and replace bunker gear/PPE; testing and repair                                                                                       | \$ 35,696.00  | \$ 5,000      | \$ 30,696 Except for testing and repair, capital purchase |
| 225                     | 522.20.25.20 | Uniforms - New hire bunker gear/PPE                                                                                                                       | \$ 12,065.00  | \$ 12,065     | \$ - Capital purchase                                     |
| 231                     | 522.20.31.10 | Office/Operating Supplies - Hydrant maintenance                                                                                                           | \$ 500.00     | \$ 500        |                                                           |
| 232                     | 522.20.31.10 | Office/Operating Supplies - Medical supplies                                                                                                              | \$ 18,000.00  | \$ 18,000     |                                                           |
| 233                     | 522.20.31.10 | Office/Operating Supplies - Defib supplies                                                                                                                | \$ 3,500.00   | \$ 3,500      |                                                           |
| 234                     | 522.20.31.10 | Office/Operating Supplies - Medical/Covid-19                                                                                                              | \$ 5,000.00   | \$ 5,000      |                                                           |
| 235                     | 522.20.31.10 | Office/Operating Supplies - Medical/DOH Grant                                                                                                             | \$ 1,200.00   | \$ 1,200      |                                                           |
| 236                     | 522.20.31.10 | Office/Operating Supplies - Oxygen                                                                                                                        | \$ 750.00     | \$ 750        |                                                           |
| 237                     | 522.20.31.10 | Office/Operating Supplies - Bio-Hazard disposal                                                                                                           | \$ 600.00     | \$ 600        |                                                           |
| 238                     | 522.20.31.10 | Office/Operating Supplies - EMS equipment repair and maintenance                                                                                          | \$ 750.00     | \$ 750        |                                                           |
| 239                     | 522.20.31.10 | Office/Operating Supplies                                                                                                                                 | \$ 1,000.00   | \$ 1,000      |                                                           |
| 240                     | 522.20.31.10 | Office/Operating Supplies                                                                                                                                 | \$ 1,000.00   | \$ 1,000      |                                                           |
| 241                     | 522.20.35.10 | Tools/Equipment - Replace, repair, maintain apparatus tools and fire extinguishers; portable equip repair and maintenance; battery powered tools for R151 | \$ 8,950.00   | \$ 8,950      |                                                           |
| 242                     | 522.20.35.10 | Tools/Equipment - E-Drainic rescue tools for K151 (purchase with reserves)                                                                                | \$ 38,500.00  | \$ -          | Capital purchase                                          |
| 243                     | 522.20.35.10 | Tools/Equipment - 4 thermal imagers (purchase with reserves)                                                                                              | \$ 12,000.00  | \$ -          | Capital purchase                                          |
| 244                     | 522.20.35.10 | Tools/Equipment - SCBA equipment; flow testing; compressors; air monitoring                                                                               | \$ 8,900.00   | \$ 8,900      |                                                           |
| 245                     | 522.20.35.10 | Tools/Equipment - Winter storm supplies                                                                                                                   | \$ 2,000.00   | \$ 2,000      |                                                           |
| 246                     | 522.20.35.10 | Tools/Equipment - Combat Sniper hose; nozzles (purchase with reserves)                                                                                    | \$ 66,015.00  | \$ -          | Capital purchase                                          |
| 247                     | 522.20.35.10 | Tools/Equipment - Hydrant kits                                                                                                                            | \$ 7,328.00   | \$ -          | Capital purchase                                          |
| 248                     | 522.20.35.10 | Tools/Equipment - 4 Elkhart standpipe kits; 8 swivel bell reducers (purchase with reserves)                                                               | \$ 7,745.00   | \$ -          |                                                           |
| 249                     | 522.20.35.10 | Tools/Equipment - 4 wildland progressive hose packs                                                                                                       | \$ 4,660.00   | \$ 4,660      | Capital purchase                                          |
| 250                     | 522.20.42.10 | Communication - Dispatch - Norcom fees                                                                                                                    | \$ 196,130.00 | \$ 196,130    |                                                           |
| 251                     | 522.20.42.10 | Communication - Dispatch-related repairs                                                                                                                  | \$ 500.00     | \$ 500        |                                                           |
| 252                     | 522.20.42.20 | Communication General - 10 pagers                                                                                                                         | \$ 4,200.00   | \$ 4,200      |                                                           |
| 253                     | 522.20.42.20 | Communication General - radio batteries; fitted earpiece speakers                                                                                         | \$ 3,500.00   | \$ 3,500      |                                                           |
| 254                     | 522.20.42.60 | Communication - 800 MHZ Fees                                                                                                                              | \$ 20,000.00  | \$ 20,000     |                                                           |
| 255                     | 522.20.48.10 | Maintenance/Repair - Hose testing; repair and maintenance                                                                                                 | \$ 4,000.00   | \$ 4,000      |                                                           |
| 256                     | 522.20.48.10 | Maintenance/Repair - Ladder testing                                                                                                                       | \$ 900.00     | \$ 900        |                                                           |
| 257                     | 522.20.49.20 | Dues/Subscriptions ESO Fire and ESO EHR subscriptions                                                                                                     | \$ 4,875.00   | \$ 4,875      |                                                           |
|                         |              | Excludes lines 209, 210, 211, 242, 243, 246, 248                                                                                                          | \$ 387,622.00 | \$ 347,098.00 |                                                           |
| TECHNICAL RESCUE (8)    |              |                                                                                                                                                           |               |               |                                                           |
| 258                     | 522.21.11.10 | Overtime - TRT Instructor/Water Rescue tech training                                                                                                      | \$ 29,000.00  | \$ -          | \$ 29,000 Moved to S&B budget                             |
| 259                     | 522.21.35.10 | Tools/Equipment - TRT supplies and equipment                                                                                                              | \$ 200.00     | \$ 200        |                                                           |
| 260                     | 522.21.35.10 | Tools/Equipment - Water rescue equipment                                                                                                                  | \$ 2,200.00   | \$ 2,200      |                                                           |
| 261                     | 522.21.35.10 | Tools/Equipment - Rope software and hardware                                                                                                              | \$ 9,130.00   | \$ 9,130      |                                                           |
| 262                     | 522.21.41.20 | Class Registration - TRT technician training                                                                                                              | \$ 12,000.00  | \$ 12,000     |                                                           |
|                         |              |                                                                                                                                                           | \$ 52,530.00  | \$ 23,530.00  |                                                           |
| HAZMAT (9)              |              |                                                                                                                                                           |               |               |                                                           |
| 263                     | 522.22.31.10 | Office/Operating Supplies - HazMat supplies                                                                                                               | \$ 300.00     | \$ 300        |                                                           |
| 264                     | 522.22.35.10 | Tools/Equipment - gas detectors and sensors; fire suppression foam                                                                                        | \$ 2,200.00   | \$ 2,200      |                                                           |
|                         |              |                                                                                                                                                           | \$ 2,500.00   | \$ 2,500.00   |                                                           |
| FLEET MAINTENANCE (11)  |              |                                                                                                                                                           |               |               |                                                           |
| 265                     | 522.60.31.50 | Supplies - misc. for vehicle maintenance                                                                                                                  | \$ 1,500.00   | \$ 1,500      |                                                           |
| 266                     | 522.60.32.10 | Gas/Diesel for all District vehicles                                                                                                                      | \$ 19,500.00  | \$ 19,500     |                                                           |
| 267                     | 522.60.48.10 | Repair/Body Work - All Vehicles                                                                                                                           | \$ 3,000.00   | \$ 3,000      |                                                           |
| 268                     | 522.60.48.20 | Support Vehicles - PM                                                                                                                                     | \$ 10,000.00  | \$ -          | \$ 10,000 Covered by SFD personnel                        |
| 269                     | 522.60.48.30 | Aid Units - PM                                                                                                                                            | \$ 6,000.00   | \$ -          | \$ 6,000 Covered by SFD personnel                         |
| 270                     | 522.60.48.40 | Suppression Units - PM                                                                                                                                    | \$ 50,000.00  | \$ -          | \$ 50,000 Covered by SFD personnel                        |
|                         |              |                                                                                                                                                           | \$ 90,000.00  | \$ 24,000.00  |                                                           |

## Appendix C (continued)

| FACILITIES (12) |              |                                                                    |                        |                      |                                         |
|-----------------|--------------|--------------------------------------------------------------------|------------------------|----------------------|-----------------------------------------|
| 271             | 522.50.31.10 | Office/Operating Supplies - janitorial supplies for all facilities | \$ 9,000.00            | \$ 9,000             |                                         |
| 272             | 522.50.41.10 | Professional Services - laundry service                            | \$ 600.00              | \$ 600               |                                         |
| 273             | 522.50.41.10 | Professional Services - janitorial service                         | \$ 4,000.00            | \$ 4,000             |                                         |
| 274             | 522.50.41.10 | Professional Services - carpet cleaning                            | \$ 1,700.00            | \$ 1,700             |                                         |
| 275             | 522.50.45.10 | Rentals/Leases - TBD                                               | \$ 250.00              | \$ 250               |                                         |
| 276             | 522.50.47.51 | Utilities - 51 (PSE)                                               | \$ 50,000.00           | \$ 50,000            |                                         |
| 277             | 522.50.47.51 | Utilities - 51 (Republic Services)                                 | \$ 4,200.00            | \$ 4,200             |                                         |
| 278             | 522.50.47.51 | Utilities - 51 (Northshore Utility District - Water/Sewer)         | \$ 7,000.00            | \$ 7,000             |                                         |
| 279             | 522.50.47.57 | Utilities - 57 (PSE)                                               | \$ 6,000.00            | \$ 6,000             |                                         |
| 280             | 522.50.47.57 | Utilities - 57 (Republic Services)                                 | \$ 1,600.00            | \$ 1,600             |                                         |
| 281             | 522.50.47.57 | Utilities - 57 (Seattle City Light)                                | \$ 8,000.00            | \$ 8,000             |                                         |
| 282             | 522.50.47.57 | Utilities - 57 (City of LFP Sewer)                                 | \$ 3,800.00            | \$ 3,800             |                                         |
| 283             | 522.50.47.57 | Utilities - 57 (Shoreline Water District)                          | \$ 4,000.00            | \$ 4,000             |                                         |
| 284             | 522.50.48.10 | Maintenance/Repair General - All Stations                          | \$ 3,000.00            | \$ 3,000             |                                         |
| 285             | 522.50.48.10 | Tools/Equipment replacement and repair - All Stations              | \$ 500.00              | \$ 500               |                                         |
| 286             | 522.50.48.10 | Maintenance/Repair - District generators                           | \$ 1,000.00            | \$ 1,000             |                                         |
| 287             | 522.50.48.51 | Maintenance/Repair (51) - HVAC PM and misc. repairs                | \$ 15,000.00           | \$ 15,000            |                                         |
| 288             | 522.50.48.51 | Maintenance/Repair (51) - fire alarm monitoring                    | \$ 600.00              | \$ 600               |                                         |
| 289             | 522.50.48.51 | Maintenance/Repair (51) - fire protection systems                  | \$ 1,000.00            | \$ 1,000             |                                         |
| 290             | 522.50.48.51 | Maintenance/Repair (51) - generator fuel                           | \$ 2,500.00            | \$ 2,500             |                                         |
| 291             | 522.50.48.51 | Maintenance/Repair (51) - furniture/kitchenware                    | \$ 400.00              | \$ 400               |                                         |
| 292             | 522.50.48.51 | Maintenance/Repair (51) - appliances                               | \$ 1,000.00            | \$ 1,000             |                                         |
| 293             | 522.50.48.51 | Maintenance/Repair (51) - landscaping service and/or supplies      | \$ 12,000.00           | \$ 12,000            |                                         |
| 294             | 522.50.48.51 | Maintenance/Repair (51) - miscellaneous                            | \$ 16,000.00           | \$ 16,000            |                                         |
| 295             | 522.50.48.51 | Maintenance/Repair (51) - annual IFC permit                        | \$ 200.00              | \$ 200               |                                         |
| 296             | 522.50.48.51 | Maintenance/Repair (51) - L&I elevator permit                      | \$ 150.00              | \$ 150               |                                         |
| 297             | 522.50.48.51 | Maintenance/Repair (51) - elevator maintenance and monitoring      | \$ 2,200.00            | \$ 2,200             |                                         |
| 298             | 522.50.48.57 | Maintenance/Repair (57) - HVAC repairs and maintenance             | \$ 4,000.00            | \$ 4,000             |                                         |
| 299             | 522.50.48.57 | Maintenance/Repair (57) - fire alarm monitoring                    | \$ 650.00              | \$ 650               |                                         |
| 300             | 522.50.48.57 | Maintenance/Repair (57) - fire protection system                   | \$ 1,000.00            | \$ 1,000             |                                         |
| 301             | 522.50.48.57 | Maintenance/Repair (57) - furniture and kitchenware                | \$ 200.00              | \$ 200               |                                         |
| 302             | 522.50.48.57 | Maintenance/Repair (57) - appliances                               | \$ 500.00              | \$ 500               |                                         |
| 303             | 522.50.48.57 | Maintenance/Repair (57) - miscellaneous                            | \$ 10,000.00           | \$ 10,000            |                                         |
| 304             | 522.50.48.57 | Maintenance/Repair (57) - pest control                             | \$ 1,800.00            | \$ 1,800             |                                         |
| 305             | 522.50.48.57 | Maintenance/Repair (57) - landscaping service and/or supplies      | \$ 4,000.00            | \$ 4,000             |                                         |
|                 |              |                                                                    | <b>\$ 177,850.00</b>   | <b>\$ 177,850.00</b> |                                         |
| VOLUNTEERS (13) |              |                                                                    |                        |                      |                                         |
| 306             | 522.12.25.10 | Uniforms - Volunteers                                              | \$ 150.00              | \$ 150               |                                         |
| 307             | 522.12.49.10 | Stipend - Chaplains                                                | \$ 1,350.00            | \$ 1,350             |                                         |
|                 |              |                                                                    | <b>\$ 1,500.00</b>     | <b>\$ 1,500.00</b>   |                                         |
|                 |              |                                                                    |                        |                      |                                         |
|                 |              | <b>2021 Total Operating Budget Needs</b>                           | <b>\$ 1,657,627.94</b> | <b>\$ 1,104,184</b>  | \$ 546,116 32.9%                        |
|                 |              | <b>Total Operating Expenses for 2022 with 3% Inflation</b>         | <b>\$ 1,707,356.78</b> | <b>\$ 1,137,309</b>  | \$ 562,499                              |
|                 |              | <b>Total Operating Expenses for 2023 with 3% Inflation</b>         | <b>\$ 1,758,577.48</b> | <b>\$ 1,157,009</b>  | \$ 579,374 Reduction of IT support cost |

## Appendix D

20-YEAR CAPITAL PURCHASES PLAN

Updated 9/15/2021

All costs are inflated and compounded annually by 3%

Current Year 2021

APPARATUS: Aid Car Purchases Plan

Assumption that current aid cars have a projected life cycle of 10 years in front line position. Our plan is to remount boxes on our Ford chassis apparatus once (essentially two life cycles) and then be fully replaced by a completely new aid car.

The 2020 remount cost is estimated at \$170,000

The 2020 replacement cost is estimated at \$220,000

| Location | Identification  | 1st Purchase |           | 2nd Purchase |           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|----------|-----------------|--------------|-----------|--------------|-----------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|          |                 | Year         | Cost      | Year         | Cost      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A163     | 2015 Ford       | 2027         | \$202,989 | 2037         | \$353,035 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A164     | 2015 Terrastar  | 2021         | \$220,000 | 2031         | \$295,662 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A165     | 2017 Ford       | 2025         | \$191,336 | 2035         | \$332,770 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A151     | 2016 Horton     | 2026         | \$255,040 | 2036         | \$264,854 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A157     | 2008 Braun      | 2028         | \$270,572 | 2038         | \$280,984 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A261     | 2010 Ford (4x4) | 2030         | \$287,050 |              |           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Vehicles will be balanced to equalize mileage, wear and tear. The replacement of the Terrastar will be not be a heavy duty chassis. Grouping aid car purchases will allow greater economies of scale, but would limit flexibility in rotating aid cars to reserve status. Keeping apparatus #1101 for 14 years as it is essentially a reserve for entire life cycle and has 4x4 option.

Average cost per year for aid car replacement over the 20 year period is \$147,715

| Unit            | 2020        | 2021       | 2022 | 2023 | 2024 | 2025      | 2026    | 2027        | 2028    | 2029        | 2030 | 2031      | 2032        | 2033 | 2034 | 2035      | 2036      | 2037      | 2038      | 2039 | 2040 |
|-----------------|-------------|------------|------|------|------|-----------|---------|-------------|---------|-------------|------|-----------|-------------|------|------|-----------|-----------|-----------|-----------|------|------|
| Aid 163         | 2017 Ford   |            |      |      |      |           |         | Remount 2   |         |             |      |           |             |      |      |           |           |           | New A7    |      |      |
| Aid 164         | 2015 Terra  | New A1     |      |      |      |           |         |             |         |             |      | New A5    |             |      |      |           |           |           |           |      |      |
| Aid 145         | 2015 Ford   |            |      |      |      | Remount 1 |         |             |         |             |      |           |             |      |      |           |           |           |           |      |      |
| Aid 151         | 2016 Horton |            |      |      |      |           | New A2  |             |         |             |      |           |             |      |      |           |           |           |           |      |      |
| Aid 157         | 2008 Braun  | 2015 Terra |      |      |      |           |         | 2016 Horton | New A3  |             |      |           |             |      |      | New A6    | Remount 4 |           |           |      |      |
| Aid 261*        | 2010 Ford   |            |      |      |      |           |         |             |         |             |      | New A4    |             |      |      |           |           |           | Remount 5 |      |      |
| Aid 262 Reserve | 2009 Braun  |            |      |      |      |           |         |             |         | 2016 Horton |      | New A1    |             |      |      |           |           |           |           |      |      |
|                 | To Be Sold  |            |      |      |      |           | Chassis | 2016-Terra  | Chassis | 2009-Braun  |      | 2010-Ford | 2016-Horton |      |      | Remount-1 | Chassis   | Remount-2 | Chassis   |      |      |

\* We will keep one reserve apparatus with 4x4 capability.

Bold lettering indicates a new purchase. If the lettering is ~~struck-through~~ it indicates that the vehicle is to be sold as surplus.

APPARATUS: Structural (Fire Engines, Ladder Truck, Rescue) Purchases Plan

Assumption that projected life cycles are 10 and 15 years respectively in front line position.

Engine estimate \$815,000

Ladder truck estimate \$1,200,000

| Location | Identification           | 1st Purchase |             | 2nd Purchase |             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|----------|--------------------------|--------------|-------------|--------------|-------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|          |                          | Year (Age)   | Cost        | Year (Age)   | Cost        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E163     | 2008 Pierce Fire Engine* | 2023         | \$864,634   | 2038         | \$1,347,071 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E164     | 2020 Pierce Fire Engine* | 2032         | \$1,128,151 |              | \$0         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E165     | 2020 Pierce Fire Engine  | 2032         | \$1,128,151 |              | \$0         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E151     | 2020 Pierce Fire Engine  | 2032         | \$1,128,151 |              | \$0         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E157     | 2020 Pierce Fire Engine  | 2032         | \$1,128,151 |              | \$0         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| E141     | 2012 Pierce Ladder Truck | 2032         | \$1,661,081 |              | \$0         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Vehicles will be balanced to equalize mileage, wear and tear. Grouping purchases will allow greater economies of scale and will keep uniformity, but would limit flexibility in rotating vehicles to reserve status.

\* This fire engine is no longer in first out role due to the staffed ladder truck. This life cycle is extended to 15 years.

Avg cost per year for Fire Engine replacement over the 20 year period is \$336,215

Avg cost per year for Truck replacement over the 20 year period is \$83,054

| Unit                 | 2020        | 2021        | 2022        | 2023        | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032        | 2033        | 2034 | 2035 | 2036 | 2037 | 2038     | 2039        | 2040 |
|----------------------|-------------|-------------|-------------|-------------|------|------|------|------|------|------|------|------|-------------|-------------|------|------|------|------|----------|-------------|------|
| E163                 | 2008 Pierce |             |             | New (E3)    |      |      |      |      |      |      |      |      |             |             |      |      |      |      | New (E4) |             |      |
| E164                 | 2008 Pierce | 2020 Pierce |             |             |      |      |      |      |      |      |      |      |             |             |      |      |      |      |          |             |      |
| E165                 | 2008 Pierce | 2020 Pierce |             |             |      |      |      |      |      |      |      |      | New (E4)    |             |      |      |      |      |          |             |      |
| E151                 | 2010 Pierce | 2020 Pierce |             |             |      |      |      |      |      |      |      |      | New (E5)    |             |      |      |      |      |          |             |      |
| E157                 | 2010 Pierce | 2020 Pierce |             |             |      |      |      |      |      |      |      |      | New (E7)    |             |      |      |      |      |          |             |      |
| E161                 | 2017 Pierce |             |             |             |      |      |      |      |      |      |      |      | New (E1)    |             |      |      |      |      |          |             |      |
| E264                 | 1999 H&W    | 2008 Pierce |             | 2008 Pierce |      |      |      |      |      |      |      |      | 2020 Pierce |             |      |      |      |      | New (E3) |             |      |
| E265                 | 1999 H&W    | 2008 Pierce |             |             |      |      |      |      |      |      |      |      | 2020 Pierce |             |      |      |      |      |          |             |      |
| E251                 |             | 2010 Pierce |             |             |      |      |      |      |      |      |      |      | 2020 Pierce |             |      |      |      |      |          |             |      |
| L261                 |             |             |             |             |      |      |      |      |      |      |      |      | 2017 Pierce |             |      |      |      |      |          |             |      |
| Apparatus to be Sold | 1999-H&W    | 2010-Pierce | 2008-Pierce |             |      |      |      |      |      |      |      |      | 2008-Pierce | 2020-Pierce |      |      |      |      |          | 2020 Pierce |      |
|                      | 1999-H&W    |             |             |             |      |      |      |      |      |      |      |      | 2008-Pierce | 2010-Pierce |      |      |      |      |          |             |      |

Bold lettering indicates a new purchase. If the lettering is ~~struck-through~~ it indicates that the vehicle is to be sold as surplus.

APPARATUS: Support Vehicles

Staff vehicles have different life cycles and usage, but will be rotated by the time they have approximately 150,000 miles.

2020 Cost for a Truck1 \$40,000

Truck2 \$45,000

Truck3 \$70,000

Mid-SUV \$38,000

SUV \$42,000

Hybrid \$32,000

BC \$120,000

BC Rmt \$70,000

| Use   | Type   | Transition Plan | 1st Purchase |           | 2nd Purchase |           | 3rd Purchase |           | 4th Purchase |      | 5th Purchase |      | 6th Purchase |      | 7th Purchase |      | 8th Purchase |      | 9th Purchase |  |
|-------|--------|-----------------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|------|--------------|------|--------------|------|--------------|------|--------------|------|--------------|--|
|       |        |                 | Year         | Cost      | Year         | Cost      | Year         | Cost      | Year         | Cost | Year         | Cost | Year         | Cost | Year         | Cost | Year         | Cost |              |  |
| BC/FP | Pickup | 6 yrs/60k miles | 2027         | \$191,048 | 2033         | \$156,834 | 2039         | \$187,268 |              | \$0  |              | \$0  |              |      |              |      |              |      |              |  |

Vehicles will be "trickled" down from primary use to secondary use depending on the type of vehicle.

Average cost per year for BC vehicle replacement over the 20 year period is \$26,757

Average cost per year for staff vehicle replacement over the 20 year period is \$55,681

Bold lettering indicates a new purchase. If the lettering is ~~struck-through~~ it indicates that the vehicle is to be sold as surplus.

As of: 9/15/2021

| Unit | 2020     | 2021      | 2022 | 2023 | 2024 | 2025 | 2026 | 2027      | 2028 | 2029 | 2030 | 2031 | 2032 | 2033   | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 |
|------|----------|-----------|------|------|------|------|------|-----------|------|------|------|------|------|--------|------|------|------|------|------|------|------|
| B161 | Suburban | 2021 Ford |      |      |      |      |      | New B1    |      |      |      |      |      | RMT1   |      |      |      |      |      |      |      |
| B162 | Tahoe    |           |      |      |      |      |      | 2021 Ford |      |      |      |      |      | New B1 |      |      |      |      |      | RMT2 |      |
|      |          |           |      |      |      |      |      |           |      |      |      |      |      |        |      |      |      |      |      | RMT1 |      |

## Appendix E

### NFD Board of Commissioner Budget

| 2022 Expense Budget                              |              |                                                |                     |                      |                   |                                   |
|--------------------------------------------------|--------------|------------------------------------------------|---------------------|----------------------|-------------------|-----------------------------------|
| Line                                             | BARS Number  | BARS Name and Description                      | Requested Budget    | 2022 Budget          | Difference        | Notes                             |
| <b>COMMISSIONERS (1)</b>                         |              |                                                |                     |                      |                   |                                   |
| 1                                                | 522.11.10.10 | Salary & Wages - BoFC                          | \$ 45,000.00        | \$ 22,500            | \$ 22,500         | Reduce to 1 BOC meeting per month |
| 2                                                | 522.11.21.10 | Social Security & Medicare - BoFC              | \$ 3,442.50         | \$ 1,721             | \$ 1,721          | Reduce to 1 BOC meeting per month |
| 3                                                | 522.11.21.20 | L&I - BoFC                                     | \$ 1,440.00         | \$ 720               | \$ 720            | Reduce to 1 BOC meeting per month |
| 4                                                | 522.11.21.30 | WA Paid FML - BoFC                             | \$ 66.00            | \$ 33                | \$ 33             | Reduce to 1 BOC meeting per month |
| 5                                                | 522.11.31.40 | Meetings - Food/beverage for BoFC retreat      | \$ 500.00           | \$ 500               |                   |                                   |
| 6                                                | 522.11.41.10 | Professional Services - BoFC audio recording   | \$ 3,000.00         | \$ 1,500             | \$ 1,500          | Reduce to 1 BOC meeting per month |
| 7                                                | 522.11.43.60 | Travel - BoFC ad hoc training/conferences      | \$ 1,000.00         | \$ 1,000             |                   |                                   |
| 8                                                | 522.11.43.60 | Travel - BoFC ad hoc mileage/tolls/parking     | \$ 100.00           | \$ 100               |                   |                                   |
| 9                                                | 522.11.49.20 | Dues/Subscriptions - KC Fire Commissioners     | \$ 200.00           | \$ 200               |                   |                                   |
|                                                  |              |                                                | <b>\$ 54,748.50</b> |                      |                   |                                   |
| <b>ADMINISTRATION (2)</b>                        |              |                                                |                     |                      |                   |                                   |
| 10                                               | 522.10.10.10 | Salary & Wages - PT District Board Secretary   | \$ 9,894.14         | \$ 9,894             |                   | New item, Estimate only           |
| 82                                               | 522.10.46.10 | Insurance - Board of Commissioners             | \$ 5,000.00         | \$ 5,000             |                   | New item, Estimate only           |
| 46                                               | 522.10.41.10 | Professional Services - State Auditor          | \$ 1,000.00         | \$ 1,000             |                   | New item, Estimate only           |
| 58                                               | 522.10.41.40 | Contract Consultants - Interface Systems (FBC) | \$ 17,500.00        | \$ 17,500            |                   |                                   |
|                                                  |              |                                                | <b>\$ 33,394.14</b> |                      |                   |                                   |
| <b>NON-DEPARTMENTAL (14)</b>                     |              |                                                |                     |                      |                   |                                   |
| 308                                              | 522.14.31.10 | Use Tax                                        | \$ 200.00           | \$ 200               |                   |                                   |
| 309                                              | 522.14.41.10 | Ad Valorem Tax Refund                          | \$ 5,000.00         | \$ 5,000             |                   |                                   |
| 310                                              | 522.14.41.10 | Elections & Info                               | \$ 30,000.00        | \$ 30,000            |                   |                                   |
| 311                                              | 522.14.41.10 | Benefit Charge Coll. Fee                       | \$ 40,000.00        | \$ 40,000            |                   |                                   |
| 312                                              | 522.14.41.10 | Cash Management Svc Fees                       | \$ 1,620.00         | \$ 1,620             |                   |                                   |
| 313                                              | 522.14.41.10 | Surface Water, Noxious Weeds, etc.             | \$ 9,000.00         | \$ 9,000             |                   |                                   |
| 314                                              | 522.14.41.10 | Leasehold Excise Tax                           | \$ 1,000.00         | \$ 1,000             |                   |                                   |
| 315                                              | 522.14.49.10 | Bank Service Charges                           | \$ 1,000.00         | \$ 1,000             |                   |                                   |
|                                                  |              |                                                | <b>\$ 87,820.00</b> |                      |                   |                                   |
| <b>Total Budget Needs</b>                        |              |                                                |                     | <b>\$ 175,962.64</b> | <b>\$ 149,488</b> | <b>\$ 26,474</b>                  |
| <b>Total Expenses for 2022 with 3% Inflation</b> |              |                                                |                     | <b>\$ 181,241.52</b> | <b>\$ 153,973</b> | <b>\$ 27,268</b>                  |

## INTERLOCAL AGREEMENT

This Agreement is entered into between SHORELINE FIRE DEPARTMENT, a municipal corporation, hereafter referred to as "SFD", and NORTHSORE FIRE DEPARTMENT, a municipal corporation, hereafter referred to as "NFD."

### RECITALS

1. This agreement is entered into by NFD and SFD under the authority of RCW 52.12.031 and in conformity with chapter 39.34 RCW, the Interlocal Cooperation Act.
2. SFD and NFD currently each maintain and operate their own fire departments to provide fire protection, fire suppression and emergency medical services in their respective jurisdictions.
3. The purpose of this Agreement is to consolidate certain services to allow for the joint operation and administration of these services within the jurisdiction of NFD and SFD.
4. This Agreement is not intended to supersede or conflict with the collective bargaining agreements of either party.

### AGREEMENT

To carry out the purposes of this agreement and in consideration of the benefits to be received by each party, it is agreed as follows:

1. **Effective Date and Termination of Agreement.** This agreement shall be effective on January 1, 2021 and shall terminate on December 31, 2028. Provided, however, in the event both SFD and NFD agree to mutually amend the agreement, then the agreement can be modified as agreed upon. Either party may unilaterally terminate this Agreement with at least 2 years advance written notice to the other party.

2. **DEFINITIONS.**

2.1. The following terms, when used in this agreement, shall be defined as follows:

- (a) "SFD" shall mean the Shoreline Fire Department.
- (b) "NFD" shall mean the Northshore Fire Department.
- (c) "Chief" or "Fire Chief" shall mean the duly appointed Fire Chief, or acting Fire Chief, of SFD.
- (d) "Organizational Chain of Command" shall mean the Chain of Command set forth in the attached **Exhibit A**.
- (e) "Consolidated Services" shall mean the services performed under the direction of the Chief and shall include the following:
  - i. Administrative Services,
  - ii. Emergency Medical Services (BLS),
  - iii. Emergency Medical Services (ALS),
  - iv. Fire Suppression,
  - v. Training as part of the North King County Training Consortium,



- vi. Fire Marshal Services,
- vii. Public Information and Education through Community Outreach,
- viii. Technical Rescue (Low/High Angle, Confined Space, Trench, Surface Water),
- ix. Hazardous Materials Operations,
- x. Mobile Integrated Health Care,
- xi. Maintenance (Fleet, Facilities), and
- xii. Emergency Management as part of the City of Shoreline Fire.

- (f) FTE shall mean full time employee.
- (g) Calendar Days. The word “days” as used in this Agreement shall mean calendar days unless the context otherwise specifically provides that business days are intended.
- (h) The detailed level of service expectations are identified in the Proposal for Services document.

### 3. SERVICES PERFORMED BY SFD FOR NFD

3.1. **Administrative Services.** Subject to the terms of this Agreement, the Fire Chief shall provide management authority over both Departments, including but not limited to the following:

- (a) The Fire Chief or designee shall supervise, administer and manage the day to day operations of both Fire Departments in accordance with the Chain of Command. Specifically the Fire Chief shall manage and direct:
  - (i) Staffing levels, personnel assignments and Fire Department resource allocations.
  - (ii) Implementation of Fire Department Budget
  - (iii) Implementation of Fire Department policies and procedures.
  - (iv) Personnel management including discipline of Fire Department Personnel. The Fire Chief shall manage all disciplinary actions consistent with existing personnel policies and procedures and consistent with the collective bargaining agreements with IAFF Local 2459. All disciplinary actions shall follow the Chain of Command.
  - (v) Oversee and manage all operations in the manner and subject to the limitations specified herein.
- (b) **Designation of Fire Chief and Fire Marshal.** For the purposes of enforcement of federal, state, and appropriate laws relating to the provision of fire services, and for the purposes of complying with federal and state grant programs or any other programs which relate to the provision of the services hereunder, NFD hereby designates the Fire Chief of SFD as NFD’s Fire Chief. SFD’s Fire Marshal will become NFD’s Fire Marshal and Fire Code Official. Notwithstanding the preceding designations, the Fire Chief and Fire Marshal shall remain employees of SFD.
- (c) **Fire Chief Reporting Status.** The Fire Chief shall report on administrative and operational matters to NFD Board of Commissioners and shall attend meetings when requested.

- (d) **Payment for Administrative Services/Emergency Management Services.** In consideration of providing Administrative Services, NFD shall provide the following to SFD:
- (i) NFD shall pay SFD \$8,925,377 in quarterly installments for calendar year 2022. Future years will be paid according to actual budgeted costs. Estimates of this cost are identified in **Exhibit B**.
  - (ii) On a quarterly basis both NFD and SFD will review the previous quarter for accuracy of estimated costs, as shown in the schedule, and review the next quarter for forecasted costs. If both Departments agree then adjustments shall be made to the cost schedule to ensure accurate reimbursement.
  - (iii) SFD shall provide administrative staff personnel necessary to support the operation of NFD, provided under this Agreement.
  - (iv) NFD shall also pay a one-time payment of \$4,479,930 by April 15, 2022 to cover assumed liabilities such as;
    - (iv.1) LEOFF I retiree benefits
    - (iv.2) Accrued benefits
    - (iv.3) Operating reserves
    - (iv.4) Apparatus replacement
    - (iv.5) Capital IT equipment, estimated at \$100,000, but will be finalized prior to the signing of this agreement.

#### 4. **GENERAL PAYMENT PROVISIONS.**

- 4.1. **Payment Procedures.** Except as otherwise provided herein, for all payments provided hereunder, SFD shall provide NFD with quarterly invoices outlining the nature of the services provided. NFD shall pay all invoiced amounts within 30 days of receipt.
- 4.2. **Failure to Submit Invoice.** The failure of SFD to submit an invoice for services to NFD within the timeframes provided in this Agreement shall not result in a waiver of the requirement of NFD to pay for those services; provided that the failure of SFD to invoice NFD for a period in excess of six (6) months from the date the services were rendered shall result in a complete waiver and release from any obligation to pay for that service, unless otherwise agreed to by the parties.
- 4.3. **Reconciliation of Amount Due After Termination.** Within thirty (30) calendar days of the effective date of this Agreement's termination, SFD shall submit to NFD a final invoice consistent with the methods of invoicing required herein. Final payment and settlement of accounts shall occur within ninety (90) calendar days of the effective date of termination of the Agreement.

#### 5. **General Provisions.**

- 5.1. **Employees of NFD Will Become Employees of SFD.** All NFD employees shall become employees of SFD. SFD shall, at all times, be solely responsible for the conduct of its employees

in performing the services called for in this Agreement. SFD shall be solely responsible for all compensation, benefits and insurance for its employees.

5.2. **Records.** All records relating to the provision of the services called for in this Agreement shall be considered records of the appropriate Department, and shall be retained in accordance with the records retention requirements of the agency. Custody and disclosure of the records shall be managed in accordance with **Exhibit C**.

5.3. **Office Facilities.** NFD agrees that SFD may use NFD office space and office facilities for the Operations provided under this Agreement.

6. **Finances.** Each party shall remain responsible for the financial operation of its own Fire Department, the preparation of its budget and the levying of its tax levy and other revenue sources. The Chief shall be responsible for preparing the draft of NFD budget. Each party agrees to provide the other party with a copy of its budget when completed.

7. **Indemnification and Hold Harmless.** Each party agrees to defend, indemnify, and hold harmless the other party and each of its employees, officials, agents, and volunteers from any and all losses, claims, liabilities, lawsuits, or legal judgments arising out of any negligent or willfully tortious actions or inactions by the performing party or any of its employees, officials, agents, or volunteers, while acting within the scope of the duties required by this Agreement. Each party shall be responsible for its own legal costs and attorneys' fees. This provision shall survive the expiration of this Agreement. This provision shall also survive and remain in effect in the event that a court or other entity with jurisdiction determines that this Agreement is not enforceable. It is further specifically and expressly understood that the indemnification provided herein constitutes each party's waiver of immunity under industrial insurance, Title 51 RCW, solely to carry out the purposes of this indemnification clause. The parties further acknowledge that they have mutually negotiated this waiver.

8. **Insurance.**

8.1. SFD shall carry and maintain, for the duration of this Agreement property and liability insurance coverage for all operations, facilities, equipment, and personnel, including liability, at not less than the amount and coverage's as existing on the date of this Agreement in a form consistent with existing policy.

8.2. NFD shall carry and maintain, for the duration of this Agreement liability and any other applicable insurance for the Board of Commissioners, and NFD employees.

8.3. The insurance policies of each party shall name the other party and its officials, officers, employees, and volunteers, who are acting within the scope of this Agreement as additional named insureds for any and all actions taken by each party, its officials, officers, employees, and volunteers in the scope of their duties pursuant to this Agreement. The insurance policy or policies shall have a thirty (30) calendar days prior notice of cancellation clause to be given to the other party, in writing, in the event of termination or material modification of the insurance coverage. The insurance shall be written on an "occurrence" basis, rather than a "claims-made" basis. In the alternative, each party may satisfy the requirements of this section by becoming or remaining a participant in an authorized self-insurance pool in the State of Washington if that party can demonstrate protection equal to or greater than that specified herein.

9. **Property ownership.** All property owned by either party at the time of this agreement shall be identified in the event of a termination of the agreement and a separation of assets is required.

10. **Service Limitation.** The Services provided under this Agreement represent an extension and expansion of services SFD owes to the public in general.

11. **Miscellaneous**

11.1. **Non-Waiver of Breach.** The failure of either party to insist upon strict performance of any of the covenants and agreements contained in this Agreement, or to exercise any option conferred by this Agreement in one or more instances shall not be construed to be a waiver or relinquishment of those covenants, agreements, or options, and the same shall be and remain in full force and effect.

11.2. **Resolution of Disputes and Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. If the parties are unable to settle any dispute, difference, or claim arising from the parties' performance of this Agreement, the exclusive means of resolving that dispute, difference, or claim, shall only be by filing suit exclusively under the venue, rules, and jurisdiction of the King County Superior Court, King County, Washington, unless the parties agree in writing to an alternative dispute resolution process. In any claim or lawsuit arising from the parties' performance of this Agreement, each party shall pay all its own legal costs and attorneys' fees incurred in defending or bringing such claim or lawsuit, in addition to any other recovery or award provided by law; provided, however, nothing in this paragraph shall be construed to limit the parties' right to indemnification under this Agreement.

11.3. **Assignment.** Any assignment of this Agreement by either party without the prior written consent of the non-assigning party shall be void. If the non-assigning party gives its consent to any assignment, the terms of this Agreement shall continue in full force and effect and no further assignment shall be made without additional written consent.

11.4. **Modification.** No waiver, alteration, or modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of each party and subject to ratification by the legislative body of each party.

11.5. **Compliance with Laws.** Each party agrees to comply with all local, federal, and state laws, rules, and regulations that are now effective or in the future become applicable to this Agreement.

11.6. **Entire Agreement.** The written terms and provisions of this Agreement, together with any Exhibits attached hereto, shall supersede all prior communications, negotiations, representations or agreements, either verbal or written of any officer or other representative of each party, and such statements shall not be effective or be construed as entering into or forming a part of or altering in any manner this Agreement. All of the Exhibits are hereby made part of this Agreement.

11.7. **Severability.** If any section of this Agreement is adjudicated to be invalid, such action shall not affect the validity of any section not so adjudicated.

11.8. **Interpretation.** Any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in interpreting this Agreement. The language in this Agreement shall be interpreted as to its fair meaning and not strictly for or against any party.

11.9. **Notice.** All communications regarding this Agreement shall be sent to the parties at the addresses listed on the signature page of the Agreement, unless notified to the contrary. Any written notice hereunder shall become effective upon personal service or three (3) business days after the date of mailing by registered or certified mail, and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.

11.10. **Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall constitute an original, and all of which will together constitute this one Agreement.

The parties below execute this Agreement, which shall become effective on January 1, 2022.

**SFD:**

Shoreline Fire Department

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its \_\_\_\_\_

DATE: \_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Brian Snure,  
Attorney for SFD

**NFD:**

Northshore Fire Department:

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its \_\_\_\_\_

DATE: \_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_  
NFD Attorney

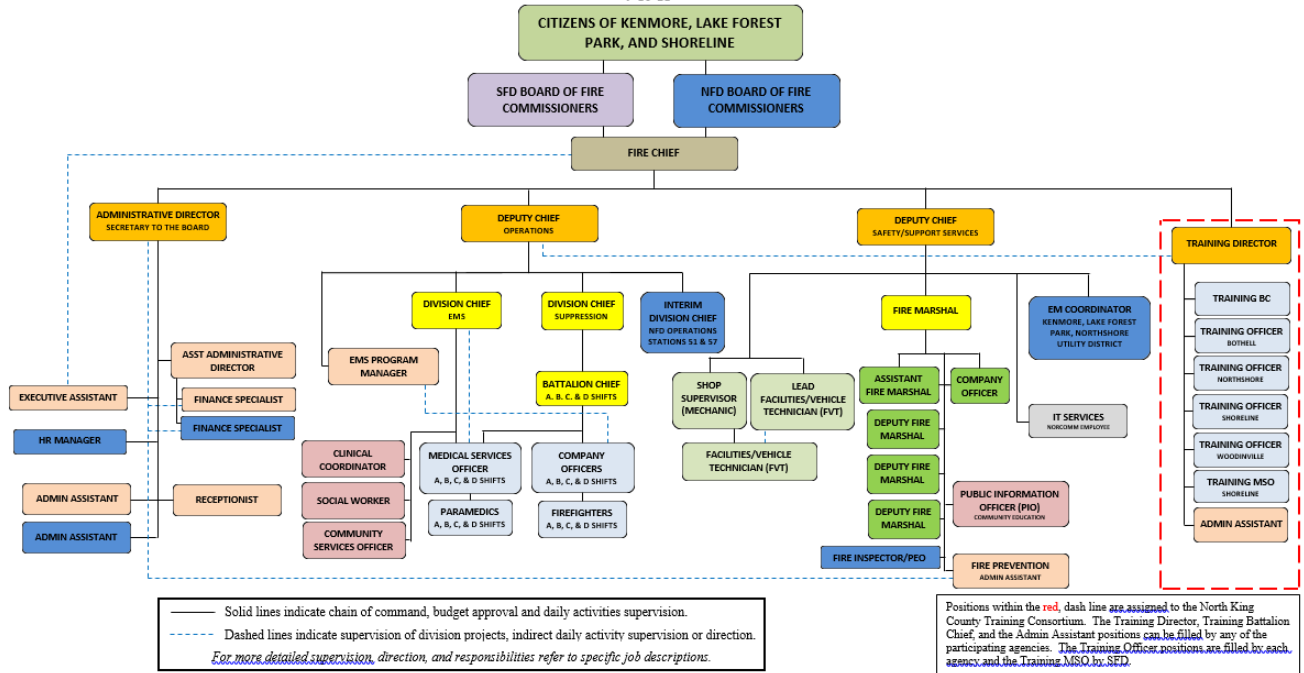
# EXHIBIT A

## Organization Chart

### COMBINED NFD/SFD FIRE DEPARTMENT

ORGANIZATIONAL CHART JANUARY 2022

9-15-21



## EXHIBIT B

| <b><i>NFD Costs Under Contract with SFD</i></b> |              |              |              |              |              |              |
|-------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                                 | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  |
| Salary & Benefits                               | \$ 7,568,068 | \$ 7,374,021 | \$ 7,586,735 | \$ 7,805,313 | \$ 8,029,899 | \$ 8,260,639 |
| General Expenses                                | \$ 1,137,309 | \$ 1,157,009 | \$ 1,191,719 | \$ 1,227,471 | \$ 1,264,295 | \$ 1,302,224 |
| Capital Equipment                               | TBD          | TBD          | TBD          | TBD          | TBD          | TBD          |
| Capital Apparatus                               | \$ 220,000   | \$ 226,600   | \$ 233,398   | \$ 240,400   | \$ 247,612   | \$ 255,040   |
| <b>Total Budget</b>                             | \$ 8,925,377 | \$ 8,757,630 | \$ 9,011,852 | \$ 9,273,184 | \$ 9,541,806 | \$ 9,817,903 |

## EXHIBIT C

### Records Management

#### 1.1. Record Ownership.

- (a) SFD records “SFD Records” shall include:
  - (i) All records prepared, owned, used, or retained by SFD related to the performance of its statutory and contractual duties.
  - (ii) All NFD Records actually received by SFD pursuant to SFD Plan or this Interlocal Agreement.
- (b) NFD records “NFD Records” shall include:
  - (i) All records prepared, owned, used or retained by NFD related to the performance of its statutory and contractual duties.
- (c) The parties recognize that physical custody of SFD Records or NFD Records is not determinative of whether the records are SFD Records or NFD Records and the parties shall work cooperatively in responding to requests for records pursuant to subpoena or pursuant to the Washington State Public Records Act.

#### 1.2. Records Custodian. Except as provided below, SFD will be the primary record custodian of all SFD Records. NFD will be the primary custodian of all NFD Records.

#### 1.3. Requests for Records. The parties recognize that some NFD Records will be in the custody of SFD and some SFD Records will be in the custody of NFD. The parties agree to the following process to provide a method of responding to records requests received through subpoenas and the Public Records Act, or records otherwise requested by NFD or SFD. The method set forth in this exhibit shall serve only as a guideline, and may be altered from time to time as necessary.

- (a) In the event the one party receives a public record request, subpoena or other request for that party’s Records in the custody of the other party, the following process shall be followed:
- (b) The party receiving the request “Receiving Party” will advise the other party in writing that the request has been received. The other party will have five business days to respond to the Receiving Party with the records or a reasonable estimate of the time necessary to provide the Receiving Party with the records.
- (c) The other party will provide copies, at its sole cost and expense, in the form requested by the Receiving Party either directly to the Receiving Party or directly to the requestor as directed by the Receiving Party. In the event the Receiving Party receives payment for the copies the Receiving Party shall forward such payment to the other party.
- (d) The Receiving Party will remain responsible for communicating with the record requester in compliance with all legal obligations. The Parties shall jointly work to determine which records are to be disclosed to the requesting party, and if the request was submitted under the Public Records Act, which records are exempt from disclosure.



- (f) It shall be the responsibility of the Receiving Party, and at the expense of the Receiving Party, to defend any claim or lawsuit for a violation of the Public Records Act or laws relating to a subpoena, and pay any damages, fees, costs or settlements relating to such claim or lawsuit; provided, that in the event the claim or lawsuit relates in any manner to Receiving Party records in the sole custody of the OTHER PARTY that were not provided to the Receiving Party by the OTHER PARTY, then the OTHER PARTY shall defend such claim or lawsuit and pay any damages, fees, costs or settlements relating to such claim or lawsuit. The parties agree to cooperate fully in the defense of any such claim or lawsuit. If both the Receiving Party and the OTHER PARTY fail to produce all records, they will cooperate in defense and each party will pay all its legal costs and attorneys' fees.

# MATT COWAN

1252 SE 14<sup>th</sup> Pl, North Bend, WA 98045

Cell (206) 786-9042

*mhcowan@hotmail.com*

## OVERVIEW

Progressive individual with over 30 years experience with career, combination, and volunteer fire departments. Experienced and qualified with a positive attitude to affect constructive change on a local and regional level. Extensive grant writing, organizational, and planning skills to create fiscal efficiencies for short-term and strategic needs. Committed to developing strong succession management through educational focus and creating growth opportunities for personnel at all levels.

## EDUCATION

|           |                                                                           |                |
|-----------|---------------------------------------------------------------------------|----------------|
| 2000-2007 | City University                                                           | Bellevue, WA   |
|           | ➤ Masters Degree in Public Administration, graduating with honors.        |                |
| 2002-2006 | National Fire Academy                                                     | Emmitsburg, MD |
|           | ➤ Executive Fire Officer Certification.                                   |                |
| 1994-1996 | Bellevue Community College                                                | Bellevue, WA   |
|           | ➤ Associate of Arts Degree in Fire Command Administration.                |                |
| 1986-1990 | University of Puget Sound                                                 | Tacoma, WA     |
|           | ➤ Bachelor of Arts Degree in Physics with emphasis in Math and Economics. |                |

## SPECIALIZED CERTIFICATIONS/TRAINING

International Chief Fire Officer designation, CPSE, 2011-Present.

Executive Chief Officer, IAFC, 2015-Present.

Executive Planning certification, NFA, 2009.

NIMS ICS 100, 200, 300, 400, 700, and 800, 2008.

## WORK EXPERIENCE

| Fire Chief, Shoreline Fire Department                                                                                                                                                                                                                                                                          | 2013-Present |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| ➤ Leads 130 Officers, Firefighters, and Administrative personnel in all aspects pertaining to the fire department including administration, operations, fire prevention, public education, facilities, fleet maintenance, information technology, community outreach and training divisions.                   |              |
| ➤ Supervises a regional Advanced Life Services (ALS) program that serves all of north King County.                                                                                                                                                                                                             |              |
| ➤ Redeveloped the long-range plan for the Department, refined protection area boundaries and managed annexation of an adjacent community for emergency services.                                                                                                                                               |              |
| ➤ Designed a capital replacement program on a rolling, 20-year implementation including the successful passing of a capital bond. Also developed and implemented an impact fee program to mitigate the impacts of new development.                                                                             |              |
| ➤ Writes and manages the annual budget totaling nearly \$30 million including the establishment of alternative funding sources and the successful creation of a Fire Benefit Charge program.                                                                                                                   |              |
| ➤ Developed an employee performance appraisal system including a peer review process to improve accountability and increase morale.                                                                                                                                                                            |              |
| ➤ Negotiates and manages contracts for services establishing revenue sources with tax-exempt properties within the District such as those owned by DSHS, DOT, DOH, and King County Metro.                                                                                                                      |              |
| ➤ Overhauled organizational finances improving efficiency and creating savings of over \$2 million. Efficiencies allowed for needed capital projects, significant improvement in operational staffing levels, and increasing capital funds from \$250 thousand to nearly \$6 million over the past five years. |              |
| ➤ Successfully applied for a local Assistance to Firefighters Grant for over \$218 thousand to purchase new bunker gear and for a four-fire department regional grant of over \$1.1 million for new SCBA's.                                                                                                    |              |

## **WORK EXPERIENCE (CONTINUED)**

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### **Deputy Chief, Maple Valley Fire and Life Safety**

**1992-2013**

- Supervised fire prevention, public education, facilities and fleet divisions. Last position was managing operations, training, fleet, and facilities while supporting other divisions as needed.
- Responsible for administration and emergency operations for the seven fire stations within the district. Operated on a 48/96 work schedule utilizing three platoons.
- Wrote and procured capital equipment grants from FEMA, the Medic One Foundation, and the Department of Health totaling nearly \$1.3 million since 2003.
- Developed and initiated an impact fee mitigation program to supplement capital purchases including the establishment of a 20-year capital replacement program.
- Leader of team responsible for researching, developing and proposing a restructuring of all career and resident operational staffing.
- Developed the program and was the Chairman of the Distinguished Service Awards Committee, which was in charge of issuing all medals and awards.
- Leader of Special Operations team specializing in high angle and swift water rescue for fifteen years.

### **Deputy Chief, Snoqualmie Pass Fire and Rescue (Fire Chief 1996-2011)**

**1996-Present**

- Managed all areas of the organization including the transition from a volunteer to a combination fire department.
- Successfully managed procuring land from the USFS which included working with State Senators and Representatives, and testifying in Congress for Federal conveyance of land to build a new fire station.
- Applied for and received a Presidential ARRA grant of over \$4 million to build a new headquarters station totaling approximately 17,000 square feet.
- Developed the long-range plan for the Department, refined protection areas, and managed the annexation of a neighboring community.
- Currently assists and mentors the Fire Chief in administrative duties including strategic planning, funding, and operational management.

## **OTHER CERTIFICATIONS/TRAINING/ACTIVITIES (PARTIAL)**

---

- Managed the King County Fire Chiefs Association (KCFCFA) as President from 2015 through 2017.
- Have served as chairperson for the KCFCFA Education Committee.
- Established the annual Leadership Summit in 2016, a leadership conference with national involvement.
- Part of leadership team for Night on a Dark Trail, a non-profit organization raising funds locally.
- Member of advisory board for Seattle Executive Leadership Academy, a regional leadership program.
- Incident Safety Officer, 2009.
- Washington State Fire Academy Lead Instructor, 2001-2005, 2008.
- Hazardous Materials Incident Commander, 2010.

## **AWARDS (PARTIAL)**

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- Letter of Commendation, Maple Valley Fire & Life Safety, 2012.
- Medal of Commendation, Snoqualmie Pass Fire & Rescue, 2011.
- Chief's Commendation, Maple Valley Fire & Life Safety, 2005.
- District Citation, Maple Valley Fire & Life Safety, 2007.
- Fire Officer of the Year Award, Maple Valley Fire & Life Safety, 2004 & 2008.
- Chief's Company Officer, Maple Valley Fire & Life Safety, 2005 & 2006.

- Firefighter of the Year Award, Snoqualmie Pass Fire & Rescue, 2004.

To: Chief Matt Cowan, Shoreline Fire Department  
From: Northshore Fire Department Board of Commissioners  
RE: Contract for Services Clarification  
Date: October 25, 2021

Chief, thank you for the hard work on the proposal you have submitted. As you are aware, the Northshore Board of Commissioners voted to postpone our contract decision into 2022. In the meantime, the existing board is working to clarify cost estimates and options, so the incoming board will more easily be able to compare the contracts.

Since RCW 43.09.210(3) requires service provided from one public agency to be paid for at its true and full value, Northshore Fire will be obligated to reconcile and pay for any cost overruns beyond the contract amounts. For that reason, the Northshore Board is seeking to assure the proposed costs are reasonable, realistic, and reliable over time.

We also want to make sure you have all the information needed to make your proposal as accurate as possible. The RCL consultant assessment for Capital Facilities inventory and replacement will be provided to you. NFD uses this assessment to identify reserve fund requirements. We are in the process of updating this assessment for our 2022 budget effort.

Clarifying assumptions:

- NFD wants to retain all reserves reimbursing the contact agency for direct costs.
- NFD wants to retain ownership of property, apparatus, and equipment.

The following table identifies some areas where we would like more information. We would also like you to verify we have identified the correct totals as shown. The table is followed by a list of clarifying questions / comments.

It would be ideal for our discussion purposes if you were able to have responses to our questions by November 1.

| <b>Contract cost area</b>                                                       | <b>Shoreline - 2022</b>               |
|---------------------------------------------------------------------------------|---------------------------------------|
| Salary & benefits - E151, A151, B151, E157, A157 peak hour unit, administration | \$7,568,068.00                        |
| Option - A157 peak hour                                                         | Included in proposal                  |
| Cost without A157 peak                                                          | Need number for comparison            |
| Transport revenue                                                               | \$245,178.00 net revenue              |
| Operations Costs (AKA General Expenses)                                         | \$1,137,309.00 (detail in Appendix E) |
| Administration wages and benefits                                               | Included above                        |
| Shared BC option                                                                | Included in proposal                  |
| Keep BC in Northshore (no reduction in BC's)                                    | Need number for comparison purposes   |
| Increase tech rescue capability (EFR option)                                    | Not proposed                          |
| Increase hazmat capability (EFR option)                                         | Not proposed                          |
| CRR (Fire Marshal, Pub Ed, PIO)                                                 | Included in proposal                  |

|                                              |                                                                                       |
|----------------------------------------------|---------------------------------------------------------------------------------------|
| Startup costs (what are components?)         | Please clarify startup costs & transfers, given NFD preference of retaining reserves. |
| Contract administration charge               | Not proposed                                                                          |
| Annual equipment replacement charge          | NFP pays 40% of shared expenses (need number)                                         |
| Annual vehicle replacement fund contribution | \$220,000                                                                             |
| Vehicle maintenance                          | Included in proposal – provided by SFD                                                |
| Annual capital facilities maintenance        | TBD – need number                                                                     |
| Capital facilities replacement / remodel     | Northshore handles and pays from reserves per NFD replacement plan                    |

### Clarifying Questions/Comments

1. Please delete the transfer of Northshore Reserve Funds from Northshore to the Shoreline Fire Department. The Northshore Fire Department will reimburse the Shoreline Fire Department for expenses related to the purchase of equipment, apparatus, facilities improvements and LEOFF1 medical expenses.
2. Please provide the costs for staffing stations 51 and 57 and support services at the current NFD level and identify options for improved service separately from the basic staffing requirements. Your current proposal identifies cost / savings for combining Battalion Chiefs, adding a peak hour's aid car, charging for patient transport. Please cost these options separately so the Northshore board can assess the value.
3. Please identify the startup costs for your proposal.
  - a. Clarify the transfer of funds to cover employee vacation and sick leave accounts. We realize calculation for the exact cost will be made to coincide with the commencement date of the contract. Your estimate for the transfer of funds from Northshore to Shoreline is \$631,545, yet the total Northshore liability is estimated at \$1,362,503. Please verify your cost requirements given the RCW 43.09.210(3) requirement.
  - b. Provide startup funding for building maintenance if needed.
  - c. Please clarify your request for operational Reserves. (\$1,250,781, Page 27). Are these start-up costs or an ongoing reserve fund? Please identify how these funds will be used.
  - d. Provide a cost reimbursement method for managing the LEOFF1 medical reimbursement expenses.
4. The Northshore Board has decided to fund a water rescue program beginning in 2022. This effort funds 12 rescue swimmers, training, equipment and two rescue watercrafts. Please include the Shoreline Fire Department costs to maintain this program.
5. Please provide a specific cost for annual capital equipment replacement.
6. Please identify the annual / general facility maintenance costs. These costs include routine maintenance. As the contracting agency we would expect to use the Shoreline facility maintenance matrix. Large capital expenditures will be funded through the Northshore Building Facility Reserve Fund. The RCL Consultant Study identifies the current funding strategy for the NFD facilities. We are in the process of updating this study and will provide that information when it is available.
7. The Shoreline Fire Department administration costs presented in Appendix B; page 44 uses two tables. Is the total NFD administrative total cost share \$845,390? (Table 1 plus table 2).

8. Please estimate the Battalion Chief reduction savings by year and the expected timeline to complete the consolidation. What will the Northshore share be during this transition and Northshore's share of the costs once the Battalion Chief positions have been reduced to four?
9. The Northshore Board understands that the Shoreline Fire Department's post-retirement medical benefits are funded from annual revenues instead of a dedicated reserve fund. Would Northshore share in these costs going forward? How would that impact our contract for service costs?
10. Please provide a process for reconciliation of contract costs, estimated to actuals, for the end of each year or end of each quarter. The proposed contract (3.1 (d) (ii)) does not provide a reconciliation to actual costs or a process to for adjustments. If you have a strategy for assuring cost controls year over year that would be helpful as well.
11. How will operational overtime costs be allocated between agencies?

# ***Shoreline Contract Proposal Clarifying Questions Response***

The following document should provide more details clarifying our proposal and is in response to the questions posed by the sub-committee of the Northshore Board of Commissioners. We believed that providing thorough details and thought process in our initial proposal was warranted for such a significant decision. I apologize that it made the evaluation of the proposal more difficult.

First, we thought it would be good to summarize the larger points in our initial proposal, but clearly these can be discussed further depending on direction of the Board:

- All Operational and identified Administrative personnel will remain employed in the larger organization.
- Through attrition reduce the number of operational BC's on duty from two to one.
- Initiate a BLS transport program.
- Add a peak-hour aid car at Station 57.
- Create an interim Division or District Chief position to assist with the transition.
- Promote eight NFD Firefighters to Driver/Engineers.
- Assume IT, fleet, and facility maintenance responsibilities.
- Remain in NEMCO

All of these can be negotiated, and some are the subjects of requests for further clarification as posed in the document we received. The following is a list of the clarifying questions that were submitted to us. We answered them in the order that they were asked, but also tried to group the answers by subject whenever possible. The following are the general questions and answers related to the first portion of the document that was sent, and include the questions in the table.

1. **Reconciliation** – We did not provide for full reconciliation in our proposal because it is not absolutely necessary. You cannot give away services, but it does not need to be dollar for dollar. The following is a legal opinion from Brian Snure on RCW 43.09.210:

*Under most interlocal agreements the funding portion is part art and part science. While the cited statute certainly applies, the true and full value language has been interpreted by the State Attorney General (and therefore the Auditor) as a general concept and goal that can factor in many types of consideration and does not have to include a dollar for dollar accounting.*

*Accordingly, while a completely one-sided agreement, i.e. Shoreline provides service to Northshore at no cost would clearly violate the statute, most consolidation and service ILAs I work on are geared toward full and fair consideration but often do not include reconciliation provisions because a decision is made that the cost of reconciling outweighs the benefits. I have not heard of the Auditor challenging service contracts like this on an absence of reconciliation language provided the payment formula is reasonable.*



However, we are completely fine with reconciliation as it will eliminate the risk of being off-budget. Reconciliation language can be collaboratively developed by NFD and SFD for the ILA, but our initial thoughts are below.

- Reconciliation would be part of the annual budget process in October and an estimate of the year-end actuals would be developed. This would allow both parties to properly develop budgets for the following year.
- At the end of the year a reconciliation of actual costs would occur and be presented to the NFD and SFD Boards by the end of January.
- If money was owed it would be transferred to SFD by April 1. If there was a credit then there would be a transfer from SFD to NFD by April 1.

2. **Reserves** – Our initial proposal included a transfer of reserves for the different liabilities that SFD would incur. However, after further discussion we believe that a transfer is not necessary for most items. The following items are our new proposal for addressing these liabilities:

- a. **LEOFF I** – We will manage the LEOFF I retiree liabilities and bill the NFD for these costs. Our Finance Manager has evaluated the scope of this work and has developed a list of duties, see the addendum at end of this document for specific details. We have been advised that there would also be a requirement for the retirees to join the SFD insurance plan, because with only LEOFF I retirees remaining with the NFD, they would become uninsurable. This would require NFD to pay SFD for these insurance costs on a quarterly basis. The direct costs of LEOFF I expenses will vary from month to month and will be billed accordingly, also on a quarterly basis. The management of this liability for SFD is estimated at an average of six hours per month.
  - Estimated cost of managing LEOFF I liabilities is **\$3,979 annually**, with varying direct monthly costs. No transfer of reserve funds is needed.
- b. **Accrued Benefits** – Due to the reconciliation aspect as posed by the NFD, we accept the NFD offer of reconciling this liability at whatever the cost is at the time of ratification of the contract, currently estimated at \$1.362 million. Please let us know if you would like to discuss this further.
  - Transfer of reserve funds to be determined upon ratification of contract.
- c. **Operating Reserves** – NFD labels this as “Unanticipated Loss of Revenue”. As previously discussed the need for these funds is to cover the increased operational costs at SFD. Similar to NFD, we retain funds to cover adverse economic shifts, etc. We never plan on using these funds, but need them “just in case” and to ensure that we continue demonstrating sound financial management. The reserve fund ratio also affects our bond rating and we could get downgraded if we don’t have proper reserves. NFD will not need to transfer these funds as long as there is a contractual clause that would allow the SFD to access those funds if needed. Furthermore, the NFD also needs to agree to increase their reserve fund commensurate with the operating budget increases. The SFD currently has approximately 23% of annual operating expenses set aside in a dedicated reserve fund and unallocated general funds. However, we propose that both the NFD and SFD Boards meet and decide on an appropriate level for these funds in 2022. After reviewing other agencies we believe that between 15 and 20 percent might be a better target reserve amount.
  - No transfer of reserve funds is needed, but contract language would need to allow for access to reserves, if the need arises.

- d. Capital Apparatus Replacement – It is our understanding that the NFD wishes to continue funding apparatus purchases out of their own replacement program. The SFD will provide a rolling, six-year, major, apparatus purchasing plan as part of our 20-year Capital Plan. This should allow the NFD to properly prepare for upcoming expenditures. The NFD portion of apparatus replacement will equal 40% of the cost, currently estimated at about \$220,000 per year starting in 2022. Future years will need to be increased to keep up with inflation.
    - No transfer of reserve funds is needed.
  - e. Capital IT – Our initial proposal included a large amount of needed capital IT purchases due to the state of repair at the NFD. It is our understanding that this will not be necessary due to ongoing purchases currently in process.
    - No transfer of reserve funds is needed.
3. **Staffing** – Our initial proposal for total personnel costs in 2022 was \$7,568,068, which included salary and benefits, shared personnel costs, overtime, and credit of transport revenue, see page 23 or our proposal for the specific details.

The salary and benefits portion of that amount is \$6,850,420. This includes all staff in all divisions; Administration, Training & Development, Community Risk Reduction, and Response Operations. It also includes the reduction of two Battalion Chiefs by the middle of the year. The following is a breakdown of our salary and benefits proposal for 2022, see Appendix B of our proposal for specific details, and the figures below do not include the reduction of BC credit:

|                          |                    |
|--------------------------|--------------------|
| Administration           | \$578,005          |
| Training & Development   | \$208,372          |
| Community Risk Reduction | \$173,028          |
| Response Operations      | \$6,107,427        |
| <b>Total S&amp;B</b>     | <b>\$7,066,832</b> |

It is challenging to separate out the different costs as some are tied together, but the following sections are to address the different questions that were posed.

- a. S&B - The cost of providing current level of services at stations 51 and 57 including all administrative positions, support services, and operational personnel including a NFD Battalion Chief is **\$7,066,832**. However, due to changes in 2022 staffing due to unplanned attrition and adjustments in step raises, additional savings are anticipated in the overall salary and benefits. These adjustments will also extend into subsequent years with additional savings as well.
  - Changes in 2022 staffing and compensation will **reduce S&B by \$174,721**.
- b. Admin - The SFD proposal was to absorb the NFD administrative employees as we believe that it is the right thing to do and that there will be a need for some of the positions depending on the desire of the NFD Board. For example, we believe that there should be a front desk presence at station 51 to answer phones, greet the public, receive deliveries, etc. It is not our recommendation to eliminate the administrative personnel from our proposal, but to make it easier to compare proposals we have identified the cost savings if there was not a transfer of administrative personnel.

- No transfer of Administrative personnel, **reduce S&B by \$578,005.**
- c. BC - We have proposed reducing the eight combined operational Battalion Chiefs to four and splitting the savings 50/50. This would not be possible if we were not contiguous, and five stations is within a proper span of control. We are anticipating between three and five BC positions becoming vacant between the two agencies, prior to the middle of 2022. If the Board wants details on this upcoming vacancies please ask and they will be provided. Some of these positions will be vacated earlier in the year, and if this were to occur as projected, the savings would be increased to \$316,615. However, to be conservative we are identifying savings for only half the year. Please note that there are additional savings in 2023 due to the full savings occurring of approximately \$445,809, including a 3% COLA.
- Reduction to one operational BC on duty by the middle of 2022, **reduce 2022 S&B by \$216,412**
  - Reduction to one operational BC on duty, **reduce 2023 S&B by \$445,809**
- d. BLS Transports and Aid 157 - As previously discussed we believe that the NFD performing BLS transports is the right decision, for many reasons, from a level of service standpoint. It may also be difficult from a legal standpoint to not charge for these transports as a consistent approach is required. However, there are financial components to this as well. DC McDonald provided SFD with transport data that shows a projection of about 1,194 BLS transport will be completed in 2021, or an average of about 3.3 transports per day. This equates to an average of 4.3 hours of out-of-service time on a daily basis. Our proposal includes adding a peak-hour unit because we felt that taking one third of the current in-service resources to perform transports was not acceptable. However, this is a fundamental decision that the NFD will need to determine. If NFD decides to not perform BLS transport then there is no justification for a peak-hour aid unit.

We do not have the hourly breakdown of transports over a 24 hour period, but typically a peak-hour aid car will capture over 80% of those transports. When not doing transports it would be an additional in-service unit to increase staffing levels and to minimize out-of-service time for the fire engines running aid calls. Our proposal was to staff a peak-hour aid car at 57 with either on-duty staffing when it was sufficient, or with overtime. It will be difficult to determine the exact financial impacts on this program until we are actually doing it. However, the increased cost of the overtime for this unit was estimated at about \$284,700. The net revenue from performing the transports, with the new data from Chief McDonald, is projected to be about \$292,742, a spreadsheet can be provided for specific details. This would result in around a neutral cost or even a net revenue of about \$8,042.

- Not staffing peak-hour Aid 157, **reduce overtime in total personnel costs by \$284,700**
  - Not billing for BLS transports, **remove the \$292,742 credit for transport revenue.**
- e. Division/District Chief – Our proposal included an interim Division or District Chief to help with transition work and to ensure that the culture of the NFD is included in the overall organization. This position would either be filled by Interim Chief McDonald or

one of the current NFD BCs. We felt that this role was important to ensure that this was a collaborative transition and not a “take-over”.

- Remove Division/District Chief specific position, **reduce 2022 S&B by \$222,929.**
- f. Tech Rescue – The question was what is the cost of increasing technical rescue capability? It is unclear what the scope of this really entails. If looking for dedicated staff on Rescue 151 as a stand-alone apparatus, then that could be developed. However, a plan would be needed for the staffing, i.e. would it be two Firefighters or a Lieutenant and a Firefighter? This option would likely cost around \$900,000 for a 24-hour unit. However, looking at the ESFR proposal and trying to make a similar comparison it appears that the scope is in assigning Firefighters to Engine 151 with Technical Rescue Training (TRT). At SFD we already have TRT personnel spread out among our apparatus and all staff dedicated to the ladder truck are TRT. To co-locate the TRT that aren’t assigned to Ladder 161 onto Engine 151 would be more of a logistical challenge and not a financial one. Even if there weren’t existing TRT available to re-assign, we could train eight more Firefighters as staff for Engine 151. Our TRT personnel get a 1.5% specialty pay, so this would equate to an increase of about \$18,503.
- Two TRT Firefighters assigned to Engine 151, **increase S&B by about \$18,503.**
- g. Hazardous Materials – The SFD does not have a hazardous materials team as our fire department responds on about one, true hazardous materials call every three or four years. Our personnel are trained to an operations level, but not technician. Even though we are in Zone 1 and have access to that hazardous materials team, we have an agreement to use the Seattle Fire Department hazardous materials team for our responses. This team is excellent and has responded well on the very few occasions that we have needed them. We can use the South Snohomish County regional hazardous materials team as well. The cost of equipping and training a proper team is expensive and not a good business decision for the very few calls that occur. Training personnel to staff Engine 157 above the hazardous materials operations level is not recommended and not offered at this time by the SFD.
- No proposed plan to increase capabilities for hazardous materials response.
4. **Startup Costs** – There were no, significant, startup costs in our proposal. We included some minor supplies and uniform costs in the general expense budget, but there shouldn’t be much else outside of increased transition workload.
5. **Contract Administrative Charge** – Our proposal does not have a specific contract administrative charge. Instead, we identified increased workload and assigned duties with an associated cost, see Appendix B of our proposal for specific details. For 2022 that equates to about \$366,817, or about 4.8% of the current personnel costs as identified in our proposal. If the NFD Board would prefer for it to be a percentage of the overall budget instead, then let us know and that can be calculated.

The remaining questions are listed as they are identified in the clarifying questions document that was sent to the SFD.

1. We have removed most of the transfers and identified the impacts to the reserve funds above.
2. The staffing costs are identified above.
3. The startup costs are identified above.
4. **Water Rescue Program** – The SFD has a nearly identical program to the NFD. We are budgeting \$12,000 in 2022 for training costs, so a similar amount should be expected for the NFD.
5. **Capital Equipment** – Staff has provided the SFD with enough information to forecast equipment replacement costs for the next ten years. We would still need more information and spend time in 2022 for a fully developed replacement program. Fortunately, the NFD has made many purchases in 2021 to address ongoing equipment needs, which prepares the organization well for the future. We used the SFD life-cycle replacement plan, as listed on page 27 of our proposal, to develop a cost forecast of the listed equipment provided to SFD.
  - a. Equipment costs, including 3% inflation, is **\$56,231 annually for the next ten years.**
6. **General Facility Maintenance** – The SFD has a dedicated Facility Technician. Our proposal was to utilize him to perform appropriate maintenance work at stations 51 and 57. This will provide an improved level of service over current operations and, over time, lower overall costs. We would continue to sub-contract out work as appropriate for projects he was not able to complete. Therefore, we identified different costs included in the general expense budget that we proposed, to address this work as well as a portion of his salary and benefits, see Appendix C of our proposal for specific details. Also, this area is one that would need to be re-evaluated in 2022 to ensure that the work load and the type of work was appropriate. Using the NFD budget under “Facilities”, and including the Facility Technician salary and benefits, this cost is estimated at \$139,733 for 2022.
7. If the question is referring to the Administrative Cost Loading in Appendix B, then the answer is no. The two tables are from two different years, the first is 2022 and the second is for 2023. The reason for the two tables is that the full savings of our contract will not be realized until 2023, so two tables are needed. The resulting “Difference in Cost Sharing” for each year is reflected in the overall contract cost for 2022 and 2023 in the Personnel Costs Table on page 23 of our proposal.
8. This is identified above. BC reduction should occur by middle of next year, likely in the first third of the year. Due to the current equal sharing of eight operational BC’s by both NFD and SFD, the savings would be split 50/50.
9. The SFD does have a dedicated benefits reserve fund, but the funds for the Post-Employment Medical Benefits (PEMB) program is replaced on an annual basis to ensure that the impact doesn’t deplete the reserve funds. However, the cost of this program is offset by the savings in salary and benefits of Firefighters throughout the first six-years of employment. The SFD has a slower rate for step raises that results in savings that are re-invested at the end of an employee’s career. For example, a Firefighter starting in 2022 will result in about \$50,000 in savings for the SFD. We currently have seven new Firefighters in the academy, which will equate to about \$350,000 in savings for just those seven new hires. For 2022 we have budgeted

a total of \$82,509 for this program. The NFD would not incur the cost of covering any of the existing personnel that are enrolled in this program, but would cover 26% of future personnel. This would be included in the annual expense budget. There are many other benefits to this program that we can discuss further.

10. Reconciliation is identified above, but language would need to be developed for the ILA.
11. Operational overtime costs are a personnel cost, so the NFD would cover 26% of this on an annual basis.

We hope that this provides the details for a more direct comparison between the proposals, but please let us know if further clarification is needed. We can also develop an updated spreadsheet if that would help. Thank you for your consideration.

Chief Matt Cowan

# Addendum

## **Accounting system setup (Finance Manager)**

- Setup budget lines
- Setup vendor accounts

## **Collecting LEOFF 1 member paperwork (Executive Assistant)**

- Collect requests for reimbursements
- Ensure invoice is valid for payment
- Assign vendor number and budget line

## **Accounts Payable (Admin. Assistant)**

- Enter invoices in BIAS accounting system
- Prepare voucher batches for review and signatures
- Scan, email vouchers to King County finance for warrants processing
- Mail warrants

## **Review and Sign Vouchers**

- Review, sign vouchers by Admin. Director
- Review, sign special district blanket vouchers by Fire Chief
- Review, sign special district blanket vouchers by Fire Commissioners

## **Interfund Billings (Finance Manager)**

- Monthly invoice to Northshore Fire for LEOFF 1 reimbursements
- Make deposits
- Monthly reconciliation

## **Record Keeping**

- Record keeping of vouchers/invoices processed
- Record keeping of LEOFF 1 payment history, etc.

## QUESTIONS FOR BOTH CHIEFS:

1. What will happen to the credit from the North King County Training Consortium?
  - ▶ There is a \$38,400 credit from the Consortium to the NFD for facility space. That would continue to be paid to the NFD as the owner of the building.
2. Do we have a say in the span of control for BCs between 5-10 stations?
  - ▶ That is an operational and level of service decision that NFD would have a say in. For SFD we would be very unlikely to exceed 5 stations. Proper span of control in the industry is typically 3-7 with 5 as an optimal number.
3. How can NSFD change the level of service?
  - ▶ Throughout the year and as part of the Fall retreat there would be meetings and potential discussions on changes in levels of service.



**QUESTIONS FOR BOTH CHIEFS:**

4. Over the past 3-5 years, what has been your escalator cost for operations, equipment, and capital facilities?
- ▶ Operational salary adjustments have been:
    - ▶ 2021 – 0%, flat
    - ▶ 2020 – 3.3%
    - ▶ 2019 – 3.3%
    - ▶ 2018 – 4%
    - ▶ 2017 – 3%
  - ▶ For other costs we forecast 3% inflators. It is not feasible to look at a year to year escalator due to the varying needs that influence annual budgets. We can provide the actual percentage increases, but not an escalator that would indicate specific cost adjustments.
  - ▶ Below is a table showing our budgeted to actual, non-ALS, expenses for the previous four years.

**EXPENDITURES**

| Budget Year | Budgeted Expenses | Actual Expenditures | Difference   | Percentage (%) of Expenses |
|-------------|-------------------|---------------------|--------------|----------------------------|
| 2017        | \$ 16,035,688     | \$ 15,993,317       | \$ (42,371)  | 99.74%                     |
| 2018        | \$ 17,428,914     | \$ 17,302,223       | \$ (126,691) | 99.27%                     |
| 2019        | \$ 20,234,225     | \$ 20,269,268       | \$ 35,043    | 100.17%                    |
| 2020        | \$ 20,918,443     | \$ 20,549,331       | \$ (369,112) | 98.24%                     |

## QUESTIONS FOR BOTH CHIEFS:

5. Can we retain maintenance services with NUD?
  - ▶ Potentially, but we advise against it. Services are better with SFD. Our costs are about \$40k plus parts and supplies. Costs with NUD are \$66k.
6. What were the financial assumptions and how are they accounted for.
  - ▶ All are listed on pages 31 and 32.
  - ▶ We considered the current NFD operations and that portion of the overall organization. We then calculated and used that percentage for cost forecasting. Below are summaries of those calculations.
    - ▶ Personnel related cost apportioning is 26% (46 NFD personnel, 128 SFD personnel).
    - ▶ Operating related cost apportioning is 42% (\$1.658 million NFD, \$2.335 million SFD).
    - ▶ Apparatus and equipment related cost apportioning is 40% (4 staffed NFD apparatus, 6 SFD apparatus).

# Q&A

(continued)

4

## QUESTIONS FOR SHORELINE:

- Can we see the Shoreline budget without ALS?
  - Yes, here is a summary of 2021.
  - Expense budget can be sent if you wish, it is 1,300 lines.

| REVENUES                                                                                                                             |                      |                                              |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------|
| Property Tax & FBC                                                                                                                   | 2021 Estimate        |                                              |
| Property Tax Levy                                                                                                                    | \$ 10,222,679        | Levy Rate of \$.856                          |
| Excise Tax                                                                                                                           | \$ -                 |                                              |
| 1% Adjs. and Appeals                                                                                                                 | \$ (102,227)         | 1% uncollected taxes                         |
| Fire Benefit Charge                                                                                                                  | \$ 6,633,993         | \$.55 Rate                                   |
| Adjs. and Appeals                                                                                                                    | \$ -                 | Adj: FBC Appeals                             |
| <b>Total Property Taxes and FBC</b>                                                                                                  | <b>\$ 16,754,445</b> |                                              |
|                                                                                                                                      |                      |                                              |
| REVENUE CATEGORY                                                                                                                     | 2021 Estimate        | Overall Percentage                           |
| Net Property Taxes and FBC (above)                                                                                                   | \$ 16,754,445        | 75.74%                                       |
| ALS Overhead                                                                                                                         | \$ 350,000           | 1.58%                                        |
| BLS Allocation- KCEMS (no MIH)                                                                                                       | \$ 810,356           | 3.66%                                        |
| BLS Transports                                                                                                                       | \$ 800,000           | 3.62%                                        |
| FMO Operational Permits                                                                                                              | \$ 60,000            | 0.27%                                        |
| FMO Plans Review                                                                                                                     | \$ 150,000           | 0.68%                                        |
| Fire Service Contracts                                                                                                               | \$ 927,379           | 4.19%                                        |
| WA DOT                                                                                                                               | \$ -                 |                                              |
| Dep of Health (DOH)                                                                                                                  | \$ 38,800            |                                              |
| Town of Woodway                                                                                                                      | \$ 518,129           | this # minus 10% for ALS services to Woodway |
| DSHS (Fircrest)                                                                                                                      | \$ 94,100            |                                              |
| Paramount Petroleum-Snohomish                                                                                                        | \$ 13,350            |                                              |
| Shoreline CC                                                                                                                         | \$ 92,500            |                                              |
| Metro Transit & Metro Water                                                                                                          | \$ 101,750           |                                              |
| Ronald Wastewater                                                                                                                    | \$ 3,750             |                                              |
| Shoreline School                                                                                                                     | \$ 10,000            |                                              |
| SPU (hydrants)                                                                                                                       | \$ 55,000            |                                              |
| Deployments                                                                                                                          | \$ 20,000            | 0.09%                                        |
| EMTG Fire Academy                                                                                                                    | \$ -                 | 0.00%                                        |
| GEMT (increased transport fees & true up)                                                                                            | \$ 2,100,000         | 9.49%                                        |
| CPR/Other                                                                                                                            | \$ 15,000            | 0.07%                                        |
| Investment Interest (KC Treasury)                                                                                                    | \$ 110,000           | 0.50%                                        |
| Misc. Revenues *                                                                                                                     | \$ 25,000            | 0.11%                                        |
| <b>Total Other Revenues</b>                                                                                                          | <b>\$ 5,367,735</b>  |                                              |
| <b>TOTAL- Revenue</b>                                                                                                                | <b>\$ 22,122,180</b> | <b>100.00%</b>                               |
| *Misc Revenues: Zone 1, Agency Training refunds, RWW fuel, registration fees charged for classes offered by SFD, Other Misc revenues |                      |                                              |
|                                                                                                                                      |                      |                                              |
| EXPENSES                                                                                                                             |                      |                                              |
| EXPENSES CATEGORY                                                                                                                    | 2021 Estimate        | Overall Percentage                           |
| Salary & Benefits                                                                                                                    | \$ 17,299,159        | 78.20%                                       |
| Maintenance & Operations                                                                                                             | \$ 2,335,389         | 10.56%                                       |
| Inter-Governmental                                                                                                                   | \$ -                 | 0.00%                                        |
| Fund Transfers OUT (Res, Ben, Cap)                                                                                                   | \$ 2,487,326         | 11.24%                                       |
| <b>TOTAL- Budget</b>                                                                                                                 | <b>\$ 22,121,874</b> | <b>100%</b>                                  |

# Q&A (continued)

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## QUESTIONS FOR SHORELINE:

### 2. BLS Transport- Can we choose not to charge?

- ▶ Possibly, but it would be complicated and legally challenging. We have to be consistent across our operational model or we risk being in violation of the law.
- ▶ Again, BLS transport is not a financial decision, it is a level of service decision. However, if NFD didn't want to transport patients then the peak-hour aid car would not be needed either, creating more savings.

### 3. What is your labor contract for 2022?

- ▶ I will share the salary adjustments with you in executive session as it has been temporarily agreed to and not ratified as yet.

### 4. Can you explain the COLA for personnel costs tables on page 23?

- ▶ COLA's are typically tied to CPI and usually are CPI-U or a little higher. The CPI for next year is 5.5%.
- ▶ If NFD was to stand-alone and negotiate a contract it potentially could be a 5.5% raise for 2022. So, in this spreadsheet I put 5.5% in for 2022 and then 3% thereafter.
- ▶ For SFD I put the actual TA'd salary amount for 2022. For 2023 I also used a 3% inflator, but there are additional savings in operations from the full valued savings of the BC's. There is also an increase in shared personnel costs with the ending of the interim Division Chief of NFD operations. For 2024 and beyond straight 3% inflator.
- ▶ Overtime costs increase at 3%.
- ▶ Transport fee revenue increases at a higher rate due to a 3% increase in transports each year and 3% increase in the fee charged.

## QUESTIONS FOR SHORELINE :

5. Is the LEOFF 1 liability negotiable?
  - ▶ Yes, but the scope of work asked for it to be transferred or not. I proposed taking on the liability because there will not be any staff at NFD to manage the work. SFD will not be the employer of record and therefore not be able to manage certain aspects of the benefits. We proposed a transfer of the reserves with the assumption that the current NFD reserves were the proper amount of funding for the liability.
6. Can we keep our operating reserves? Why do we need to transfer it? Can you explain the “unplanned loss of revenue”?
  - ▶ We maintain a reserve for unplanned loss of revenue or other catastrophic, unexpected costs, we call it “Operational Reserve”. NFD, I believe, calls this reserve the “Unplanned Loss of Revenue” and sets aside 25% of the annual operating budget. If we bring over an increase in operational costs of about \$8.7 million then the approximately 20% that we have set aside will go down substantially as a percentage of our operating budget. Thus, increasing our risk. However, we also believe that by joining with the NFD we will lower our overall risk and may not need to maintain a 20% reserve. Therefore, we are asking for 15% of the operating budget impact to be transferred. There remains very little need for NFD to continue having this fund after the transfer of liabilities to SFD. We can identify the amount transferred along with other assets, so that if there was a separation back to NFD being a stand-alone agency, that the money could be transferred back.
  - ▶ The NFD could retain all of these funds as long as there was specific language in the contract that allowed for the SFD to request these funds in the very unlikely event that they were needed.



# Q&A (continued)

7

## QUESTIONS FOR SHORELINE :

7. What is your administrative overhead?
  - ▶ We are not charging administrative overhead, but charging for a portion of shared personnel costs where the work is currently NFD centric.
8. Page 32- Explain how you arrived at 40% and is it negotiable? What are other options?
  - ▶ We looked at staffed fire/EMS response apparatus in the new organization, which 4 out of 10 are NFD, results in 40%. Most equipment costs are tied to these apparatus as well, even more so on fire engines and the ladder truck. We could look at just the fire engines/truck, which would be 2 out of 5, which is still 40%.
  - ▶ This could be negotiable if there was a more appropriate apportioning mechanism.
9. Page 30 can you explain the apparatus replacement fund?
  - ▶ There is a fund with annual contributions from both the NFD and SFD. This fund is established to complete all future apparatus purchases. The NFD has set aside \$522,604 to address this need and an additional \$256,000 in annual contribution. Our plan is to transfer the \$522 thousand to SFD to increase the fund to an appropriate level to account for the liability of an increased number of apparatus. The annual NFD contribution can also be lowered to \$220 thousand due to economies of scale.
  - ▶ The current assets of the NFD would be inventoried at the time of the contract and if there is a separation in the future, then the same number of assets would be returned along with a percentage of any increase assets that occur after the contract.

# Q&A (continued)

## QUESTIONS FOR SHORELINE :

10. Page 30 do we need to maintain our own server session? Can we pay the cost for updating our system if under \$100K?
  - ▶ No, you do not need to upgrade your entire server system. Our proposal is for the NFD system to be connected to the SFD system. However, there is still a need for some smaller servers, new phone system, door security system, etc. It is unknown what the costs will be needed in 2022, the \$100k is just an estimate only based off of what has been budgeted and a very high level look at the needs in the NFD. This could be significantly reduced if the monies budgeted in 2021 are actually used prior to the end of the year.
11. Does your proposal provide admin and IT support for the NFD Board?
  - ▶ Yes
12. Why do we need to transfer our reserves? Is this negotiable?
  - ▶ The transfer of funds corresponds to the transfer of liabilities. Some of this could be negotiable depending on discussions. The LEOFF I, operating reserves, and apparatus replacement fund have been previously discussed.
  - ▶ The transfer for accrued benefits that was identified is not the full value of the benefits as projected for the end of the year, but a portion that we felt was appropriate. If you wish to decrease the amount of this transfer then we could do so, if there was an agreement for the NFD to cover all separation cash outs for the next two years, or something else that we negotiated.

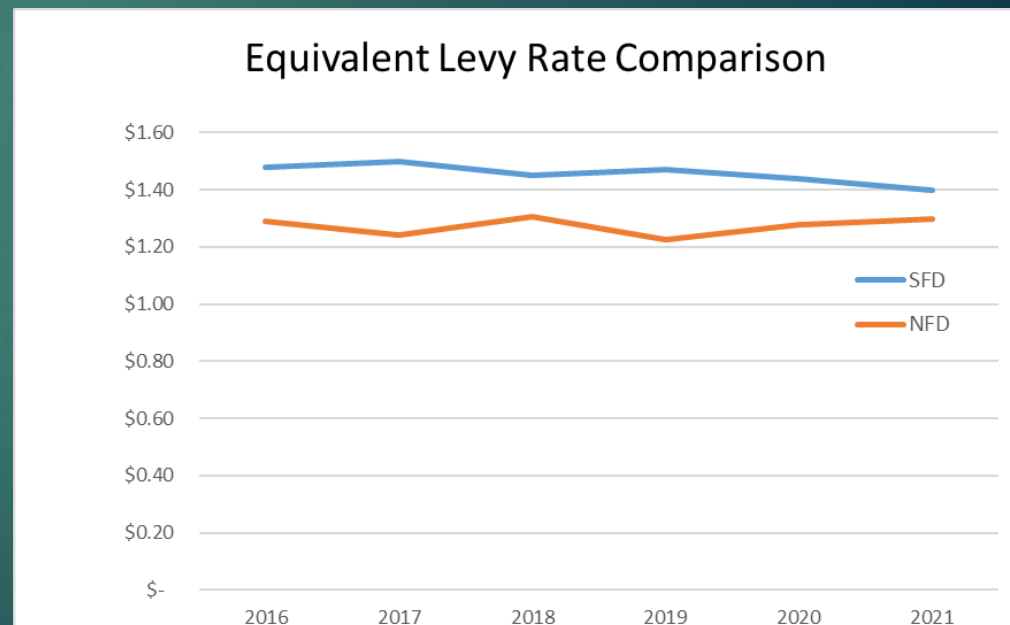
# Q&A (continued)

9

## QUESTIONS FOR SHORELINE :

13. There is an error in chart on page 36. Our AV number for 2021 is not a - 0.22%.
- We were using the data provided by NFD staff. However, we requested confirmation of the data and we received an updated AV number that is even a little less than what was put in our proposal. Instead of \$8,707,216,466 it is \$8,703,816,682, which is a .26% drop in AV. I have updated the table and chart, which are below:

| NFD  |                    |             |                 |
|------|--------------------|-------------|-----------------|
| Year | Assessed Valuation | AV % Change | Equivalent Rate |
| 2016 | \$ 6,054,273,196   | 9.37%       | \$ 1.29         |
| 2017 | \$ 6,515,548,648   | 7.62%       | \$ 1.24         |
| 2018 | \$ 7,161,521,894   | 9.91%       | \$ 1.31         |
| 2019 | \$ 8,085,320,023   | 12.90%      | \$ 1.22         |
| 2020 | \$ 8,726,665,321   | 7.93%       | \$ 1.28         |
| 2021 | \$ 8,703,816,682   | -0.26%      | \$ 1.30         |





# Q&A (continued)

10

## QUESTIONS FOR SHORELINE :

14. How would public records requests be handled?
  - ▶ SFD is assuming that work load.
15. Page 32 What control would we have over the budgeted costs?
  - ▶ The NFD will have a say in level of services changes, capital facility and fixture expenditures, and input on the operating budget. Our annual budget would be developed and becomes the cost to the NFD for the following year.
16. Page 32 what are the detail breakdown of costs in the \$8,925,377 subcategories that make up this amount.
  - ▶ Salary and benefits: \$7,568,068
    - ▶ Administration - \$578,005
    - ▶ Training - \$208,372
    - ▶ Community Risk Reduction - \$173,028
    - ▶ Operations - \$6,107,427
    - ▶ BC attrition savings – (\$216,412)
    - ▶ Shared Personnel costs - \$266,817
    - ▶ Overtime - \$596,009
    - ▶ Transport revenue – (\$245,178)
  - ▶ General expenses (from line item budget): \$1,137,309
  - ▶ Capital apparatus annual contribution: \$220,000
  - ▶ Capital Equipment: TBD (likely around \$50,000)

## QUESTIONS FOR SHORELINE :

17. What would happen if the contract were terminated? How would we get our employees back?
  - ▶ Would be difficult and would need to be negotiated. Either original NFD personnel or bidding process with Firefighters, Driver/Engineers, and promoted Officers.
18. What happens to the equipment that is purchased during the term of the contract?
  - ▶ Accounted for at the initiation of the contract and would then be separated back out upon separation. Any increases in inventory would also be separated out as a percentage of the contribution. Needs to be put into the ILA.
19. What would happen if the contract were terminated?
  - ▶ We are preparing for success. It is very difficult to prepare all language necessary for separating back out all assets, etc. However, we are committed to treating NFD as a partner and would separate out as appropriate. Likely aligned with the contribution percentage. We value this relationship and do not anticipate that a separation would be needed, but if it is then we would collaborate on a fair process.

## WARRANT/CHECK REGISTER

Northshore Fire Department

Time: 12:25:14 Date: 01/03/2022

01/12/2022 To: 01/12/2022

Page: 1

| Trans | Date       | Type    | Acct # | War # | Claimant                                    | Amount    | Memo                                                                                                                                                                                                                       |
|-------|------------|---------|--------|-------|---------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7     | 01/12/2022 | Claims  | 1      | 0     | ARAMARK UNIFORM SERVICES                    | 16.52     | Lobby Mats                                                                                                                                                                                                                 |
| 8     | 01/12/2022 | Claims  | 1      | 0     | AV CAPTURE ALL INC                          | 2,626.80  | 2022 Subscription Renewal                                                                                                                                                                                                  |
| 9     | 01/12/2022 | Claims  | 1      | 0     | AWC ASSOCIATION OF<br>WASHINGTON CITIES     | 500.00    | 2022 Membership Renewal                                                                                                                                                                                                    |
| 10    | 01/12/2022 | Claims  | 1      | 0     | CFO SELECTIONS LLC                          | 495.00    | Tom B                                                                                                                                                                                                                      |
| 11    | 01/12/2022 | Claims  | 1      | 0     | DIMARTINO ASSOCIATES                        | 3,191.28  | Jan 2022 - LTD Employee<br>Premiums                                                                                                                                                                                        |
| 28    | 01/12/2022 | Payroll | 1      | 0     | EMPLOYMENT SECURITY DEPT -<br>PFML          | 2,597.23  | Pay Cycle(s) 10/21/2021 To<br>10/21/2021 - PFML; Pay Cycle(s)<br>10/29/2021 To 10/29/2021 -<br>PFML; Pay Cycle(s) 11/29/2021 To<br>11/29/2021 - PFML; Pay Cycle(s)<br>11/30/2021 To 11/30/2021 -<br>PFML; Pay Cycle(s) 12/ |
| 12    | 01/12/2022 | Claims  | 1      | 0     | HR PERFORMANCE SOLUTIONS                    | 3,955.90  | 2022 Annual Renewal                                                                                                                                                                                                        |
| 13    | 01/12/2022 | Claims  | 1      | 0     | KING COUNTY FIRE<br>COMMISSIONERS ASSOCIATI | 180.00    | 2022 Annual Membership Dues                                                                                                                                                                                                |
| 14    | 01/12/2022 | Claims  | 1      | 0     | KROESEN'S, INC.                             | 23.62     | Morris - Name Badge                                                                                                                                                                                                        |
| 15    | 01/12/2022 | Claims  | 1      | 0     | L. N. CURTIS & SONS                         | 4,403.48  | New Hire PPE                                                                                                                                                                                                               |
| 16    | 01/12/2022 | Claims  | 1      | 0     | NEIL BLINDHEIM                              | 10,992.19 | FBC Billing - Mailing, Postage and<br>Services                                                                                                                                                                             |
| 17    | 01/12/2022 | Claims  | 1      | 0     | NORCOM                                      | 53,145.67 | 1st Quarter 2022                                                                                                                                                                                                           |
| 18    | 01/12/2022 | Claims  | 1      | 0     | NORTHWEST FIRE FIGHTERS<br>TRUST            | 66,692.78 | Jan 2022 - Medical                                                                                                                                                                                                         |
| 19    | 01/12/2022 | Claims  | 1      | 0     | PACIFIC OFFICE AUTOMATION                   | 214.70    | Copier Lease                                                                                                                                                                                                               |
| 20    | 01/12/2022 | Claims  | 1      | 0     | SPRINGBROOK HOLDING<br>COMPANY LLC          | 12,300.49 | 2022 Software Subscription<br>Renewal                                                                                                                                                                                      |
| 21    | 01/12/2022 | Claims  | 1      | 0     | STAPLES                                     | 284.26    | Office Supplies                                                                                                                                                                                                            |
| 22    | 01/12/2022 | Claims  | 1      | 0     | SUMMIT LAW GROUP                            | 990.00    | Legal Fees - Bargaining                                                                                                                                                                                                    |
| 23    | 01/12/2022 | Claims  | 1      | 0     | VERIZON WIRELESS                            | 46.80     | Suppression Cell Phones                                                                                                                                                                                                    |
| 24    | 01/12/2022 | Claims  | 1      | 0     | VERIZON WIRELESS                            | 924.82    | Smart Phones                                                                                                                                                                                                               |
| 25    | 01/12/2022 | Claims  | 1      | 0     | WASHINGTON COUNTIES<br>INSURANCE FUND       | 5,184.36  | Jan 2022 - Dental / Life / EAP                                                                                                                                                                                             |
| 26    | 01/12/2022 | Claims  | 1      | 0     | WASHINGTON STATE<br>DEPARTMENT OF REVENUE   | 96.30     | Leasehold Excise Tax                                                                                                                                                                                                       |
| 27    | 01/12/2022 | Claims  | 1      | 0     | ZIPLY FIBER                                 | 212.74    | St 51 Phones                                                                                                                                                                                                               |

001 General Fund 10-016-0010

169,074.94

|            |          |            |
|------------|----------|------------|
| 169,074.94 | Claims:  | 166,477.71 |
|            | Payroll: | 2,597.23   |

# WARRANT/CHECK REGISTER

Northshore Fire Department

Time: 12:25:48 Date: 01/03/2022

01/12/2022 To: 01/12/2022

Page: 1

| Trans                        | Date       | Type   | Acct # | War # | Claimant                              | Amount    | Memo                          |
|------------------------------|------------|--------|--------|-------|---------------------------------------|-----------|-------------------------------|
| 1                            | 01/12/2022 | Claims | 4      | 0     | ALFRED J BAKER                        | 2,972.80  | LEOFF I                       |
| 2                            | 01/12/2022 | Claims | 4      | 0     | ALFRED J BAKER                        | 5,174.54  | LEOFF I                       |
| 3                            | 01/12/2022 | Claims | 4      | 0     | JOHN HANCOCK                          | 4,412.03  | LTC Insurance - Baker         |
| 4                            | 01/12/2022 | Claims | 4      | 0     | JOHN HANCOCK                          | 3,518.43  | LTC Insurance - Shellenberger |
| 5                            | 01/12/2022 | Claims | 4      | 0     | JOHN HANCOCK                          | 3,984.09  | LTC Insurance - Taylor        |
| 6                            | 01/12/2022 | Claims | 4      | 0     | WASHINGTON COUNTIES<br>INSURANCE FUND | 2,388.89  | Jan 2022 - LEOFF I            |
| 004 Reserve Fund 10-016-6010 |            |        |        |       |                                       | 22,450.78 |                               |
|                              |            |        |        |       |                                       | 22,450.78 | Claims: 22,450.78             |



[illegible]

Signature \_\_\_\_\_

12-29-21  
Date

Northshore Fire Department  
Fire Commissioner Request for Compensation

[illegible]

*I certify by signing this request for compensation that I have acted on behalf of the Northshore Fire Department in the fulfillment of my duties as an elected Fire Commissioner and that this request for compensation is in compliance with the Northshore Fire Department policy and State Law.*

Tyler Byers

12/31/2021

Signature

Date \_\_\_\_\_

Northshore Fire Department  
Fire Commissioner Request for Compensation

[illegible]

*I certify by signing this request for compensation that I have acted on behalf of the Northshore Fire Department in the fulfillment of my duties as an elected Fire Commissioner and that this request for compensation is in compliance with the Northshore Fire Department policy and State Law.*

Signature \_\_\_\_\_

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Date \_\_\_\_\_

Northshore Fire Department  
Fire Commissioner Request for Compensation

| Month: 12  | Year: 2021                                | Name: Rick Webster |  |
|------------|-------------------------------------------|--------------------|--|
| Date       | Description of Activity                   | Hours              |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
| 12/6/2021  | Prep for Board of Commissioners Mtg       | 2                  |  |
| 12/7/2021  | Commissioners Mtg                         | 2                  |  |
| 12/8/2021  | Prep for Board of Commissioners Spec. Mtg | 2                  |  |
| 12/9/2021  | Special Called Mtg                        | 2                  |  |
| 12/13/2021 | Meeting with the Chief and Consultant     | 2                  |  |
| 12/14/2021 | Meeting with the Chief                    | 2                  |  |
| 12/15/2021 | Prep for Board of Commissioners Spec. Mtg | 2                  |  |
| 12/16/2021 | Special Called Mtg                        | 2                  |  |
| 12/20/2021 | Prep for Board of Commissioners Mtg       | 2                  |  |
| 12/21/2021 | Commissioners Mtg                         | 2                  |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
|            |                                           |                    |  |
|            |                                           |                    |  |

*I certify by signing this request for compensation that I have acted on behalf of the Northshore Fire Department in the fulfillment of my duties as an elected Fire Commissioner and that this request for compensation is in compliance with the Northshore Fire Department policy and State Law.*




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Signature

**12-27-2021**

Date



## Fire Commissioner Request for Compensation

[illegible]



## KING COUNTY FIRE PROTECTION DISTRICT NO.16

7220 NE 181<sup>st</sup> Street  
KENMORE, WA 98028

BUSINESS: 425-354-1780 FAX: 425-354-1781

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### MINUTES

December 21, 2021

### **REGULAR MEETING BOARD OF COMMISSIONERS at Northshore Fire Department's Headquarters Station 51 Virtual Meeting via Zoom**

#### **I. OPEN REGULAR NORTHSHORE MEETING**

##### **1.1 Roll Call**

Chair Rick Webster called the meeting to order at 5:00 PM.

Persons in attendance were Commissioners Eric Adman, Josh Pratt, Tyler Byers, Rick Webster, and Dave Maehren. Also present was Chief McDonald, Advisory members Phillippa Kassover, and Lisa Wollum, Legal Counsel Matt Paxton, Board Secretary Amy Oakley, and 20 members of the public.

#### **II. PUBLIC COMMENT**

2.1 The Board heard public comments from Mike Dee and Stacey Valenzuela.

#### **III. APPROVAL OF THE AGENDA**

3.1 ***Commissioner Maehren moved to adopt the agenda as presented. Commissioner Pratt seconded. The motion passed unanimously.***

#### **IV. EXECUTIVE SESSION**

The Board moved into Executive Session at 5:06PM until 5:26PM to discuss collective bargaining, the planning or adopting the strategy or position to be taken during the course of collective bargaining, or reviewing a proposal made in negotiations pursuant to RCW 42.30.140(4), to discuss the performance of an employee pursuant to RCW 42.30.110(1)(g), and to discuss with legal counsel representing the agency matters relating to litigation or potential litigation pursuant to RCW 42.30.110(1)(i). The Board moved back into open session at 5:25PM.

o The Board thanked Chief McDonald for his service to NSFD.

***Commissioner Pratt moved to approve the proposed ILA for Fire Marshal services with the Shoreline Fire Department. Commissioner Adman seconded. The motion passed unanimously.***

***Commissioner Pratt moved to accept and sign the proposed contract with Local 2459. Commissioner Adman seconded. The motion passed unanimously.***

#### **V. BOARD DISCUSSION AND POSSIBLE ACTION ITEMS**

5.1 Conversation with IAFF, Local 2459

o No Comments.

5.2 Contract for Services Update

- o No comments.
- 5.3 Discussion on the Timeline and Decision Process for Contract for Services
  - o The Board discussed the proposed timeline.  
***Commissioner Adman moved to accept the proposed timeframe for deciding on a contract agency. Commissioner Pratt seconded. The motion passed 4-1. Commissioner Webster, Pratt, Adman, and Byers voted to approve. Commissioner Maehren opposed the motion.***
- 5.4 King County Fire District Budget Items
  - o The Board discussed King County Fire District budget items.
- 5.5 Discussion of NSFD Operations & Administration Activities
  - o This item was address in the previous agenda item 5.4
- 5.6 New Board Member Training
  - o The Board discussed potential training for Commissioners.
  - o Local trainer, Anne McFarland, is available in February 2022 for Roberts Rule of Order training.
  - o Legal Counsel will provide training for new Commissioners Wollum and Byers in early 2022.
  - o Board Secretary will send out Policy 1114 to new Board members.
  - o The Board discussed the King County Fire Commissioner Association's Fire Commissioner 101 training on January 8, 2022.  
***Commissioner Maehren moved for the Board to approve and encourage any Commissioners to attend the King County Fire Commissioners 101 Orientation class. Commissioner Adman seconded. The Board Discussed payment options to attend the training. The motion passed unanimously.***
  - o The Board agreed unanimously for Commissioner Adman and Commissioner Wollum will form a subcommittee to compile ideas for new Commissioner training and to review Policy 1114.

## **VI. BOARD RESOLUTIONS**

- 6.1 None

## **VII. CONSENT AGENDA**

- 7.1 Vouchers
  - o The General Fund Vouchers totaled \$240,336.72
  - o The Reserve Fund Vouchers totaled \$1,600.00
- 7.2 Commissioner Compensation
- 7.3 Meeting Minutes: 12/7/2021, 12/9/2021, and 12/16/2021

***Commissioner Pratt moved to accept the consent agenda as presented. Commissioner Adman seconded. The motion passed unanimously.***

## **VIII. REPORTS**

8.1 Fire Chief Report

- o None

8.2 Commissioner Reports

- o None

8.3 Legal Counsel Reports

- o Legal Counsel Paxton and the Board congratulated and thanked Commissioner Maehren for his service to NSFD.

**IX. UPCOMING BOARD AGENDAS**

9.1 Setting of Future Meeting Agenda(s)

In addition to the standard items, the agenda will include swearing in Commissioner Wollum and Byers, selection of Board Chair & Vice Chair, Fire Inspector updated job description, Review Contract for Service Proposals, Executive Session,

Jan. 18<sup>th</sup>. KC Budget Items discussion of administrative activities not covered under the contract services, new Board training set-up dates,

**ADJOURNMENT**

The meeting adjourned at 5:58PM

**NEXT MEETING DATE**

The next Board of Commissioners meeting is scheduled for January 4, 2022, at 5:00PM.

Attachments: Agenda, Timeline for Contract for Services Decision, Commissioner Maehren Proposal Analysis documents, Vouchers, Commissioner Compensation, Meeting Minutes 12/7/2021, 12/9/2021 & 12/16/2021, Chief's Report.

**BOARD OF COMMISSIONERS**

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**ERIC ADMAN**, Member

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**JOSH PRATT**, Member

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**TYLER BYERS**, Member

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**RICK WEBSTER**, Member

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**LISA WOLLUM**, Member

**ATTEST**

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**Amy Oakley**, Secretary

King County Fire Protection District No. 16

Adopted at a Regular Meeting of the Board of Commissioners on January 4th, 2022



## KING COUNTY FIRE PROTECTION DISTRICT NO.16

7220 NE 181<sup>st</sup> Street  
KENMORE, WA 98028

BUSINESS: 425-354-1780 FAX: 425-354-1781

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### MEMORANDUM

DATE: December 30, 2021

TO: Board of Fire Commissioners

FROM: Mike Morris, Acting Deputy Chief

RE: Chief's Report

Personnel, Operations, Facilities, Community

#### **Personnel**

1. Recruit O'Dougherty completed week three of EMT School, with two remaining.
2. We currently have 4 Operations personnel off, Covid related.
3. The district submitted four job offers, which were accepted, following the completion of background, driving, medical and psychological testing.
4. Academy #1-2022 begins February 2, 2022. Northshore Lieutenant Loutsis will be our representative and begins preparation work on January 18, 2022.
5. The district completed contract negotiations with Local 2459 with an agreed upon extension through 2022.

#### **Operations**

6. The Acting Fire Chief agreement between the district and Acting Deputy Chief Morris was signed by both parties. The updated MOU was also agreed upon by Local 2459, Administration, and Acting Deputy Chief Morris.
7. The ILA between the district and Shoreline Fire Department for Fire Marshal Services, to go into effect 1/1/2022, was signed by both parties.
8. The ILA between the district and Bothell Fire Department for Fire Marshal Services ends on 12/31/21. Northshore Fire thanks DC Noble for his assistance throughout his tenure.



## Facilities

1. TCA was contacted to discuss assistance with site prep and permitting on the new training building at Station 51.
2. Final copies of Reserve Consultants study were received.
3. Temporary use permit for Station 54 has been approved by the City of Kenmore through January 1, 2023 with conditions:
  1. Storage is only permitted inside the structure;
  2. No alcohol or other hazardous materials shall be stored in the facility;
  3. The building shall be equipped with a monitored alarm system;
  4. The grounds shall be maintained at the current level of care; and
  5. Visits to the site for pick up and drop shall be infrequent (approximately once per week) and limited to daytime hours.

## Community

1. Acting Deputy Chief Morris met with Lake Forest Park Police Chief Harden to discuss NEMCO. All parties will continue to pursue the hiring of an Emergency Manager in 2022.
2. For introductory purposes Acting Deputy Chief Morris also met with:
  - i. NKCTC Training Director Wallgren.
  - ii. Shoreline Fire Chief Cowan.
  - iii. Div. Chief of EMS Wollum, Shoreline Fire Department: Covid related.
  - iv. Commissioner Byer's, and Commissioner Wollum.
  - v. Jessie Fleming, Assistant State Auditor.
  - vi. Email introductions with Counsel Paxton and Mike Bolasina with Summit Law.

## COVID-19 UPDATE

1. King County – 193,708 total cases, 9,079 hospitalizations and 2,153 fatalities. 11,102 new cases in the last 7 days, showing an 195% **increase**, 12 daily average hospitalizations, showing a 58% **increase** and 1 daily fatalities, a 70% **decrease**.
2. Kenmore – 1,375 total cases, 77 hospitalizations and 20 fatalities. Kenmore has experienced 69 new cases in the last week equating to a 283% **increase** in daily cases, no hospitalizations and 0 fatalities.
3. LFP – 720 total cases, 23 hospitalizations and 5 fatalities. LFP has experienced 55 new cases in the last week equating to a 41% **increase** in total cases, no hospitalizations and there were no fatalities.
4. King County residents who have at least one vaccination:
  - a. 93.5% ages 16 and older.
  - b. 92.7% ages 12 and older.
  - c. 88.7% ages 5 and older.
5. Omicron Variant:
  - a. Current High Transmission level.
  - b. **Increasing** trend in the number of hospitalizations.
  - c. **Decreasing** trend in the risk of death from Covid-19.

Northshore Fire Department currently has four firefighters who have tested positive for Covid 19. Due to staffing challenges Acting Deputy Chief Morris requested of Dr Rhea and King County Public Health to abide by CDC Health Care Professional Return to Work Guidelines which will allow workers to return to work after 5 days instead of 10 days. Current guidelines have been updated with a Return to Work of 7 days.

### **TRAINING UPDATE**

- NKCTC Training Director Wallgren met with participating Fire Chief's and received signatures on a Mission and Vision statement. Agreement has been reached to develop a workgroup to address future considerations for 2023.

### **FIRE PREVENTION**

- FM issued 3 single family residential fire sprinkler permits.
- FM assessed 1 Commercial TI, 1 short plat & 1 site review for the City of Kenmore.
- FM assessed 2 single family resident site reviews in LFP.
- Inspector Booth conducted 3 code enforcement inspections.
- Inspector Booth worked with FM Noble to conduct a final sprinkler & fire alarm inspection @ Inglemoor Concert Hall.
- Inspector Booth worked with the City of Kenmore on a Luminary Walk for the Holiday's.
- Inspector Booth completed several online classes – required CEU's towards Fire Inspector Certifications.
- Inspector Booth worked with a local business on a fire alarm issue.
- Inspector Booth worked with a citizen to get her personal lock-box code input into NOR-COM's premise file for 911 calls.
- Inspector Booth worked with a real estate company to determine a tank decommission or removal.
- Inspector Booth worked with the Red Cross to re-establish discount codes for classes that will be taught.
- Inspector Booth is continuing to work on CodePAL (inspection program) to clear corrected violations from the database.
- Inspector Booth continuing to work in the TCE (The Compliance Engine) database managing deficiencies in fire and life safety systems in the district.
- Inspector Booth established the list of 1<sup>st</sup> Quarter inspections for the Crews and worked with Administrative Specialist Jennifer Kunkel to load the inspections into CodePAL.
- Inspector Booth pushed out messaging for weather and administration holiday closures.



## Facebook Insights

### Page Followers

December 23 - December 29

11

Page Followers ▲450%



### Post Reach

December 23 - December 29

3,624

People Reached ▼22%



### Page Views

December 23 - December 29

79

Total Page Views ▲119%



### Post Engagement

December 23 - December 29

253

Post engagement ▲3%



## Response Standards

December 1 - 30

| Reaction time 51<br>90% Fractile | Reaction Time 57<br>90% Fractile | Response Time Avg<br>Call received to O/S | Response Time 90%<br>Call received to O/S |
|----------------------------------|----------------------------------|-------------------------------------------|-------------------------------------------|
| A shift 2:20                     | A shift 1:39                     | 5:21                                      | 8:17                                      |
| B shift 2:08                     | B shift 2:01                     |                                           |                                           |
| C shift 1:59                     | C shift 1:55                     |                                           |                                           |
| D shift 1:43                     | D shift 2:20                     |                                           |                                           |
|                                  |                                  |                                           |                                           |

| Call Types of                           | Number of Calls |
|-----------------------------------------|-----------------|
| Rescue/Vehicle fire                     | 1               |
| Structure Fire                          | 4               |
| Natural Vegetation                      | 0               |
| EMS                                     | 181             |
| Odor Smoke problem                      | 1               |
| Electrical wiring/Combustible Flammable | 2               |
| Flammable Liquid spill                  | 1               |
| Public Service                          | 16              |
| Dispatched and cancelled                | 47              |
| Water problem                           | 3               |
| False alarm/system malfunction          | 8               |
| Other                                   | 10              |
| Total calls                             | <b>274</b>      |

### **Auto Aid IN to Assist NSFD (All Call Types)**

|               |    |  |
|---------------|----|--|
| Kirkland      | 2  |  |
| Bothell       | 7  |  |
| Shoreline     | 12 |  |
| Eastside Fire | 0  |  |

### **Auto Aid OUT of District (All Call Types)**

|               |    |  |
|---------------|----|--|
| Kirkland      | 3  |  |
| Bothell       | 23 |  |
| Shoreline     | 24 |  |
| Eastside Fire | 1  |  |