KING COUNTY FIRE PROTECTION DISTRICT NO.16

7220 NE 181st Street
KENMORE, WA 98028

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

MINUTES **September 17, 2021**

SPECIAL MEETING BOARD OF COMMISSIONERS

at Northshore Fire Department's Headquarters Station 51

Virtual Meeting via Zoom

I. OPEN SPECIAL NORTHSHORE MEETING

1.1 Roll Call

Chair Rick Webster called the meeting to order at 2:00 PM.

Persons in attendance were Commissioners Eric Adman, Josh Pratt, Milton Curtis, Rick Webster, and Dave Maehren. Also present was Deputy Chief McDonald, Legal Counsel Matt Paxton, Board Secretary Amy Oakley, and 20 members of the public.

II. PUBLIC COMMENT

2.1 Kenmore resident, Emelie Nangle, addressed the Board with comments related to contract for services.

III. APPROVAL OF THE AGENDA

3.1 ***Commissioner Curtis moved accept the agenda as presented. Commissioner Maehren seconded. The motion passed unanimously.***

IV. BOARD DISCUSSION AND POSSIBLE ACTION ITEMS

4.1 Review Contract for Services Proposals

- Commissioner Pratt thanked both Chief Clark and Chief Cowan for the tremendous efforts and work to submit the proposals.
- The Board discussed contracting with Allen Thompson, an independent accountant, to review the financial portions of the proposal.

Commissioner Maehren moved to direct the Board Chair to engage with Alan Thompson to assist the Board in analyzing the Eastside Fire and Shoreline proposals. Commissioner Curtis seconded. The motion passed unanimously.

- The Board reviewed the Eastside Fire and Rescue contract for services proposal and compiled questions for Chief Clark.
- The Board reviewed the Shoreline Fire Department contract for services proposal and compiled questions for Chief Cowan.

4.2 Planning for the Lake Forest Park City Council Joint Meeting on September 20th

- The Board discussed plans for the Lake Forest Park City Council meeting.

- Board Secretary will send the Lake Forest Park City Council links to the Contract for Services website, public survey, and FAQs.

4.3 Woodinville ILA Discussion

- The Board deferred this topic to the September 21st meeting.

4.4 Review and discuss Frequently Asked Questions

- The Board discussed adding an FAQ regarding the Medic One program.

4.5 Discussion of Potential Future Special Meetings

- Special joint meeting with Lake Forest Park City Council on Monday, September 20th, 2021.

V. UPCOMING BOARD AGENDAS

5.1 Setting of Future Meeting Agenda(s)

Special meeting September 20th 6pm. Joint meeting with Lake Forest Park City Council to discuss contract for services. There will be no action items.

ADJOURNMENT

The meeting adjourned at 6:30PM

NEXT MEETING DATE

The next regularly scheduled Board of Commissioners meeting is scheduled for September 21, 2021.

Attachments: Agenda, public notice, criteria for evaluating proposals, Eastside Fire & Rescue proposal, Shoreline Fire Department proposal, Woodinville ILA letters.

BOARD OF COMMISSIONERS

Electronically signed- Eric Adman

ERIC ADMAN, Member

Electronically signed- Josh Pratt

JOSH PRATT, Member

Electronically signed- Milton Curtis

MILTON CURTIS M.D., Member

Electronically signed- Rick Webster

RICK WEBSTER, Member

Electronically signed- David C. Maehren

DAVID MAEHREN, Member

ATTEST

Amy Oakley

Amy Oakley, Secretary

King County Fire Protection District No. 16

Adopted at a Regular Meeting of the Board of Commissioners on October 5th, 2021.

From: Eric Adman
To: Board Secretary
Subject: RE: Electronic Signatures - Documents Approved 10/5/2021
Date: Thursday, October 7, 2021 1:30:09 PM

The following documents are Approved and Electronically Signed this 7th day of October, 2021, by Commissioner Adman.

- **AP_NOSHRFIR_APSUPINV_20211005142722 RES Fund**
- **AP_NOSHRFIR_APSUPINV_20211005142955 GEN Fund**
- **September Payroll Approval Document**
- **September Payroll Taxes Approval Document**
- **September DRS Approval Document**
- **Meeting minutes: 9/7/2021, 9/14/2021, 9/17/2021**

From: Milton Curtis
To: Board Secretary
Subject: RE: Electronic Signatures - Documents Approved 10/5/2021
Date: Friday, October 8, 2021 8:16:12 AM

The following documents are Approved and Electronically Signed this 8 day of October, 2021, by Commissioner Milton Curtis.

From: Board Secretary
Sent: Wednesday, October 6, 2021 11:19 AM
To: Commissioners <e-mailcommissioners@northshorefire.com>
Subject: Electronic Signatures - Documents Approved 10/5/2021

Commissioners,

Attached please find the documents approved at last night's regular meeting. At your earliest availability, please respond with your electronic signature using the following verbiage:

The following documents are Approved and Electronically Signed this _____ day of _____, 2021, by Commissioner _____.

- **AP_NOSHRFIR_APSUPINV_20211005142722 RES Fund**
- **AP_NOSHRFIR_APSUPINV_20211005142955 GEN Fund**
- **September Payroll Approval Document**
- **September Payroll Taxes Approval Document**
- **September DRS Approval Document**
- **Meeting minutes: 9/7/2021, 9/14/2021, 9/17/2021**

From: Dave Maehren
To: Board Secretary
Subject: RE: Electronic Signatures - Documents Approved 10/5/2021
Date: Thursday, October 7, 2021 10:42:40 AM
Attachments: image001.png

The following documents are Approved and Electronically Signed this 7th day of October, 2021, by Commissioner David C. Maehren.

- **AP_NOSHRFIR_APSUPINV_20211005142722 RES Fund**
- **AP_NOSHRFIR_APSUPINV_20211005142955 GEN Fund**
- **September Payroll Approval Document**
- **September Payroll Taxes Approval Document**
- **September DRS Approval Document**
- **Meeting minutes: 9/7/2021, 9/14/2021, 9/17/2021**

From: Josh Pratt
To: Board Secretary
Subject: RE: Electronic Signatures - Documents Approved 10/5/2021
Date: Wednesday, October 6, 2021 5:13:19 PM

The following documents are Approved and Electronically Signed this 6th day of October, 2021, by Commissioner Josh Pratt.

- **AP_NOSHRFIR_APSUPINV_20211005142722 RES Fund**
- **AP_NOSHRFIR_APSUPINV_20211005142955 GEN Fund**
- **September Payroll Approval Document**
- **September Payroll Taxes Approval Document**
- **September DRS Approval Document**
- **Meeting minutes: 9/7/2021, 9/14/2021, 9/17/2021**

From: Richard Webster
To: Board Secretary
Subject: RE: Electronic Signatures - Documents Approved 10/5/2021
Date: Wednesday, October 6, 2021 2:59:04 PM

The following documents are Approved and Electronically Signed this 6th day of October, 2021, by Commissioner Rick Webster.

- **AP_NOSHRFIR_APSUPINV_20211005142722 RES Fund**
- **AP_NOSHRFIR_APSUPINV_20211005142955 GEN Fund**
- **September Payroll Approval Document**
- **September Payroll Taxes Approval Document**
- **September DRS Approval Document**
- **Meeting minutes: 9/7/2021, 9/14/2021, 9/17/2021**

Northshore Fire Department Board of Commissioners

Headquarters Station 7220 NE 181st Street, Kenmore, WA

Northshore Fire Department Board of Commissioners

Special Meeting Agenda

Friday, September 17, 2021

2:00PM

Meeting held virtually, via Zoom

Public Comment must be submitted electronically prior to the meeting.
To submit 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 Special Northshore Board Meeting

1.1 Roll Call

II. Public Comment

2.1 Public Comment

III. Approval of Agenda

3.1 Approval of the Meeting Agenda

IV. Board Discussion and Possible Action Items

4.1 Review Contract for Services Proposals

4.2 Planning for Lake Forest Park City Council Joint Meeting on September 20th

4.3 Woodinville ILA Discussion

4.4 Review and discuss Frequently Asked Questions

4.5 Discussion of Potential Future Special Meetings

V. Upcoming Board Agendas

5.1 Setting of Future Meeting Agenda(s)

Adjournment

Special Joint Meeting with Lake Forest Park City Council: Monday, September 20th, 2021 at 6:00 PM

Next Regular Meeting: Tuesday, September 21st, 2021 at 5:00 PM

Public Comment Procedures for Virtual Meetings:

If you wish to provide public comment virtually, you may do so by submitting a written statement to 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 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. Three minutes are allowed for comment. 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.

KING COUNTY FIRE PROTECTION DISTRICT NO.16
7220 NE 181st Street
KENMORE, WA 98028

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

NOTICE OF SPECIAL MEETING

DATED September 15, 2021

NOTICE IS HEREBY GIVEN that a special meeting of the Board of Commissioners of King County Fire Protection District No. 16, will be held via Zoom on Friday, the 17th day of September 2021, at 2:00PM. Meeting agenda posted separately.

Criteria for Evaluation of Contract Proposals

Revised: September 17, 2021

#	Criteria	Eastside Fire & Rescue	Shoreline Fire Department	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 a. Responsiveness to local needs			
11	Cost of Service			
12a	Agency financial obligation a. History of budget/ Tax rate increases			
12b	Agency financial obligation b. History of revenue steams			
13	Short term impacts. a. Similarities and differences of operations			
14	Long term impacts.			
15	Plan for organizational integration.			

16	Stakeholder response review.			
17	Citizen response review.			

Eastside Fire & Rescue

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

September 15, 2021

Northshore Fire Department Board of Commissioners
C/O Chair Rick Webster
7220 NE 181st 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.

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.

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.

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.

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).

<u>Option 3</u> - 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.

<u>Option 4</u> - 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.

<u>Consideration</u> – 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

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 NORTHSHORE 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

PROPOSED

(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.

PROPOSED

(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.

PROPOSED

(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.

PROPOSED

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

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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 the 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,

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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.

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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 15th 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 15th of the year following the contract year. Example: By October 15th, 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 1st 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.

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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

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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.

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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.

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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

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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

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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.

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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 181st 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	**NORTHSHORE FIRE DEPARTMENT**
By:_____	By:_____
Print Name:_____	Print Name:_____
Its_____	Its_____
DATE:_____	DATE:_____
APPROVED AS TO FORM:	**APPROVED AS TO FORM:**
_____	_____

PROPOSED

David A. Linehan
Attorney for Eastside Fire & Rescue

Attorney for Northshore Fire Department

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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

*Replacemenet schedule for each item will take place as identified in EF&R Equipment Replacement Plan

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EXHIBIT B

NFD REAL AND PERSONAL PROPERTY UNDER EASTSIDE EXCLUSIVE ACCESS & CONTROL

Fire Station 51 - 7220 NE 181st, 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).

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Northshore Fire Department				
		2021		
Vehicle	**Assignment**	**Year**	**Age**	**Service Life**
Staff Vehicles				
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
Support Vehicles/Equipment				
Chevy 1-Ton Pick-Up		2009	12	15
Cargo Mate Trailer	UASI TRT	2013	8	15
Nissan Forklift			2021	n/a
Aid Cars				
Horton	Aid 151	2016	5	10
Braun	Aid 251	2008	13	10
Engines/Ladder				
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
Special Vehicles				
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 surplused with the proceeds remitted to the original purchaser.

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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

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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.

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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
	Cash Balance				$1,226,340	$2,001,303	$2,377,171	$1,240,087	$887,330	$828,410	$600,590	$1,264,492	$1,420,997	$2,157,099	$1,642,745	$2,305,695	$1,389,280	$2,330,575	$1,707,979	$2,717,027	$3,524,253	$4,566,289
	Contributions				$914,940	$842,393	$94,500	$0	$1,090,308	$1,123,060	$1,157,376	$1,192,097	$1,207,960	$1,264,698	$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				$661,876	$616,525	$1,231,584	$572,757	$929,659	$1,451,486	$493,474	$1,036,593	$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				$2,001,303	$2,377,171	$1,240,087	$887,330	$828,410	$600,590	$1,264,492	$1,420,997	$2,157,099	$1,642,745	$2,305,695	$1,389,280	$2,330,575	$1,707,979	$2,717,027	$3,524,253	$4,566,289	$3,780,948
	Type	New	eplac	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												$730,219						
8840	Engine 178	2010	20	2030												$730,219						
8842	Engine 183	2012	20	2032														$759,716				
8843	Engine 187	2016	20	2036																		$822,341
8845	Engine 185	2016	20	2036																		$822,341
8846	Engine 173	2016	20	2036																		
	Engine 182 (Quint)	See line 40					$611,012															
8832	Backup Engine	2001	25	2026																		
8833	Backup Engine	2001	25	2026																		
8834	Backup Engine	2003	25	2028								REPLACEMENT TRICKLE DOWN FROM FRONT-LINE UNITS										
8835	Reserve (wildland 76)	2004	25	N/A																		
8836	Reserve (wildland 74)	2006	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	eplac	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														$272,068				
7843	Aid 183	2017	15	2032														$272,068				
7840	Aid 178	2014	15	2029					$228,468													
7839	Aid 187	2011	15	2026								$242,388										
7838	Aid 185	2011	15	2026								$242,388										
7841	Back up Aid Unit	2015	20	2035																		
7826	Back up Aid Unit	1999	20	2019								REPLACEMENT TRICKLE FROM FRONT-LINE AID UNITS										
7828	Aid 270 (reserve)	1999	20	2019																		
7833	Aid 283 (reserve)	1999	20	2019								REPLACEMENT TRICKLE FROM BACK UP AID UNIT										
7836	Public Educ. Aid	2006	20	N/A																		
7831	Swiftwater Aid	2000	20	N/A																		
7825	Aid 189 (Surplus?)	1989	20	N/A																		
	Subtotal				$0	$0	$0	$0	$228,468	$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	$251,309	$0	$0	$533,254	$0	$0	$0	$0	$0	$600,531	$0	$0	$0	$0
	Type	New	eplac	Replace	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
8811	Ladder 171	2018	20	2038																		
8810	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	eplac	Replace	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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	2000	20	2020						$606,220												
1851	BC 171	2019	5	2024						$86,554					$106,803					$117,899		
1852	BC181	2019	5	2024	$174,903					$86,554					$106,803					$117,899		
1853	BC - OPS - Backup	2019	5	2024									REPLACEMENT TRICKLE FROM FRONT-LINE BC UNITS									
8807	Air Unit 185	1986	30	2024						$153,300												
				0																		
8812	Brush 178	2010	20	2030												$161,701						
8838	Brush 187	2008	20	2028										$158,422								
2815	Marine	2019	20	2039	$112,000																	
				0																		
3820	COM	2019	30	2049	$80,000																	
	Subtotal				$366,903	$0	$100,000	$0	$0	$949,333	$0	$0	$0	$158,422	$213,306	$161,701	$0	$0	$0	$235,797	$0	$0
	Tax				$36,690	$0	$10,000	$0	$0	$94,933	$0	$0	$0	$15,842	$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	$174,264	$234,627	$177,871	$0	$0	$0	$258,857	$0	$0
	Type	New	eplac	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										$44,576	
	ES	2015	12	2027									$50,730									
	ES	2015	12	2027									$50,730									
	ES	2008	12	2020		$43,397												$56,010				
	ES	2012	12	2024						$47,804												
	ES	2008	12	2020		$43,397												$56,010				
	UTV (Polaris)	2012	12	2024						$25,365												$32,169
	UTV (Club)	2012	12	2024						$25,365												$32,169
	AFM	2008	15	2023					$46,666													
	AFM	2008	15	2023					$46,866													
	Facilities	2008	15	2023					$87,570													
	Shop Service	2011	15	2026								$71,706										
	Shop 2500	2012	15	2027									$53,035									
	F550	2008	15	2023					$87,570													
	Training Van	2015	15	2030												$40,376						
	Fire Corps Van	2019	20	2039	$32,473																	
	Forklift	2016	20	2036																		$52,008
	Subtotal				$32,473	$86,794	$0	$0	$228,872	$98,533	$36,570	$71,706	$155,294	$0	$0	$40,376	$0	$112,019	$0	$0	$44,576	$116,346
	Tax				$3,247	$8,699	$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	$95,294	$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	eplac	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			$13,730			$52,883				$7,691			$16,748			$4,443
	SCBA	2015	15	2030										$976,102								
	Radio	0	0	2020		$0	$35,200	$302,225														
	Defib	2017	8	2025		$111,542								$130,689								
	SCBA Compressors	2017	8	2025							$83,178	$84,441		$67,545	$66,386				$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 Trailer	2021	30	2051			$180,000															
	Bunker Gear	2017	1	2018	$88,847	$90,424	$92,437	$94,265	$96,171	$98,094	$100,056	$102,057	$104,098	$106,181	$108,304	$110,470	$112,680	$114,933	$117,232	$119,576	$121,968	$124,407
	Ballistic Vests	2017	5	2022		$81,096											$100,825					
	Computers	2017	1	2018	$72,684	$76,236	$78,523	$80,881	$126,065	$128,526	$131,096	$118,718	$121,350	$139,135	$141,903	$144,741	$132,635	$135,088	$153,000	$153,800	$156,872	$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														$116,703				
	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	$473,682	$408,618	$520,668	$297,137	$271,666	$412,843	$384,966	$291,739	$1,461,396	$368,327	$393,066	$397,884	$442,439	$415,437	$403,891	$422,131	$427,536
	Tax				$20,233	$47,368	$40,861	$52,069	$29,714	$27,167	$41,284	$38,497	$29,176	$146,190	$36,833	$39,307	$39,788	$44,244	$41,544	$40,389	$42,213	$42,754
	Total				$222,564	$521,271	$449,471	$572,757	$326,850	$298,833	$453,247	$423,463	$320,915	$1,608,086	$405,160	$432,373	$437,673	$486,683	$456,981	$443,989	$464,344	$470,290

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					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	eplac	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																		
8833	Backup Engine	2001	25	2026																		
8834	Backup Engine	2003	25	2028								REPLACEMENT TRICKLE DOWN FROM FRONT-LINE UNITS										
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	eplac	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								$242,388										
7838	Aid 185	2011	15	2026								$242,388										
7841	Back up Aid Unit	2015	20	2035																		
7826	Back up Aid Unit	1999	20	2019								REPLACEMENT TRICKLE FROM FRONT-LINE AID UNITS										
7828	Aid 276 (reserve)	1999	20	2019																		
7832	Aid 288 (reserve)	1999	20	2019								REPLACEMENT TRICKLE FROM BACK UP AID UNIT										
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	eplac	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	eplac	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	eplac	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	eplac	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	$0	$2,140,226	$0
	Tax				$0	$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	$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 1st, 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 was 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

SHORELINE FIRE DEPT.

SHORELINE
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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
Ken Callahan
Barb S
Kim Fischer
David Harris

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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www.shorelinefire.com

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:

NFD Costs Under Contract with SFD						
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
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
Total Budget	$ 8,925,377	$ 8,757,630	$ 9,011,852	$ 9,273,184	$ 9,541,806	$ 9,817,903

NFD Costs Under Current Model						
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
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
Total Budget	$ 10,678,504	$ 10,998,858	$ 11,328,824	$ 11,668,689	$ 12,018,750	$ 12,379,312
Savings	**$ 1,753,127**	**$ 2,241,228**	**$ 2,316,972**	**$ 2,395,505**	**$ 2,476,944**	**$ 2,561,409**

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:

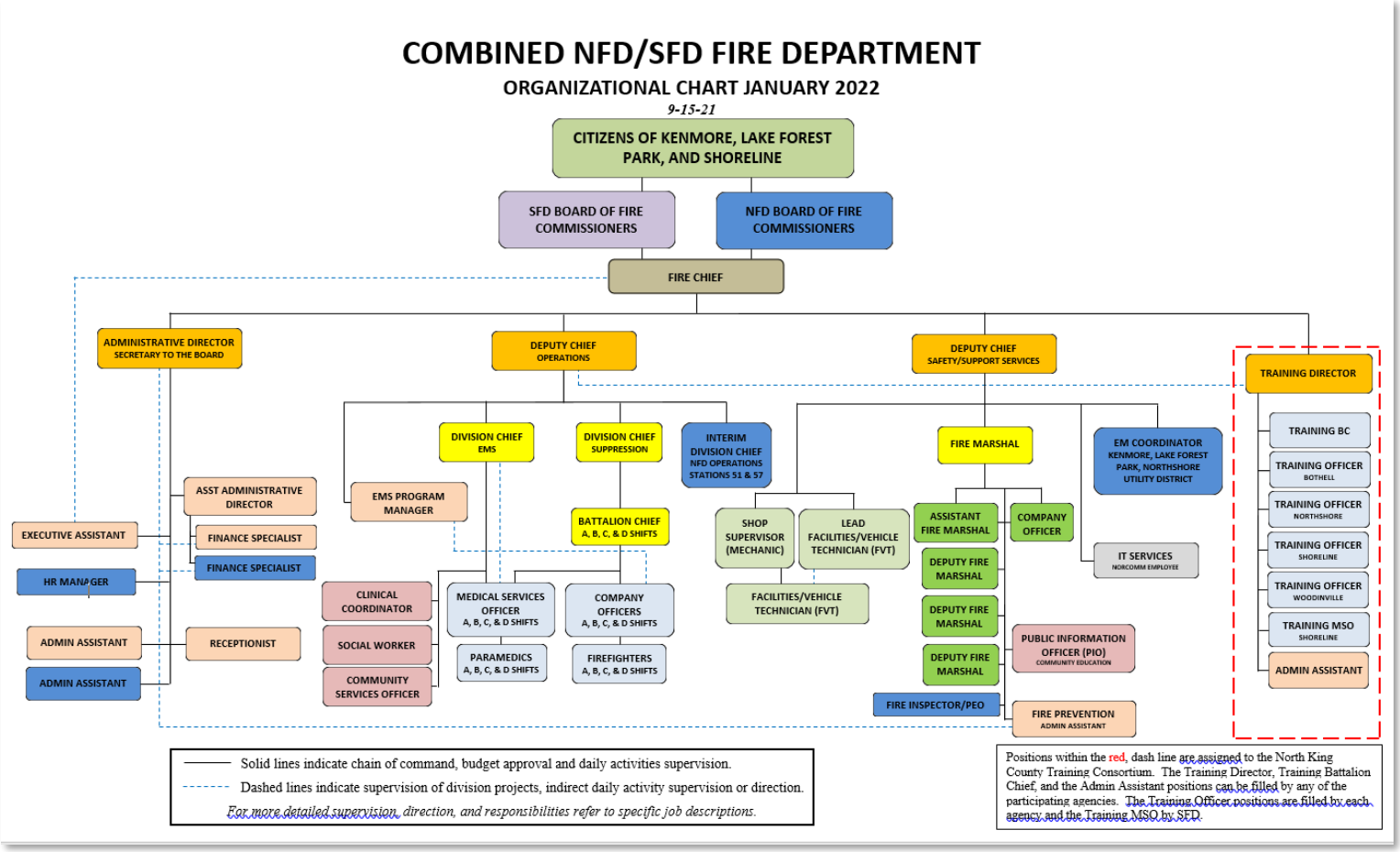
> *The Shoreline Fire Department makes the community safer by protecting lives and property and caring for the needs of the people we serve.*
>
> *We work to the best of our ability to efficiently and effectively mitigate fire and life safety crisis and assist in other situations to meet our customer's 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 1st, 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.



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	**Vacation Slots Required Per Shift**	
Annual Contractual Hours	2,496	Annual hours of work per shift	2,190
Annual Vacation Leave (4-platoon, 10 yr)	159.90	Annual vacation accrual (SFD CBA)	264.00
Annual Holiday Leave (SFD CBA)	120.00	Number of assigned FFs per shift	28
Average Other Leave	0.00	Total hours of vaction per shift	7,392
Total Leave Per Employee	279.90	**Number of vacation spots per shift**	**4**
		Available annual hours of vacation	8,760
Hours Actually Worked by Average Employee	2,216.11	Net amount of extra vacation hours available	1,368
Staffing Factor Calculation			
Total annual hours of work	2,496.00	**Anticipated Debit Days**	
Hours actually worked by average employee	2,216.11	Contractual hours	2,496
STAFFING FACTOR (basic calculation)	1.13	Annual hours per shift	2,190
		Holiday hours	120
Number of positions (minimum staffing)	**24**	Debit hours	186
		Debit days per year	7.75
Projected Staffing (basic calculation, no debit)	27.0	Number of assigned FFs per shift	28
		Total debit hours	5,208
Average Sick Leave	117.63	**Debit FF's per shift**	**2.38**
Average Bereavement Leave	2.35		
FF's on sick leave per shift	**1.31**		
Projected Staffing Required (per shift)	**26.9**	Minimum Staffing+Vacation+SL-Debit Days	
Assigned FF's Per Shift	**28**	19 in SFD and 9 in NFD (less 1 BC)	
Extra FF's on Duty, Likely Best (2 vaca, 1 SL)	**3.4**	Best realistic staffing (2 vaca, 1 SL), 6.4 is theoretical maximum	
Extra FF's on Duty Per Shift (No Sick Leave)	**2.4**	All vacation slots taken, no Sick Leave	
Extra FF's on Duty Per Shift (max vaca, avg SL)	**1.1**	All vacation slots taken, avg Sick Leave	
Minimum staffing per shift is 24 (1 BC, 4 Engines, 1 Truck, 4 Aid Cars)*		Add peak hour aid car and/or 5th aid car	

** 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.*

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	E157	5	E157	5	E157	5	E157	5		5	
6		6		6		6		6	E157	6	E157
7		7		7		7		7		7	
8	E165	8	E165	8	E165	8	E165	8		8	
9		9		9		9		9	E165	9	E165
10		10		10		10		10		10	
11	E164	11	E164	11	E164	11	E164	11		11	
12		12		12		12		12	E164	12	E164
13		13		13		13		13		13	
14	L161	14		14		14	E163	14		14	
15		15	L161	15	L161	15		15	E163	15	E163
16		16		16		16		16		16	
17	A151	17		17		17	L161	17		17	
18		18	A151	18		18		18	L161	18	L161
19	A163	19		19	A151	19		19		19	
20		20	A163	20		20	A151	20		20	
21	A164	21		21	A163	21		21	A151	21	
22		22	A164	22		22	A163	22		22	A151
23	A165*	23		23	A164	23		23	A163	23	
24		24	A165*	24		24	A164	24		24	A163
25	A157*	25		25	A165*	25		25	A164	25	
26		26	A157*	26		26	A165*	26		26	A164
33	Total	27		27	A157*	27		27	A165*	27	
		34	Total	28		28	A157*	28		28	A165*
				35	Total	29		29	A157*	29	
						36	Total	30		30	A157*
								37	Total	31	
										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 1st 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.*

NFD Personnel Costs Under Contract with SFD ***(3% COLA starting in 2023)***

	2022	2023	2024	2025	2026	2027
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
Total Budget	$ 7,568,068	$ 7,374,021	$ 7,586,735	$ 7,805,313	$ 8,029,899	$ 8,260,639

NFD Personnel Costs Under Current Model ***(5.5% COLA for 2022, 3% thereafter)***

	2022	2023	2024	2025	2026	2027
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	$ -	$ -	$ -	$ -	$ -	$ -
Total Budget	$ 8,715,147	$ 8,976,601	$ 9,245,900	$ 9,523,277	$ 9,808,975	$ 10,103,244
Savings	**$ 1,147,079**	**$ 1,602,581**	**$ 1,659,164**	**$ 1,717,963**	**$ 1,779,076**	**$ 1,842,605**

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.

NFD General Line Item Expenses Under Contract with SFD *(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
Total Budget	$ 1,137,309	$ 1,157,009	$ 1,191,719	$ 1,227,471	$ 1,264,295	$ 1,302,224

NFD General Line Item Expenses Under Current Model *(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
Total Budget	$ 1,707,357	$ 1,758,577	$ 1,811,334	$ 1,865,674	$ 1,921,645	$ 1,979,294
Savings	**$ 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:

Description	Life Cycle (years)
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 Enforer-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						~~Chassis~~	~~2015 Terra~~	~~Chassis~~	~~2008 Braun~~		~~2010 Ford~~	~~2016 Horton~~	

* 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
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 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

Use	Type	Transition Plan	1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		5th Purchase	
			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: 9/5/2021

Unit	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B161	Tahoe	2021 Ford						**New B1**					
B162	Suburban							2021 Ford					

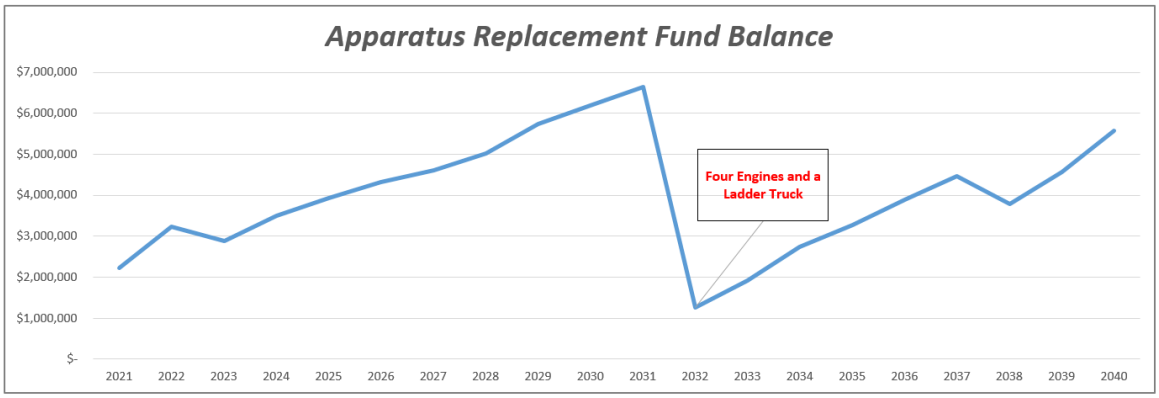
The spreadsheet below identifies the specific costs to the NFD in 2022 and beyond for apparatus replacement.

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**	**$ 4,598,293**	**$ 5,018,322**	**$ 5,731,312**	**$ 6,180,312**	**$ 6,644,452**	**$ 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.

NFD Costs Under Contract with SFD						
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
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
Total Budget	$ 8,925,377	$ 8,757,630	$ 9,011,852	$ 9,273,184	$ 9,541,806	$ 9,817,903

NFD Costs Under Current Model						
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
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
Total Budget	$ 10,678,504	$ 10,998,858	$ 11,328,824	$ 11,668,689	$ 12,018,750	$ 12,379,312
Savings	**$ 1,753,127**	**$ 2,241,228**	**$ 2,316,972**	**$ 2,395,505**	**$ 2,476,944**	**$ 2,561,409**

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.

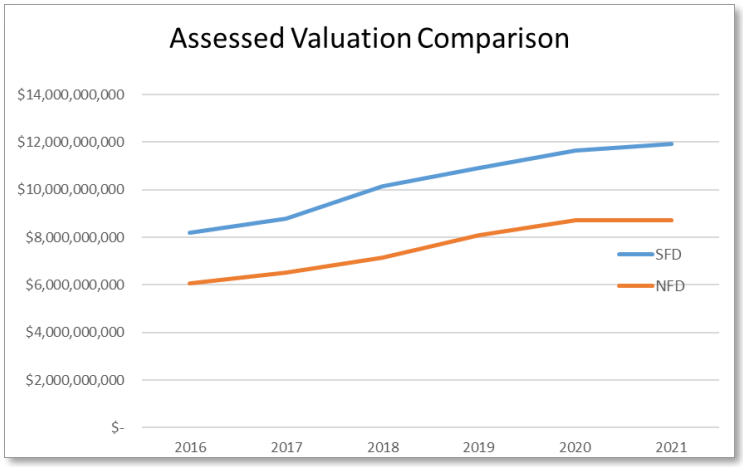
NFD One-Time Transfers to SFD		
		2022
LEOFF I Liabilities	$	1,975,000
Accrued Benefits Liabilities	$	631,545
Operating Reserves	$	1,250,781
Apparatus Replacement	$	522,604
Capital IT*	$	100,000
Total Budget	$	4,479,930
** Estimate only, proper budget needs to be developed.*		

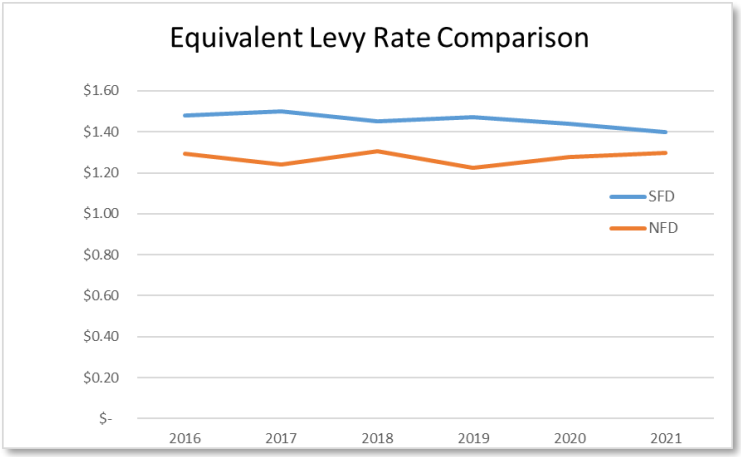
The assessed valuation for 2022 is unknown as yet, but surrounding area reports posted on the King County Auditor's website indicate good growth for next year. The following tables and graphs show how assessed valuations and corresponding equivalent levy rates have changed over the past six years. The 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

SFD				
Year	**Assessed Valuation**		**AV % Change**	**Equivalent Rate**
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

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	$	8,707,216,466	-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 13th and 14th. 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 by 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 DRS Date	Yrs of Svcs	104% Position Pay	Total-ANNUAL 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**	
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**	Reducing the number of operations BCs should occur by the middle of 2022. The positions will remain in this
4	OPS	Batt Chief	Tagart	4/12/1993	28.4	$ 12,777.96	**$ 213,137.86**	budget and a cost savings adjustment for half the year of the two most senior BCs is reflected in the budget
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)	Creger-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	9/7/2021 DRS Date	Yrs of Svcs	103% Position Pay	Total-ANNUAL 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
					TOTAL- ADMINISTRATION	$ 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
					TOTAL- TRAINING & DEVELOPMENT	$ 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
					TOTAL- FIRE PREVENTION	$ 10,980.05	**$ 177,068.93**	
1	OPS	Batt Chief	Hochstein	9/9/1996	25.0	$ 13,161.30	**$ 213,249.99**	For budgetting purposes only the top two senior BC positions are being removed to account for attrition. 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~~	~~Knight~~	~~8/2/1981~~	~~40.1~~	~~$ -~~	~~$ -~~	
~~4~~	~~OPS~~	~~Batt Chief~~	~~Tagart~~	~~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	**$ 198,395.89**	
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)	Creger-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**	
					TOTAL- RESPONSE OPERATIONS	$ 38,191.45	**$ 5,805,474.41**	

Appendix B (continued)

2022 Administrative Staff Cost Loading

SFD

Position	S&B	SFD Portion	SFD Cost	NFD Portion	NFD Cost
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
	NFD Cost burden on SFD Personnel				**$606,104**

NFD

Position	S&B	SFD Portion	SFD Cost	NFD Portion	NFD Cost
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
SFD Cost burden on NFD Personnel			**$239,286**		
Difference in Cost Sharing			**$366,817**		

Appendix B (continued)

2023 Administrative Staff Cost Loading

SFD

Position	S&B*	SFD Portion	SFD Cost	NFD Portion	NFD Cost
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
	NFD Cost burden on SFD Personnel				**$715,666**

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

Annual Adjustments

Transports 3.0%	**Transport Fee** 3.0%	**S&B** 3.0%

Revenues	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2027**
# 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

Expenses	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2027**
Systems Design	$14,300.00	$14,729.00	$15,170.87	$15,626.00	$16,094.78	$16,577.62	$17,074.95
Subtotal	$14,300.00	$14,729.00	$15,170.87	$15,626.00	$16,094.78	$16,577.62	$17,074.95
Net Total	$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
		ADMINISTRATION (2)				
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	Preventive 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 QI 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***		
		COMMUNITY SERVICES (3)				
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***		
		TRAINING & DEVELOPMENT (4)				
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			
		Excludes lines 121, 130, 149, 173, 177	***$ 183,966.00***	***$ 177,691.00***		
		HEALTH AND SAFETY (5)				
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
			$ 7,800.00	***$ 6,300.00***		
		COMMUNITY RISK REDUCTION (6)				
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
			$ 49,893.00	***$ 46,493.00***		

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/striping	$ 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 purcha
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-Draulic rescue tools for R151 (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		
			$ 177,850.00	***$ 177,850.00***		
		VOLUNTEERS (13)				
306	522.12.25.10	Uniforms - Volunteers	$ 150.00	$ 150		
307	522.12.49.10	Stipend - Chaplains	$ 1,350.00	$ 1,350		
			$ 1,500.00	***$ 1,500.00***		
		2021 Total Operating Budget Needs	***$ 1,657,627.94***	***$ 1,104,184***	$ 546,116	32.9%
		Total Operating Expenses for 2022 with 3% Inflator	***$ 1,707,356.78***	***$ 1,137,309***	$ 562,499	
		Total Operating Expenses for 2023 with 3% Inflator	***$ 1,758,577.48***	***$ 1,157,009***	$ 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 Year	1st Purchase Cost	2nd Purchase Year	2nd Purchase 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	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 165	2015 Ford					**Remount 1**										**New A6**					
Aid 151	2016 Horton						**New A2**										**Remount 4**				
Aid 157	2008 Braun	2015 Terra					2016 Horton		**New A3**										**Remount 5**		
Aid 261*	2010 Ford										**New A4**										
Aid 262 Reserve		2008 Braun							2016 Horton			New A1									
To Be Sold						~~Chassis~~	~~2015 Terra~~	~~Chassis~~	~~2008 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 Year (Age)	1st Purchase Cost	2nd Purchase Year (Age)	2nd Purchase 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	2033	2034	2035	2036	2037	2038	2039	2040
E163	2008 Pierce			**New (E3)**															**New (E8)**		
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						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 Year	1st Purchase Cost	2nd Purchase Year	2nd Purchase Cost	3rd Purchase Year	3rd Purchase Cost	4th Purchase Year	4th Purchase Cost	5th Purchase Year	5th Purchase Cost	6th Purchase Year	6th Purchase Cost	7th Purchase Year	7th Purchase Cost	8th Purchase Year	8th Purchase Cost	9th Purchase Year	9th Purchase 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	Tahoe	2021 Ford						**New B1**						**RMT1**						**RMT2**	
B162	Suburban							2021 Ford						New B1						RMT1	

Appendix E

NFD Board of Commissioner Budget

2022 Expense Budget						
Line	**BARS Number**	**BARS Name and Description**	**Requested Budget**	**2022 Budget**	**Difference**	**Notes**
		COMMISSIONERS (1)				
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		
			$ 54,748.50			
		ADMINISTRATION (2)				
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		
			$ 33,394.14			
		NON-DEPARTMENTAL (14)				
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		
			$ 87,820.00			
		Total Budget Needs	***$ 175,962.64***	***$ 149,488***	***$ 26,474***	
		Total Expenses for 2022 with 3% Inflator	***$ 181,241.52***	***$ 153,973***	***$ 27,268***	

INTERLOCAL AGREEMENT

This Agreement is entered into between SHORELINE FIRE DEPARTMENT, a municipal corporation, hereafter referred to as "SFD", and NORTHSHORE 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:	**NFD:**
Shoreline Fire Department	Northshore Fire Department:
By:_____	By:_____
Print Name:_____	Print Name:_____
Its_____	Its_____
DATE:_____	DATE:_____
APPROVED AS TO FORM:	**APPROVED AS TO FORM:**
_____	_____
Brian Snure,	
Attorney for SFD	NFD Attorney

EXHIBIT A

Organization Chart

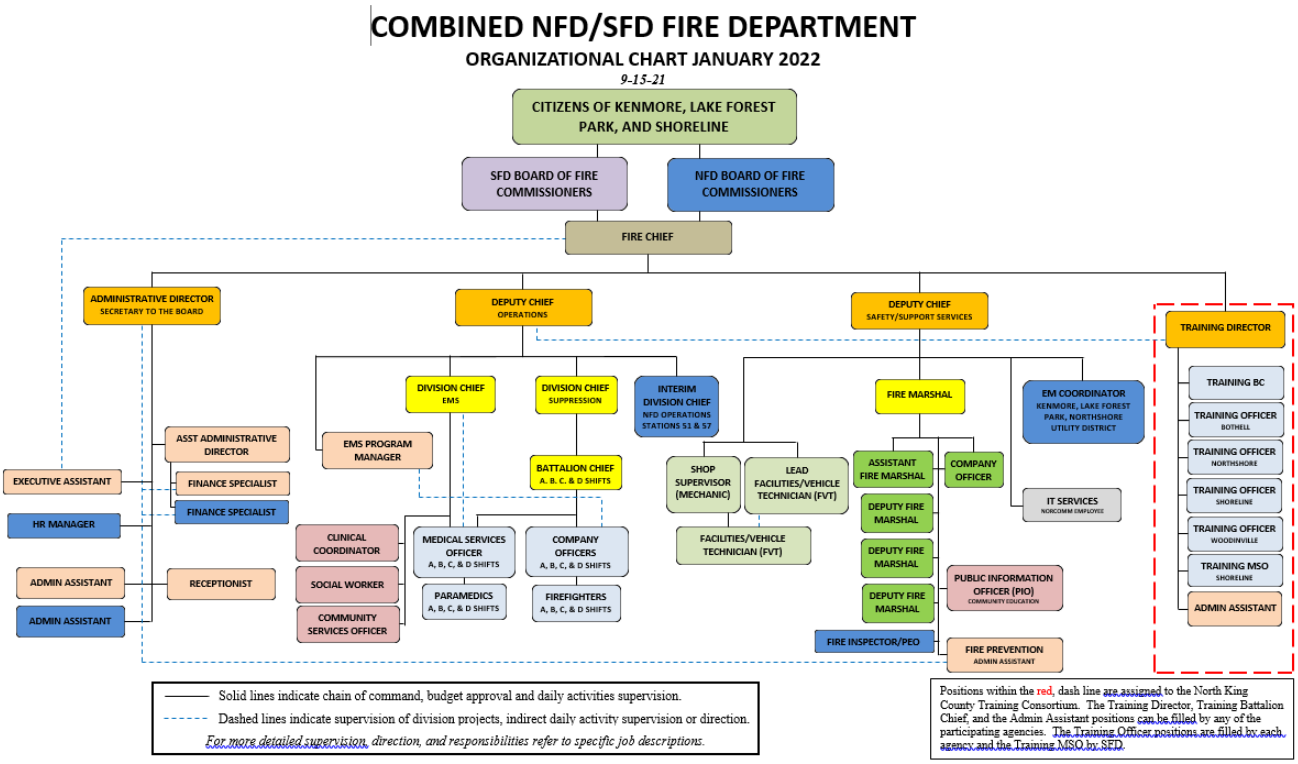


EXHIBIT B

NFD Costs Under Contract with SFD						
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
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
Total Budget	$ 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 14th 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 — Emmittsburg, 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)

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 Chief's Association (KCFCA) as President from 2015 through 2017.
- Have served as chairperson for the KCFCA 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)

- 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.

Woodinville Fire & Rescue
P.O. Box 2200 • 17718 Woodinville-Snohomish Rd NE
Woodinville, WA 98072
Phone 425-483-2131 • Fax 425-486-0361

September 16, 2021

Via Email and U.S. Mail
rwebster@northshorefire.com

Northshore Fire Department
Attention: Chair, Board of Fire Commissioners
7220 NE 181st Street
Kenmore, WA 98028-2711

Re: Interlocal Agreement for Administrative Services (Fire Chief)

Dear Commissioner Webster:

As you know, the Woodinville Fire & Rescue ("WFR") Board of Fire Commissioners has entered into an Interlocal Agreement with Eastside Fire & Rescue for fire and EMS services effective October 1, 2021. Chief Ahearn will not be taking a position with Eastside Fire & Rescue.

Because Chief Ahearn will no longer be employed by WFR effective September 30, 2021, we must terminate the Interlocal Agreement between WFR and King County Fire Protection District No. 16 for Administrative Services. That ILA requires 30 days' advance written notice for this type of termination. By this letter, WFR is providing notice to terminate the ILA effective September 30, 2021.

Please confirm receipt of this termination letter by signing below and returning this letter via email to CAO Montegary at jmontegary@wf-r.org.

Sincerely,

Roger D. Collins
Chair, Board of Fire Commissioners

Accepted:

_____
Richard Webster, Chair
Board of Fire Commissioners

Woodinville Fire & Rescue
P.O. Box 2200 • 17718 Woodinville-Snohomish Rd NE
Woodinville, WA 98072
Phone 425-483-2131 • Fax 425-486-0361

September 16, 2021

Via Email and U.S. Mail
rwebster@northshorefire.com

Northshore Fire Department
Attention: Chair, Board of Fire Commissioners
7220 NE 181st Street
Kenmore, WA 98028-2711

Re: Interlocal Agreement for Human Resources Management Services (HRM)

Dear Commissioner Webster:

As you know, the Woodinville Fire & Rescue ("WFR") Board of Fire Commissioners has entered into an Interlocal Agreement with Eastside Fire & Rescue for fire and EMS services effective October 1, 2021.

As WFR will no longer have employees after September 30, 2021, we no longer require HR services; therefore, we wish to terminate the Interlocal Agreement between WFR and King County Fire Protection District No. 16 for Human Resources Management Services. That ILA requires 90 days' advance written notice for this type of termination. We are clearly outside of that window and request your consideration to allow for a lesser period to terminate the ILA. By this letter, WFR is providing notice to terminate the ILA effective September 30, 2021.

Please let me know if this acceptable to you by signing below and returning this letter via email to CAO Montegary at jmontegary@wf-r.org. I appreciate your consideration in light of this turn of events.

Sincerely,

Roger D. Collins
Chair, Board of Fire Commissioners

Accepted:

_____
Richard Webster, Chair
Board of Fire Commissioners

Woodinville Fire & Rescue
P.O. Box 2200 • 17718 Woodinville-Snohomish Rd NE
Woodinville, WA 98072
Phone 425-483-2131 • Fax 425-486-0361

September 7, 2021

Via Email and U.S. Mail
rwebster@northshorefire.com

Northshore Fire Department
Attention: Chair, Board of Fire Commissioners
7220 NE 181st Street
Kenmore, WA 98028-2711

Re: Interlocal Agreement for Information Systems Services (ISM)

Dear Commissioner Webster:

As you know, the Woodinville Fire & Rescue ("WFR") Board of Fire Commissioners has entered into an Interlocal Agreement with Eastside Fire & Rescue for fire and EMS services effective October 1, 2021.

IS Manager David Beverly will no longer be employed by WFR after September 30, 2021; thus, we will no longer have staff to implement the Interlocal Agreement between WFR and King County Fire Protection District No. 16 for Information Systems Services after September 30, 2021. Therefore, we must terminate that ILA, which requires 60 days' advance written notice for this type of termination. We are clearly outside of that window and request your consideration to allow for a lesser period to terminate the ILA. By this letter, WFR is providing notice to terminate the ILA effective September 30, 2021.

Please let me know if this acceptable to you by signing below and returning this letter via email to CAO Montegary at jmontegary@wf-r.org. I appreciate your consideration in light of this turn of events.

Sincerely,

Roger D. Collins
Chair, Board of Fire Commissioners

Accepted:

_____
Richard Webster, Chair
Board of Fire Commissioners

Woodinville Fire & Rescue
P.O. Box 2200 • 17718 Woodinville-Snohomish Rd NE
Woodinville, WA 98072
Phone 425-483-2131 • Fax 425-486-0361

August 31, 2021

Via Email and U.S. Mail
rwebster@northshorefire.com

Northshore Fire Department
Attention: Chair, Board of Fire Commissioners
7220 NE 181st Street
Kenmore, WA 98028-2711

Re: Interlocal Agreement for Response Operations Oversight Services (DC)

Dear Commissioner Webster:

As you know, the Woodinville Fire & Rescue ("WFR") Board of Fire Commissioners has entered into an Interlocal Agreement with Eastside Fire & Rescue for fire and EMS services effective October 1, 2021.

All of our response operations personnel will become employees of Eastside Fire & Rescue effective October 1, 2021. Therefore, we must terminate the Interlocal Agreement between WFR and King County Fire Protection District No. 16 for Response Operations Oversight Services. That ILA requires 90 days' advance written notice for this type of termination. We are clearly outside of that window and request your consideration to allow for a lesser period to terminate the ILA. By this letter, WFR is providing notice to terminate the ILA effective September 30, 2021.

Please let me know if this acceptable to you by signing below and returning this letter via email to CAO Montegary at jmontegary@wf-r.org. I appreciate your consideration in light of this turn of events.

Sincerely,

Roger D. Collins
Chair, Board of Fire Commissioners

Accepted:

_____
Richard Webster, Chair
Board of Fire Commissioners

Woodinville Fire & Rescue
P.O. Box 2200 • 17718 Woodinville-Snohomish Rd NE
Woodinville, WA 98072
Phone 425-483-2131 • Fax 425-486-0361

September 16 2021

Via Email and U.S. Mail
rwebster@northshorefire.com

Northshore Fire Department
Attention: Chair, Board of Fire Commissioners
7220 NE 181st Street
Kenmore, WA 98028-2711

Re: Interlocal Agreement for Payroll/Accounts Payable Services

Dear Commissioner Webster:

As you know, the Woodinville Fire & Rescue ("WFR") Board of Fire Commissioners has entered into an Interlocal Agreement with Eastside Fire & Rescue for fire and EMS services effective October 1, 2021.

Based on the ILA with Eastside and that the purpose of the Interlocal Agreement for Payroll/Accounts Payable Services was to coordinate tasks in anticipation of our two agencies merging, and the vote to merge failed, there is no reason for the ILA to be maintained. We wish to terminate the Interlocal Agreement between WFR and King County Fire Protection District No. 16 for Payroll/Accounts Payable Services. That ILA requires 90 days' advance written notice for this type of termination. We are clearly outside of that window and request your consideration to allow for a lesser period to terminate the ILA. By this letter, WFR is providing notice to terminate the ILA effective September 30, 2021.

Please let me know if this acceptable to you by signing below and returning this letter via email to CAO Montegary at jmontegary@wf-r.org. I appreciate your consideration.

Sincerely,

Roger D. Collins
Chair, Board of Fire Commissioners

Accepted:

_____
Richard Webster, Chair
Board of Fire Commissioners