



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.



Eastside Fire & Rescue

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

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

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

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



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

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

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

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

Option 1 – Share Battalion Chief services with Woodinville

Reduce Contract Proposal by = \$460,089.81

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

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

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



Eastside Fire & Rescue

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

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

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

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

Reduce Contract Proposal by = \$673,734.76

Northshore could choose to reduce expenditures by making this change.

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

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

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

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

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



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

Option 3 - Add dedicated Technical Rescue unit to Engine 151

Add to Contract Proposal = \$116,486

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

Option 4 - Add dedicated Hazardous Material capability to Engine 157

Add to Contract Proposal = \$116,486

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

Consideration – Patient Transport

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

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

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



Eastside Fire & Rescue

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

Sincerely

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

Jeff Clark
Fire Chief, Eastside Fire & Rescue

INTERLOCAL AGREEMENT FOR FIRE AND EMERGENCY MEDICAL SERVICES

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

RECITALS

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

TERMS OF AGREEMENT

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

1. DEFINITIONS.

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

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

(b) "Material Breach" means either:

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

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

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

2. TERM, RENEWALS, AND TERMINATION.

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

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

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

2.4. Responsibility and Liability Upon Termination.

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

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

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

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

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

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

3. SERVICES PERFORMED BY EASTSIDE FOR NFD

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.8. Fire Chief and Administrative Services.

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

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

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

4. PAYMENT FOR SERVICES.

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

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

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

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

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

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

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

4.3. Annual Adjustments to Charges.

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

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

(c) Actual Personnel Costs. NFD shall pay to Eastside the Actual Personnel Costs incurred to render services described in Section 3. Actual Personnel Costs shall include the fully burdened rate based on actual wages (including overtime) and benefits paid and accrued during the year. The initial calculation of Personnel Costs for a particular year shall be established by October 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.

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

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

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

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

6. EMPLOYEE TRANSFERS.

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

7. OVERSIGHT AND ADMINISTRATION.

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

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

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

8. EXISTING AGREEMENTS.

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

9. INDEMNIFICATION AND HOLD HARMLESS.

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

10. INSURANCE.

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

11. INDEPENDENT MUNICIPAL GOVERNMENTS.

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

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

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

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

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

12. DISPUTE RESOLUTION.

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

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

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

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

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

13. MISCELLANEOUS

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

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

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

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

Northshore Fire Department
Attn: Board Chair
7220 NE 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

By: _____

Print Name: _____

Its _____

DATE: _____

NORTHSHORE FIRE DEPARTMENT

By: _____

Print Name: _____

Its _____

DATE: _____

APPROVED AS TO FORM:

APPROVED AS TO FORM:

David A. Linehan
Attorney for Eastside Fire & Rescue

Attorney for Northshore Fire Department

PROPOSED

EXHIBIT A

NFD ANNUAL CONTRIBUTION TO EASTSIDE EQUIPMENT REPLACEMENT FUND

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

EXHIBIT B

NFD REAL AND PERSONAL PROPERTY UNDER EASTSIDE EXCLUSIVE ACCESS & CONTROL

Fire Station 51 - 7220 NE 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).

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 surplus with the proceeds remitted to the original purchaser.

EXHIBIT C

EASTSIDE PERSONAL PROPERTY

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

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

Table 1

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

EXHIBIT D

EASTSIDE CAPITAL EXPENDITURES PROGRAM

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

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

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

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

[illegible]

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

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

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

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

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

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

EXHIBIT E

Northshore Fire Department Capital Equipment Replacement Schedule

				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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	2035	2036	
1400	Engine 151	2020	15	2035																\$1,070,113	
1500	Engine 157	2020	15	2035																\$1,070,113	
1100	Backup Engine	2010	0	0	Becomes Reserve																
1200	Backup Engine	2010	0	0	Becomes Reserve																
	Subtotal				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,140,226	\$0
	Tax				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$214,023	\$0
	Total				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,354,248	\$0
	Type	New	Replace	Replace	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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	\$295,470
	Tax				\$0	\$0	\$0	\$0	\$0	\$24,239	\$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	\$325,017
	Type	New	Replace	Replace	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	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
	Tax				\$0	\$0	\$0	\$0	\$0	\$10,045	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,770	\$52,372	\$0	\$0
	Total				\$0	\$0	\$0	\$0	\$0	\$110,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$129,468	\$576,092	\$0	\$0
	Type	New	Replace	Replace	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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
	Tax				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,601	\$0	\$5,491	\$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
	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
	Tax				\$0	\$0	\$0	\$0	\$0	\$34,284	\$0	\$0	\$5,601	\$0	\$5,491	\$0	\$0	\$11,770	\$52,372	\$0	\$214,023
	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

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

City Management

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

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

Strategic Planning

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

Regionalization/Cooperative Services/Consolidation

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

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

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

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

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

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

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