





## Shoreline Fire Department

*Dedicated to the Protection of Life and Property*

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

FIRE CHIEF  
Matt Cowan

COMMISSIONERS  
Rod Heivilin      Kim Fischer  
Ken Callahan     David Harris  
Barb S

September 15, 2021

Honorable Commissioners,

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

In this packet you will find:

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

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

Thanks again for your consideration!

Rod Heivilin, Chairperson  
Shoreline Fire Department



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

*September 15, 2021*

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## EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

## **INTRODUCTION**

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

## **STATEMENT OF INTEREST**

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

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

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

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

## **AGENCY OVERVIEW**

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



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

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

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

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

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

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

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

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

*We accomplish our mission by providing:*

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

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

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

## **APPROACH**

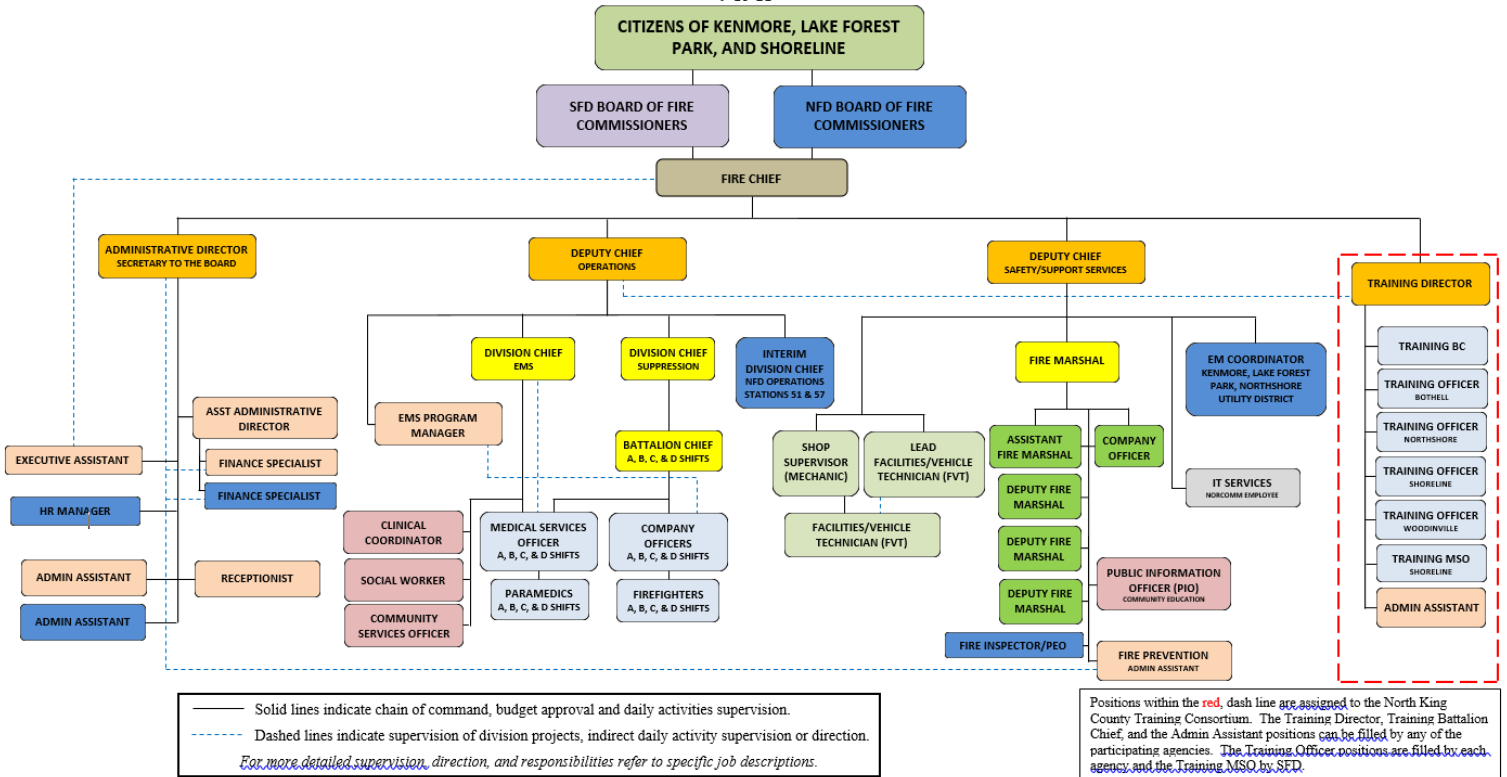
Our plan throughout this process has been to evaluate current services offered by the NFD to determine how to integrate our operations collaboratively. The overarching goal is to improve levels of services in our communities with, hopefully, financial savings to the citizens. To achieve that goal, many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

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

# COMBINED NFD/SFD FIRE DEPARTMENT

ORGANIZATIONAL CHART JANUARY 2022

9-15-21



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

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

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

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

- **Improved depth in dedicated administrative positions.** Together we would have better depth, expertise, and cross-training in many different functional areas, such as financial management, EMS program management, etc.
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- **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.

| <b>NFD/SFD Consolidation of Personnel - Current Model</b>   |  |             |
|---|--|-------------|
| Hours of work to be covered in 1 year   |  |             |
| Days of work  |  | 365         |
| Hours of Work   |  | 24          |
| Total annual hours of work  |  | 8,760       |
| Number of Shifts / Positions  |  | 4           |
| Annual Contractual Hours  |  | 2,496       |
| Annual Vacation Leave (4-platoon, 10 yr)  |  | 159.90      |
| Annual Holiday Leave (SFD CBA)  |  | 120.00      |
| Average Other Leave   |  | 0.00        |
| Total Leave Per Employee  |  | 279.90      |
| Hours Actually Worked by Average Employee   |  | 2,216.11    |
| Staffing Factor Calculation   |  |             |
| Total annual hours of work  |  | 2,496.00    |
| Hours actually worked by average employee   |  | 2,216.11    |
| STAFFING FACTOR (basic calculation)   |  | 1.13        |
| <b>Number of positions (minimum staffing)</b>   |  | <b>24</b>   |
| Projected Staffing (basic calculation, no debit)  |  | 27.0        |
| Average Sick Leave  |  | 117.63      |
| Average Bereavement Leave   |  | 2.35        |
| FF's on sick leave per shift  |  | 1.31        |
| <b>Projected Staffing Required (per shift)</b>  |  | <b>26.9</b> |
| <b>Assigned FF's Per Shift</b>  |  | <b>28</b>   |
| <b>Extra FF's on Duty, Likely Best (2 vaca, 1 SL)</b>   |  | <b>3.4</b>  |
| <b>Extra FF's on Duty Per Shift (No Sick Leave)</b>   |  | <b>2.4</b>  |
| <b>Extra FF's on Duty Per Shift (max vaca, avg SL)</b>  |  | <b>1.1</b>  |
| <i>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</i><br><i>* 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.</i> |  |             |

| <b>Vacation Slots Required Per Shift</b>     |          |
|--|----------|
| Annual hours of work per shift               | 2,190    |
| Annual vacation accrual (SFD CBA)            | 264.00   |
| Number of assigned FFs per shift             | 28       |
| Total hours of vacation per shift            | 7,392    |
| <b>Number of vacation spots per shift</b>    | <b>4</b> |
| Available annual hours of vacation           | 8,760    |
| Net amount of extra vacation hours available | 1,368    |

| <b>Anticipated Debit Days</b>    |             |
|----------------------------------|-------------|
| Contractual hours                | 2,496       |
| Annual hours per shift           | 2,190       |
| Holiday hours                    | 120         |
| Debit hours                      | 186         |
| Debit days per year              | 7.75        |
| Number of assigned FFs per shift | 28          |
| Total debit hours                | 5,208       |
| <b>Debit FF's per shift</b>      | <b>2.38</b> |

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.

| <b>NFD/SFD Possible Apparatus Staffing Matrix</b> |       |    |        |    |        |    |        |    |        |    |        |
|---|-------|----|--------|----|--------|----|--------|----|--------|----|--------|
| 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   |       | 2  |        | 2  |        | 2  |        | 2  |        | 2  |        |
| 3   | E151  | 3  | E151   | 3  | E151   | 3  | E151   | 3  | E151   | 3  | E151   |
| 4   |       | 4  |        | 4  |        | 4  |        | 4  |        | 4  |        |
| 5   |       | 5  |        | 5  |        | 5  |        | 5  |        | 5  |        |
| 6   | E157  | 6  | E157   | 6  | E157   | 6  | E157   | 6  | E157   | 6  | E157   |
| 7   |       | 7  |        | 7  |        | 7  |        | 7  |        | 7  |        |
| 8   |       | 8  |        | 8  |        | 8  |        | 8  |        | 8  |        |
| 9   | E165  | 9  | E165   | 9  | E165   | 9  | E165   | 9  | E165   | 9  | E165   |
| 10  |       | 10 |        | 10 |        | 10 |        | 10 |        | 10 |        |
| 11  |       | 11 |        | 11 |        | 11 |        | 11 |        | 11 |        |
| 12  | E164  | 12 | E164   | 12 | E164   | 12 | E164   | 12 | E164   | 12 | E164   |
| 13  |       | 13 |        | 13 |        | 13 |        | 13 |        | 13 |        |
| 14  |       | 14 |        | 14 |        | 14 |        | 14 |        | 14 |        |
| 15  | L161  | 15 | L161   | 15 | L161   | 15 | E163   | 15 | E163   | 15 | E163   |
| 16  |       | 16 |        | 16 |        | 16 |        | 16 |        | 16 |        |
| 17  | A151  | 17 | A151   | 17 | A151   | 17 | L161   | 17 | L161   | 17 | L161   |
| 18  |       | 18 |        | 18 |        | 18 |        | 18 |        | 18 |        |
| 19  | A163  | 19 | A163   | 19 | A163   | 19 | A151   | 19 | A151   | 19 | A151   |
| 20  |       | 20 |        | 20 |        | 20 |        | 20 |        | 20 |        |
| 21  | A164  | 21 | A164   | 21 | A164   | 21 | A163   | 21 | A163   | 21 | A163   |
| 22  |       | 22 |        | 22 |        | 22 |        | 22 |        | 22 |        |
| 23  | A165* | 23 | A165*  | 23 | A165*  | 23 | A164   | 23 | A164   | 23 | A164   |
| 24  |       | 24 |        | 24 |        | 24 |        | 24 |        | 24 |        |
| 25  | A157* | 25 | A157*  | 25 | A157*  | 25 | A165*  | 25 | A165*  | 25 | A165*  |
| 26  |       | 26 |        | 26 |        | 26 |        | 26 |        | 26 |        |
| 33  | Total | 27 | Total  | 27 | Total  | 27 | Total  | 27 | Total  | 27 | Total  |
|   |       | 34 |        | 34 |        | 34 |        | 34 |        | 34 |        |
|   |       |    | 35     |    | 35     |    | 35     |    | 35     |    | 35     |
|   |       |    |        | 36 |        | 36 |        | 36 |        | 36 |        |
|   |       |    |        |    | 37     |    | 37     |    | 37     |    | 37     |
|   |       |    |        |    |        | 38 |        | 38 |        | 38 |        |

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

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

*\*\* An Acting BC could be assigned to the B161 for mentoring and to be an aide. This position would not be filled every day and would depend on the qualifications of the employee and overall staffing needs.*

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

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

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

### **OTHER AGREEMENTS**

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

### **ADMINISTRATIVE STAFF**

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

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

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

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

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

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

### **SUPPORT SERVICES**

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

### **CAPITAL PURCHASES**

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

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

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

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

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

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

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

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

## **FLEET**

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

## **FACILITIES**

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

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

### **INSURANCE**

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

### **DISPATCH**

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

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

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

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

### **PUBLIC EDUCATION AND INFORMATION**

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

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

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

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

## **FINANCIAL BUDGETS**

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

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

## **SALARY AND BENEFITS BUDGET**

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



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

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

### **Uniformed Personnel**

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

**Administrative Staffing**

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

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

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

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

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

### **LEOFF I Liabilities**

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

### **Accrued Benefits Liabilities**

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

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

### **Operating Reserves**

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

**GENERAL EXPENSE BUDGET**

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

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

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

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

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

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

### **CAPITAL BUDGET**

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

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

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

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

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

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

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

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

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

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

## 20-YEAR CAPITAL PURCHASES PLAN

Updated 9/5/2021

All costs are inflated and compounded annually by 3%

Current Year 2021

### APPARATUS: Aid Car Purchases Plan

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

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

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

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

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

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

| Unit            | 2020        | 2021       | 2022 | 2023 | 2024 | 2025      | 2026        | 2027    | 2028        | 2029 | 2030      | 2031        | 2032 |
|-----------------|-------------|------------|------|------|------|-----------|-------------|---------|-------------|------|-----------|-------------|------|
| 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 |             |             |      |      |      |      |      |      |      |      | 2017 Pierce |
| L261                 |             |             |             |             |      |      |      |      |      |      |      |      | 2008 Pierce |
| Apparatus to be Sold |             | 1999 H&W    | 2010-Pierce | 2008-Pierce |      |      |      |      |      |      |      |      | 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   | 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  |  |  |

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

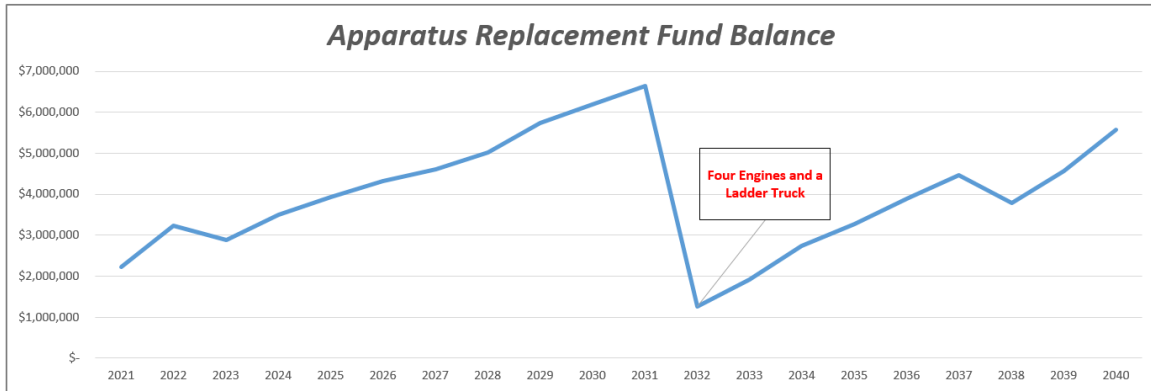
| Unit | 2020     | 2021      | 2022 | 2023 | 2024 | 2025 | 2026 | 2027      | 2028 | 2029 | 2030 | 2031 | 2032 |
|------|----------|-----------|------|------|------|------|------|-----------|------|------|------|------|------|
| B161 | Tahoe    | 2021 Ford |      |      |      |      |      | New B1    |      |      |      |      |      |
| 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          |                     |
| <b>Rolling Balance</b> | <b>\$ 2,224,319</b>       | <b>\$ 3,241,241</b> | <b>\$ 2,887,426</b>           | <b>\$ 3,494,808</b> | <b>\$ 3,930,744</b> | <b>\$ 4,323,465</b> | <b>\$ 4,698,293</b> | <b>\$ 5,018,322</b> | <b>\$ 5,731,312</b>         | <b>\$ 6,180,312</b> | <b>\$ 6,644,462</b>  | <b>\$ 1,255,035</b> | <b>\$ 1,907,667</b> | <b>\$ 2,743,086</b> |



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

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

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

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

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

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

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

## **FINANCIAL SUMMARY**

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

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

## **ASSUMPTIONS**

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

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

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

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

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

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

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

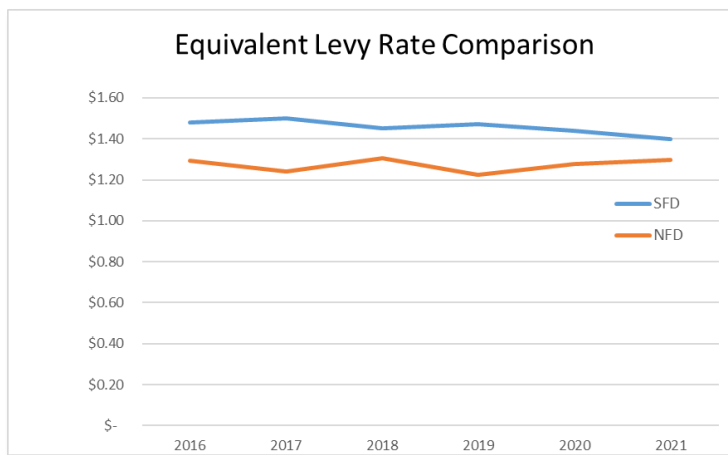
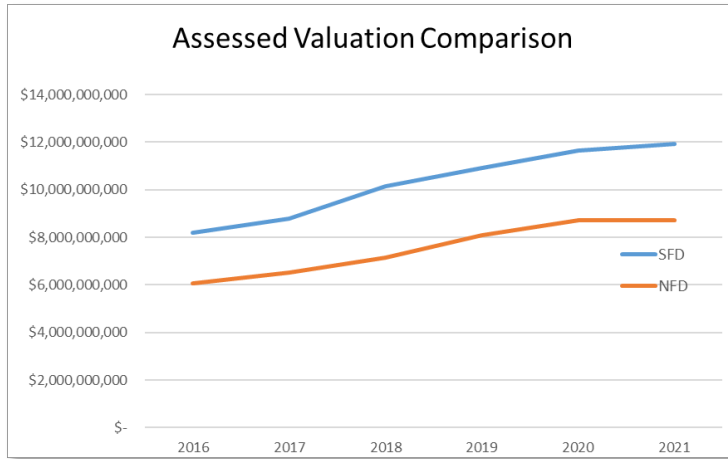
| <b>NFD One-Time Transfers to SFD</b>                         |                     |
|--|---------------------|
|  | <b>2022</b>         |
| LEOFF I Liabilities  | \$ 1,975,000        |
| Accrued Benefits Liabilities                                 | \$ 631,545          |
| Operating Reserves   | \$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

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

### **Levy Rate Comparison**

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

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



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

**INTEGRATION**

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

**Immediately:**

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

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

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

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

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

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

#### **July to September**

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

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

#### **October to December**

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

#### **CONCLUSION**

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

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

Thank you for your consideration.

## Appendix A

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

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



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

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

# Appendix B

## 2022 SALARIES & BENEFITS WORKSHEET FOR NFD PERSONNEL

(includes a 4% increase from 2021 wage scale)

| FTE                                      | DIV      | JOB TITLE          | EMPLOYEE NAME          | 9/7/2021<br>DRS Date | Yrs of Svcs | 104%<br>Position Pay | Total-ANNUAL<br>COMPENSATION | Notes  |  |
|--|----------|--------------------|------------------------|----------------------|-------------|----------------------|------------------------------|--|--|
| 1  | ADMIN    | Fire Chief         | VACANT                 | 9/7/2021             | 0-00        | \$ ---               | \$ ---                       | Remains vacant (\$15,636.18)   |  |
| 2  | ADMIN    | Division Chief     | McDonald               | 9/11/2020            | 0.99        | \$ 14,865.94         | \$ 222,928.89                | Re-assignment to Div Chief, salary is frozen until COLA raises position pay up to same level   |  |
| 3  | ADMIN    | HR Manager         | Moore                  | 9/10/2012            | 9.00        | \$ 9,839.64          | \$ 168,243.46                | Remains HR Manager, salary is frozen until COLA raises comparable position pay up to same level  |  |
| 4  | ADMIN    | Fin Specialist     | Killion                | 6/25/2016            | 5.21        | \$ 7,873.80          | \$ 131,376.78                | Remains Fin Spec, receives 2 raises of \$895.97/mo, one in 2022, one in 2023, for comparable position pay  |  |
| 0.5                                      | ADMIN    | Admin Specialist   | Kunkel- Part Time      | 8/8/2017             | 4.08        | \$ 2,308.54          | \$ 55,455.71                 | Remains Half-Time Admin Spec, receives raise of \$519.26/mo, for comparable position pay   |  |
| 0.5                                      | ADMIN    | Admin Specialist   | Walsh- Part Time       | 12/17/2019           | 1.7         | \$ ---               | \$ ---                       | Part-time position ends (\$2,877.39)   |  |
| 0.5                                      | 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)  |  |
| <b>TOTAL- ADMINISTRATION</b>             |          |                    |                        |                      |             |                      | \$ 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  |  |
| <b>TOTAL- TRAINING &amp; DEVELOPMENT</b> |          |                    |                        |                      |             |                      | \$ 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  |  |
| <b>TOTAL- FIRE PREVENTION</b>            |          |                    |                        |                      |             |                      | \$ 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                |  |  |
| 4  | OPS      | Batt Chief         | Tagart                 | 4/12/1993            | 28.4        | \$ 12,777.96         | \$ 213,137.86                | Reducing the number of operations BCs should occur by the middle of 2022. The positions will remain in this budget and a cost savings adjustment for half the year of the two most senior BCs is reflected in the budget |  |
| 1  | OPS      | Lieutenant         | Davis                  | 11/14/2002           | 18.8        | \$ 11,679.91         | \$ 196,282.27                |  |  |
| 2  | OPS      | Lieutenant         | Ford                   | 3/17/1997            | 24.5        | \$ 11,679.91         | \$ 198,657.12                |  |  |
| 3  | OPS      | Lieutenant         | Hansson                | 7/27/1998            | 23.1        | \$ 11,679.91         | \$ 194,441.76                |  |  |
| 4  | OPS      | Lieutenant         | Ingersoll              | 1/14/2002            | 19.7        | \$ 11,679.91         | \$ 192,687.57                |  |  |
| 5  | OPS      | Lieutenant         | Jamerson               | 3/1/2006             | 15.5        | \$ 11,679.91         | \$ 195,062.54                |  |  |
| 6  | OPS      | Lieutenant         | Loutsis                | 11/10/1987           | 33.8        | \$ 11,679.91         | \$ 203,406.94                |  |  |
| 7  | OPS      | Lieutenant         | Pritchett              | 5/10/2010            | 11.3        | \$ 11,679.91         | \$ 193,907.30                |  |  |
| 8  | OPS      | Lieutenant         | Schwartz               | 3/4/1996             | 25.5        | \$ 11,679.91         | \$ 200,406.11                |  |  |
| 1  | OPS      | FF0- 70% (SFD)     | Blake, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 125,034.89                |  |  |
| 2  | OPS      | FF0- 70% (SFD)     | Treger-Zier, FF1- Sept | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |  |  |
| 3  | OPS      | FF0- 70% (SFD)     | Kroon, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |  |  |
| 4  | OPS      | FF0- 70% (SFD)     | O'Dougherty            | 8/24/2021            | 0.0         | \$ 6,488.84          | \$ 118,444.56                |  |  |
| 5  | OPS      | FF0- 70% (SFD)     | Park, FF1- Sept        | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 100,936.40                |  |  |
| 6  | OPS      | FF0- 70% (SFD)     | Schneider              | 1/8/2020             | 1.7         | \$ 6,488.84          | \$ 118,444.56                |  |  |
| 7  | OPS      | FF0- 70% (SFD)     | Sharp, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 122,659.92                |  |  |
| 8  | OPS      | FF0- 70% (SFD)     | Taiwo, FF1- Sept       | 8/24/2020            | 1.0         | \$ 6,488.84          | \$ 103,311.37                |  |  |
| 9  | OPS      | FF0- 70% (SFD)     | Wilkinson              | 1/8/2020             | 1.7         | \$ 6,488.84          | \$ 120,819.53                |  |  |
| 10                                       | OPS      | FF0- 80% (SFD)     | Gillis, FF2- Sept      | 9/9/2019             | 2.0         | \$ 7,415.81          | \$ 112,810.92                |  |  |
| 11                                       | OPS      | FF2- 90% (SFD)     | Hurn, FF2- Sept        | 9/11/2018            | 3.0         | \$ 8,342.80          | \$ 148,784.07                |  |  |
| 12                                       | OPS      | FF2- 90% (SFD)     | Petro, FF3- Sept       | 9/11/2018            | 3.0         | \$ 8,342.80          | \$ 124,685.57                |  |  |
| 13                                       | OPS      | FF3- Top Step FF   | Brackett               | 3/4/2013             | 8.5         | \$ 9,269.77          | \$ 146,497.63                |  |  |
| 14                                       | OPS      | FF3- Top Step FF   | Carrasquillo           | 1/17/2017            | 4.6         | \$ 9,269.77          | \$ 138,935.07                |  |  |
| 15                                       | OPS      | FF3- Top Step FF   | Coletti                | 9/1/2015             | 6.0         | \$ 9,269.77          | \$ 149,355.91                |  |  |
| 16                                       | OPS      | FF3- Top Step FF   | Gilbert                | 1/14/2002            | 19.7        | \$ 9,269.77          | \$ 155,626.61                |  |  |
| 17                                       | OPS      | FF3- Top Step FF   | Heilman                | 12/1/2006            | 14.8        | \$ 9,269.77          | \$ 155,626.61                |  |  |
| 18                                       | OPS      | FF3- Top Step FF   | Hoffman                | 9/1/2015             | 6.0         | \$ 9,269.77          | \$ 141,218.58                |  |  |
| 19                                       | OPS      | FF3- Top Step FF   | Hofschulte             | 9/11/2006            | 15.0        | \$ 9,269.77          | \$ 165,408.41                |  |  |
| 20                                       | OPS      | FF3- Top Step FF   | Holmes                 | 3/17/1997            | 24.5        | \$ 9,269.77          | \$ 167,417.91                |  |  |
| 21                                       | OPS      | FF3- Top Step FF   | Kuykendall             | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 141,310.04                |  |  |
| 22                                       | OPS      | FF3- Top Step FF   | Langbehn               | 1/4/2018             | 3.7         | \$ 9,269.77          | \$ 150,876.79                |  |  |
| 23                                       | OPS      | FF3- Top Step FF   | Livingston             | 1/6/2014             | 7.7         | \$ 9,269.77          | \$ 160,658.59                |  |  |
| 24                                       | OPS      | FF3- Top Step FF   | McInturff              | 4/4/1994             | 27.4        | \$ 9,269.77          | \$ 148,434.71                |  |  |
| 25                                       | OPS      | FF3- Top Step FF   | Peterson               | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 153,251.76                |  |  |
| 26                                       | OPS      | FF3- Top Step FF   | Ross                   | 1/4/2016             | 5.7         | \$ 9,269.77          | \$ 154,191.84                |  |  |
| 28                                       | OPS      | FF3- Top Step FF   | Williams               | 8/15/1992            | 29.1        | \$ 9,269.77          | \$ 148,434.71                |  |  |
| <b>TOTAL- RESPONSE OPERATIONS</b>        |          |                    |                        |                      |             |                      | \$ 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<br>DRS Date | Yrs of Svcs | 103%<br>Position Pay | Total-ANNUAL<br>COMPENSATION | Notes  |  |
|--|-------------------------|------------------|------------------------|----------------------|-------------|----------------------|------------------------------|--|--|
| 1  | ADMIN                   | HR Manager       | Moore                  | 9/10/2012            | 9.00        | \$ 10,134.83         | \$ 172,200.17                | Remains HR Manager, salary is frozen until COLA raises comparable position pay up to same level  |  |
| 2  | ADMIN                   | Fin Specialist   | Killion                | 6/25/2016            | 5.21        | \$ 8,110.01          | \$ 134,543.00                | Remains Fin Spec, receives 2 raises of \$895.97/mo, one in 2022, one in 2023, for comparable position pay  |  |
| 0.5                                      | ADMIN                   | Admin Specialist | Kunkel- Part Time      | 8/8/2017             | 4.08        | \$ 2,377.80          | \$ 56,384.02                 | Remains Half-Time Admin Spec, receives raise of \$519.26/mo, for comparable position pay   |  |
| <b>TOTAL- ADMINISTRATION</b>             |                         |                  |                        |                      |             |                      | \$ 20,622.64                 | \$ 363,127.19  |  |
| 1  | Training                | Training-CAP     | Burrow                 | 6/24/2002            | 19.2        | \$ 12,889.61         | \$ 213,181.35                | Remains in Training and receives a pay raise of \$892.84/mo  |  |
| <b>TOTAL- TRAINING &amp; DEVELOPMENT</b> |                         |                  |                        |                      |             |                      | \$ 12,889.61                 | \$ 213,181.35  |  |
| 2  | Prev Fire Inspector/PIO |                  | Booth                  | 4/1/2000             | 21.4        | \$ 10,980.05         | \$ 177,068.93                | Remains splitting time, receives 2 raises of \$993.22/mo, one in 2022, one in 2023, for comparable position pay  |  |
| <b>TOTAL- FIRE PREVENTION</b>            |                         |                  |                        |                      |             |                      | \$ 10,980.05                 | \$ 177,068.93  |  |
| 1  | OPS                     | Batt Chief       | Hochstein              | 9/9/1996             | 25.0        | \$ 13,161.30         | \$ 213,249.99                | For budgeting purposes only the top two senior BC positions are being removed to account for attrition.<br>Actual retirements will dictate which positions are eventually vacated. |  |
| 2  | OPS                     | Batt Chief       | Morris                 | 9/9/1996             | 25.0        | \$ 13,161.30         | \$ 216,523.70                |  |  |
| 3  | OPS                     | Batt Chief       | Knight                 | 8/2/1983             | 40.3        | \$ ---               | \$ ---                       |  |  |
| 4  | OPS                     | Batt Chief       | Taggart                | 4/12/1993            | 28.4        | \$ ---               | \$ ---                       |  |  |
| 1  | OPS                     | Lieutenant       | Davis                  | 11/14/2002           | 18.8        | \$ 12,030.30         | \$ 200,770.86                |  |  |
| 2  | OPS                     | Lieutenant       | Ford                   | 3/17/1997            | 24.5        | \$ 12,030.30         | \$ 203,145.71                |  |  |
| 3  | OPS                     | Lieutenant       | Hansson                | 7/27/1998            | 23.1        | \$ 12,030.30         | \$ 198,930.35                |  |  |
| 4  | OPS                     | Lieutenant       | Ingersoll              | 1/14/2002            | 19.7        | \$ 12,030.30         | \$ 197,176.16                |  |  |
| 5  | OPS                     | Lieutenant       | Jamerson               | 3/1/2006             | 15.5        | \$ 12,030.30         | \$ 199,551.13                |  |  |
| 6  | OPS                     | Lieutenant       | Loutsis                | 11/10/1987           | 33.8        | \$ 12,030.30         | \$ 207,895.53                |  |  |
| 7  | OPS                     | Lieutenant       | Pritchett              | 5/10/2010            | 11.3        | \$ 12,030.30         | \$ 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                |  |  |
| <b>TOTAL- RESPONSE OPERATIONS</b>        |                         |                  |                        |                      |             |                      | \$ 38,191.45                 | \$ 5,805,474.41  |  |

## **Appendix B (continued)**

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

#### **SFD**

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

#### **NFD**

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

## Appendix B (continued)

### 2023 Administrative Staff Cost Loading

#### SFD

| 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         |
| <b>NFD Cost burden on SFD Personnel</b> |           |             |           |             | <b>\$715,666</b> |

#### NFD

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

**Appendix B (continued)**

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

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

## Appendix C

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

## Appendix C (continued)

|                                       |              |  |               |               |             |   |
|---------------------------------------|--------------|--|---------------|---------------|-------------|---|
| 79                                    | 522.10.44.10 | Advertising - job posts  | \$ 500.00     | \$ 500        |             |   |
| 80                                    | 522.10.44.10 | Advertising - Legal  | \$ 600.00     | \$ 600        |             |   |
| 81                                    | 522.10.45.10 | Leases - copiers (includes toner and service)                      | \$ 4,200.00   | \$ 4,200      |             |   |
| 82                                    | 522.10.46.10 | Insurance - Building/Apparatus                                     | \$ 81,900.00  | \$ 24,500     | \$ 57,400   | Move to SFD policy and savings              |
| 83                                    | 522.10.48.30 | Computer - Software licenses                                       | \$ 33,100.00  | \$ 25,500     | \$ 7,600    | Many upgrades, but savings being with SFD   |
| 84                                    | 522.10.48.30 | Computer - Server and networking hardware (purchase with reserves) | \$ 50,000.00  |               |             | Capital purchase                            |
| 85                                    | 522.10.48.30 | Computer - FireTrex STAFFING program                               | \$ 3,300.00   | \$ 3,375      | \$ (75)     | Telestaff                                   |
| 86                                    | 522.10.48.30 | Computer - FireTrex TRAINING program                               | \$ 1,200.00   | \$ 1,200      | \$ -        |   |
| 87                                    | 522.10.48.30 | Computer - Springbrook (financial) software maintenance/hosting    | \$ 11,725.00  | \$ 3,000      | \$ 8,725    | Be on SFD server and not the cloud          |
| 88                                    | 522.10.48.30 | Computer - Hardware/ software (TBD) - total District               | \$ 9,000.00   | \$ -          | \$ 9,000    | Capital purchase                            |
| 89                                    | 522.10.48.30 | Computer - Smarsh archiving software                               | \$ 3,800.00   | \$ 3,800      |             |   |
| 90                                    | 522.10.48.30 | Computer - KC iNet   | \$ 22,450.00  | \$ 35,000     | \$ (12,550) | Much better connection, but increased costs |
| 91                                    | 522.10.48.30 | Computer - Purchases/ 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     |             |   |
|                                       |              | <i>Excludes lines 47, 48, 84, 91</i>                               | \$ 682,791.94 | \$ 276,046.94 |             |   |
| <b>COMMUNITY SERVICES (3)</b>         |              |  |               |               |             |   |
| 107                                   | 522.41.11.10 | Overtime - Comm Svcs   | \$ -          | \$ -          | \$ -        | Moved to S&B budget                         |
| 108                                   | 522.41.31.10 | Office/Operating Supplies - fire safety materials                  | \$ 500.00     | \$ 500        |             |   |
| 109                                   | 522.41.31.10 | Office/Operating Supplies - bike helmets                           | \$ 500.00     | \$ 500        |             |   |
| 110                                   | 522.41.31.10 | Office/Operating Supplies - drill expenses                         | \$ 100.00     | \$ 100        |             |   |
| 111                                   | 522.41.31.10 | Office/Operating Supplies - open house expenses                    | \$ 2,500.00   | \$ 2,500      |             |   |
| 112                                   | 522.41.31.10 | Office/Operating Supplies - school program                         | \$ 6,000.00   | \$ 6,000      |             |   |
| 113                                   | 522.41.31.10 | Office/Operating Supplies - community/school fairs/ events         | \$ 1,000.00   | \$ 1,000      |             |   |
| 114                                   | 522.41.31.10 | Office/Operating Supplies - outreach programs                      | \$ 9,000.00   | \$ 9,000      |             |   |
| 115                                   | 522.41.44.10 | Advertising - ads, banners, social media, etc.                     | \$ 500.00     | \$ 500        |             |   |
| 116                                   | 522.41.49.60 | CPR/First Aid - supplies   | \$ 800.00     | \$ 800        |             |   |
| 117                                   | 522.41.49.60 | CPR/First Aid - Training Center Fees                               | \$ 275.00     | \$ 275        |             |   |
| 118                                   | 522.41.49.60 | CPR/First Aid - Class materials (reimbursable)                     | \$ 2,000.00   |               |             |   |
| 119                                   | 522.41.49.60 | CPR/First Aid - Refunds given                                      | \$ 200.00     |               |             |   |
|                                       |              | <i>Excludes lines 118, 119</i>                                     | \$ 21,175.00  | \$ 21,175.00  |             |   |
| <b>TRAINING &amp; DEVELOPMENT (4)</b> |              |  |               |               |             |   |
| 121                                   | 522.45.10.10 | Salary & Wages - Training - recruit school instructor              | \$ 20,000.00  |               |             |   |
| 123                                   | 522.45.11.10 | OT - TRN - CBT Instructor  | \$ 3,600.00   | \$ 3,600      |             |   |
| 124                                   | 522.45.11.10 | OT - TRN - Ad hoc  | \$ 6,000.00   | \$ 6,000      |             |   |
| 125                                   | 522.45.11.10 | OT - TRN - Driver/ Operator instructors                            | \$ 1,200.00   | \$ 1,200      |             |   |
| 126                                   | 522.45.11.10 | OT - TRN - EVIP instructor certification (students)                | \$ 1,200.00   | \$ -          | \$ 1,200    | Absorbed into NKCTC                         |
| 127                                   | 522.45.11.10 | OT - TRN - HR/Leadership training (students)                       | \$ 3,000.00   | \$ 3,000      |             |   |
| 128                                   | 522.45.11.10 | OT - TRN - Truck/TRT SME (24 hours/3 days) of class in PDX         | \$ 2,200.00   | \$ 2,200      |             |   |
| 129                                   | 522.45.11.10 | OT - TRN - Pump Academy students (~64 hours)                       | \$ 5,000.00   | \$ 5,000      |             |   |
| 130                                   | 522.45.11.10 | OT - TRN - SMEs for NKCTC (reimbursable)                           | \$ 4,000.00   | \$ -          |             |   |
| 131                                   | 522.45.11.10 | OT - TRN - FF backfill for LT to Academy as instructor             | \$ 68,016.00  | \$ 68,016     |             |   |
| 132                                   | 522.45.11.10 | OT - TRN - Academy Instructor                                      | \$ 14,950.00  | \$ 14,950     |             |   |
| 138                                   | 522.45.25.10 | Uniforms - Training  | \$ 400.00     | \$ 400        |             |   |
| 144                                   | 522.45.31.10 | Office/Operating Supplies - food/beverage for classes              | \$ 750.00     | \$ 750        |             |   |
| 145                                   | 522.45.31.10 | Office/Operating Supplies - supplies, clothing, etc. for recruits  | \$ 2,000.00   | \$ 2,000      |             |   |
| 146                                   | 522.45.31.30 | Library/Media Supplies - resource center books                     | \$ 750.00     | \$ 750        |             |   |



## Appendix C (continued)

|                                     |              |   |               |               |          |   |
|-------------------------------------|--------------|---|---------------|---------------|----------|---|
| 147                                 | 522.45.35.10 | Tools/Equipment - TBD   | \$ 500.00     | \$ 500        |          |   |
| 148                                 | 522.45.41.10 | Professional Services - TBD   | \$ 200.00     | \$ 200        |          |   |
| 149                                 | 522.45.41.10 | Professional Services - NUD water (reimbursable by NKCTC)                   | \$ 8,000.00   | \$ 8,000      |          |   |
| 150                                 | 522.45.41.20 | Conference Registration - EMT School books for students                     | \$ 450.00     | \$ 450        |          |   |
| 151                                 | 522.45.41.20 | Conference Registration - Recruit Academy                                   | \$ 12,000.00  | \$ 12,000     |          |   |
| 152                                 | 522.45.41.20 | Conference Registration - Ad hoc classes/workshops/conferences              | \$ 2,700.00   | \$ 2,700      |          |   |
| 153                                 | 522.45.41.20 | Conference Registration - Firemanship Conf for 2                            | \$ 1,400.00   | \$ 1,400      |          |   |
| 154                                 | 522.45.41.20 | Conference Registration - ODA classes                                       | \$ 4,000.00   | \$ 4,000      |          |   |
| 155                                 | 522.45.41.20 | Conference Registration - FDIC Conf for 2                                   | \$ 2,080.00   | \$ 2,080      |          |   |
| 156                                 | 522.45.41.20 | Conference Registration - FRI Conf for 2                                    | \$ 1,700.00   | \$ -          | \$ 1,700 | Not needed, SFD personnel               |
| 157                                 | 522.45.43.10 | Travel - Per Diem - Firemanship Conf for 2                                  | \$ 730.00     | \$ 730        |          |   |
| 158                                 | 522.45.43.10 | Travel - Per Diem - FDIC Conf for 2   | \$ 700.00     | \$ 700        |          |   |
| 159                                 | 522.45.43.10 | Travel - Per Diem - FRI Conf for 2  | \$ 600.00     | \$ -          | \$ 600   | Not needed, SFD personnel               |
| 160                                 | 522.45.43.10 | Travel - Per Diem - Ad hoc  | \$ 150.00     | \$ 150        |          |   |
| 161                                 | 522.45.43.10 | Travel - Air Fare - Firemanship Conf for 2 RT to PDX                        | \$ 400.00     | \$ 400        |          |   |
| 162                                 | 522.45.43.20 | Travel - Air Fare - FDIC Conf for 2   | \$ 800.00     | \$ 800        |          |   |
| 163                                 | 522.45.43.20 | Travel - Air Fare - FRI Conf for 2  | \$ 1,000.00   | \$ -          | \$ 1,000 | Not needed, SFD personnel               |
| 164                                 | 522.45.43.20 | Travel - Air Fare - Ad hoc  | \$ 2,000.00   | \$ 2,000      |          |   |
| 165                                 | 522.45.43.30 | Travel - Lodging - Firemanship Conf for 2                                   | \$ 1,600.00   | \$ 1,600      |          |   |
| 166                                 | 522.45.43.30 | Travel - Lodging - FDIC Conf for 2  | \$ 1,700.00   | \$ 1,700      |          |   |
| 167                                 | 522.45.43.30 | Travel - Lodging - FRI Conf for 2   | \$ 1,700.00   | \$ -          | \$ 1,700 | Not needed, SFD personnel               |
| 168                                 | 522.45.43.30 | Travel - Lodging - Ad hoc   | \$ 1,700.00   | \$ 1,700      |          |   |
| 169                                 | 522.45.43.40 | Travel - Mileage/Parking - ad hoc   | \$ 150.00     | \$ 150        |          |   |
| 170                                 | 522.45.43.50 | Travel - Ground Transport - FDIC Conf                                       | \$ 75.00      | \$ 75         |          |   |
| 171                                 | 522.45.43.50 | Travel - Ground Transport - FRI Conf  | \$ 75.00      | \$ -          | \$ 75    | Not needed, SFD personnel               |
| 172                                 | 522.45.48.10 | Maintenance/Repair - Training prop maintenance (reimbursable)               | \$ 5,000.00   |               |          |   |
| 173                                 | 522.45.48.10 | Maintenance/Repair - Misc.  | \$ 250.00     | \$ 250        |          |   |
| 174                                 | 522.45.49.20 | Dues/Subscriptions - professional publications                              | \$ 300.00     | \$ 300        |          |   |
| 175                                 | 522.45.49.20 | Dues/Subscriptions - NKCTC share  | \$ 35,840.00  | \$ 35,840     | \$ -     | Will increase in 2022 by 12% regardless |
| 176                                 | 522.45.49.20 | Dues/Subscriptions - KCFTOA   | \$ 100.00     | \$ 100        |          |   |
| 177                                 | 522.45.49.20 | Dues/Subscriptions KC Core Services for Shoreline MSO at NKCTC              | \$ 16,923.00  |               |          |   |
|                                     |              | <i>Excludes lines 121, 130, 149, 173, 177</i>                               | \$ 183,966.00 | \$ 177,691.00 |          |   |
| <b>HEALTH AND SAFETY (5)</b>        |              |   |               |               |          |   |
| 178                                 | 522.24.29.30 | Preventive Medical - Flu Shots/Hearing tests                                | \$ 3,500.00   | \$ 3,500      |          |   |
| 179                                 | 522.24.29.40 | Preventive Medical - Exposure control                                       | \$ 600.00     | \$ 600        |          |   |
| 180                                 | 522.24.31.10 | Supplies - food and beverages at incidents/ training events                 | \$ 200.00     | \$ 200        |          |   |
| 181                                 | 522.24.31.10 | Supplies - replacement and repair of rehab supplies                         | \$ 1,000.00   | \$ 1,000      |          |   |
| 182                                 | 522.24.35.10 | Tools/Equipment - replace, repair, maintain exercise equipment              | \$ 2,500.00   | \$ 1,000      | \$ 1,500 | Add to capital purchases                |
|                                     |              |   | \$ 7,800.00   | \$ 6,300.00   |          |   |
| <b>COMMUNITY RISK REDUCTION (6)</b> |              |   |               |               |          |   |
| 184                                 | 522.30.11.10 | Overtime - CRR  | \$ -          | \$ -          | \$ -     | Moved to S&B budget                     |
| 191                                 | 522.30.25.10 | Uniforms - CRR  | \$ 600.00     | \$ 600        |          |   |
| 197                                 | 522.30.31.10 | Office/Operating Supplies - invest./inspect.; Knox Box; small tools, equip. | \$ 700.00     | \$ 700        |          |   |
| 198                                 | 522.30.31.10 | Office/Operating Supplies - EOC equipment                                   | \$ 1,000.00   | \$ 1,000      |          |   |
| 199                                 | 522.30.31.10 | Office/Operating Supplies - CERT program supplies                           | \$ 1,000.00   | \$ 1,000      |          |   |
| 200                                 | 522.30.31.30 | Library/Media Supplies - Code books and reference manuals                   | \$ 600.00     | \$ 600        |          |   |
| 201                                 | 522.30.41.10 | Professional Services - NEMCO share   | \$ 38,173.00  | \$ 38,173     |          |   |
| 202                                 | 522.30.41.20 | Conf. Registration - FPI for 2; NW Fire Investigator for 1; Misc. courses   | \$ 2,100.00   | \$ 2,100      |          |   |
| 203                                 | 522.30.43.10 | Travel - Per Diem - FPI for 2; NW Fire Investigator for 1                   | \$ 270.00     | \$ 270        |          |   |
| 204                                 | 522.30.43.30 | Travel - Lodging - FPI for 2; NW Fire Investigator for 1                    | \$ 1,280.00   | \$ 1,280      |          |   |
| 205                                 | 522.30.48.10 | Maintenance/Repairs - extinguisher servicing                                | \$ 250.00     | \$ 250        |          |   |
| 206                                 | 522.30.49.20 | Dues/Subscriptions - CRR professional organizations                         | \$ 520.00     | \$ 520        |          |   |
| 207                                 | 522.30.49.20 | Dues/Subscriptions - CodePal software                                       | \$ 3,400.00   | \$ -          | \$ 3,400 | SFD has replaced within ESO modules     |
|                                     |              |   | \$ 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/stripping  | \$ 7,060.00   | \$ 7,060      |           |   |
| 222                     | 522.20.25.10 | Uniforms - New Hires  | \$ 4,558.00   | \$ 4,558      |           |   |
| 223                     | 522.20.25.10 | Uniforms - Placeholder for re-branding  | \$ 10,000.00  | \$ 7,500      | \$ 2,500  | Reduced need                                    |
| 224                     | 522.20.25.20 | Uniforms - Purchase and replace bunker gear/PPE; testing and repair   | \$ 35,696.00  | \$ 5,000      | \$ 30,696 | Except for testing and repair, capital purchase |
| 225                     | 522.20.25.20 | Uniforms - New hire bunker gear/PPE   | \$ 12,065.00  | \$ 12,065     | \$ -      | Capital purchase                                |
| 231                     | 522.20.31.10 | Office/Operating Supplies - Hydrant maintenance   | \$ 500.00     | \$ 500        |           |   |
| 232                     | 522.20.31.10 | Office/Operating Supplies - Medical supplies  | \$ 18,000.00  | \$ 18,000     |           |   |
| 233                     | 522.20.31.10 | Office/Operating Supplies - Defib supplies  | \$ 3,500.00   | \$ 3,500      |           |   |
| 234                     | 522.20.31.10 | Office/Operating Supplies - Medical/Covid-19  | \$ 5,000.00   | \$ 5,000      |           |   |
| 235                     | 522.20.31.10 | Office/Operating Supplies - Medical/DOH Grant   | \$ 1,200.00   | \$ 1,200      |           |   |
| 236                     | 522.20.31.10 | Office/Operating Supplies - Oxygen  | \$ 750.00     | \$ 750        |           |   |
| 237                     | 522.20.31.10 | Office/Operating Supplies - Bio-Hazard disposal   | \$ 600.00     | \$ 600        |           |   |
| 238                     | 522.20.31.10 | Office/Operating Supplies - EMS equipment repair and maintenance  | \$ 750.00     | \$ 750        |           |   |
| 239                     | 522.20.31.10 | Office/Operating Supplies   | \$ 1,000.00   | \$ 1,000      |           |   |
| 240                     | 522.20.31.10 | Office/Operating Supplies   | \$ 1,000.00   | \$ 1,000      |           |   |
| 241                     | 522.20.35.10 | Tools/Equipment - Replace, repair, maintain apparatus tools and fire extinguishers; portable equip repair and maintenance; battery powered tools for R151 | \$ 8,950.00   | \$ 8,950      |           |   |
| 242                     | 522.20.35.10 | Tools/Equipment - E-Drainic rescue tools for K151 (purchase with reserves)  | \$ 38,500.00  | \$ -          |           | Capital purchase                                |
| 243                     | 522.20.35.10 | Tools/Equipment - 4 thermal imagers (purchase with reserves)  | \$ 12,000.00  | \$ -          |           | Capital purchase                                |
| 244                     | 522.20.35.10 | Tools/Equipment - SCBA equipment; flow testing; compressors; air monitoring   | \$ 8,900.00   | \$ 8,900      |           |   |
| 245                     | 522.20.35.10 | Tools/Equipment - Winter storm supplies   | \$ 2,000.00   | \$ 2,000      |           |   |
| 246                     | 522.20.35.10 | Tools/Equipment - Combat Sniper hose; nozzles (purchase with reserves)  | \$ 66,015.00  | \$ -          |           | Capital purchase                                |
| 247                     | 522.20.35.10 | Tools/Equipment - Hydrant kits  | \$ 7,328.00   | \$ -          |           | Capital purchase                                |
| 248                     | 522.20.35.10 | Tools/Equipment - 4 Elkhart standpipe kits; 8 swivel bell reducers (purchase with reserves)   | \$ 7,745.00   | \$ -          |           |   |
| 249                     | 522.20.35.10 | Tools/Equipment - 4 wildland progressive hose packs   | \$ 4,660.00   | \$ 4,660      |           | Capital purchase                                |
| 250                     | 522.20.42.10 | Communication - Dispatch - Norcom fees  | \$ 196,130.00 | \$ 196,130    |           |   |
| 251                     | 522.20.42.10 | Communication - Dispatch-related repairs  | \$ 500.00     | \$ 500        |           |   |
| 252                     | 522.20.42.20 | Communication General - 10 pagers   | \$ 4,200.00   | \$ 4,200      |           |   |
| 253                     | 522.20.42.20 | Communication General - radio batteries; fitted earpiece speakers   | \$ 3,500.00   | \$ 3,500      |           |   |
| 254                     | 522.20.42.60 | Communication - 800 MHZ Fees  | \$ 20,000.00  | \$ 20,000     |           |   |
| 255                     | 522.20.48.10 | Maintenance/Repair - Hose testing; repair and maintenance   | \$ 4,000.00   | \$ 4,000      |           |   |
| 256                     | 522.20.48.10 | Maintenance/Repair - Ladder testing   | \$ 900.00     | \$ 900        |           |   |
| 257                     | 522.20.49.20 | Dues/Subscriptions ESO Fire and ESO EHR subscriptions   | \$ 4,875.00   | \$ 4,875      |           |   |
|                         |              | Excludes lines 209, 210, 211, 242, 243, 246, 248  | \$ 387,622.00 | \$ 347,098.00 |           |   |
| TECHNICAL RESCUE (8)    |              |   |               |               |           |   |
| 258                     | 522.21.11.10 | Overtime - TRT Instructor/Water Rescue tech training  | \$ 29,000.00  | \$ -          | \$ 29,000 | Moved to S&B budget                             |
| 259                     | 522.21.35.10 | Tools/Equipment - TRT supplies and equipment  | \$ 200.00     | \$ 200        |           |   |
| 260                     | 522.21.35.10 | Tools/Equipment - Water rescue equipment  | \$ 2,200.00   | \$ 2,200      |           |   |
| 261                     | 522.21.35.10 | Tools/Equipment - Rope software and hardware  | \$ 9,130.00   | \$ 9,130      |           |   |
| 262                     | 522.21.41.20 | Class Registration - TRT technician training  | \$ 12,000.00  | \$ 12,000     |           |   |
|                         |              |   | \$ 52,530.00  | \$ 23,530.00  |           |   |
| HAZMAT (9)              |              |   |               |               |           |   |
| 263                     | 522.22.31.10 | Office/Operating Supplies - HazMat supplies   | \$ 300.00     | \$ 300        |           |   |
| 264                     | 522.22.35.10 | Tools/Equipment - gas detectors and sensors; fire suppression foam  | \$ 2,200.00   | \$ 2,200      |           |   |
|                         |              |   | \$ 2,500.00   | \$ 2,500.00   |           |   |
| FLEET MAINTENANCE (11)  |              |   |               |               |           |   |
| 265                     | 522.60.31.50 | Supplies - misc. for vehicle maintenance  | \$ 1,500.00   | \$ 1,500      |           |   |
| 266                     | 522.60.32.10 | Gas/Diesel for all District vehicles  | \$ 19,500.00  | \$ 19,500     |           |   |
| 267                     | 522.60.48.10 | Repair/Body Work - All Vehicles   | \$ 3,000.00   | \$ 3,000      |           |   |
| 268                     | 522.60.48.20 | Support Vehicles - PM   | \$ 10,000.00  | \$ -          | \$ 10,000 | Covered by SFD personnel                        |
| 269                     | 522.60.48.30 | Aid Units - PM  | \$ 6,000.00   | \$ -          | \$ 6,000  | Covered by SFD personnel                        |
| 270                     | 522.60.48.40 | Suppression Units - PM  | \$ 50,000.00  | \$ -          | \$ 50,000 | Covered by SFD personnel                        |
|                         |              |   | \$ 90,000.00  | \$ 24,000.00  |           |   |

## Appendix C (continued)

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

# Appendix D

| 20-YEAR CAPITAL PURCHASES PLAN  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
|---|--------------------------|-----------------|--------------|--------------|--------------|-----------|--------------|-----------|--------------|-------------------|--------------|--------|--------------|-------------|--------------|--------|--------------|-----------|--------------|-----------|-------------|
| Updated 9/15/2021   |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| All costs are inflated and compounded annually by 3%  |                          |                 |              |              |              |           |              |           |              | Current Year 2021 |              |        |              |             |              |        |              |           |              |           |             |
| <b>APPARATUS: Aid Car Purchases Plan</b>  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| 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 |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A163  | 2015 Ford                | Year            | Cost         | Year         | Cost         |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A164  | 2015 Terrastar           | 2027            | \$202,989    | 2037         | \$353,035    |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A165  | 2015 Ford                | 2021            | \$220,000    | 2031         | \$295,662    |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A165  | 2017 Ford                | 2025            | \$191,336    | 2035         | \$332,770    |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A151  | 2016 Horton              | 2026            | \$255,040    | 2036         | \$264,854    |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A157  | 2008 Braun               | 2028            | \$270,572    | 2038         | \$280,984    |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| A261  | 2010 Ford (4x4)          | 2030            | \$287,050    |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Vehicles will be balanced to equalize mileage, wear and tear. The replacement of the Terrastar will be not be a heavy duty chassis. Grouping aid car purchases will allow greater economies of scale, but would limit flexibility in rotating aid cars to reserve status. Keeping apparatus #1101 for 14 years as it is essentially a reserve for entire life cycle and has 4x4 option. |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Average cost per year for aid car replacement over the 20 year period is \$147,715  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Unit  | 2020                     | 2021            | 2022         | 2023         | 2024         | 2025      | 2026         | 2027      | 2028         | 2029              | 2030         | 2031   | 2032         | 2033        | 2034         | 2035   | 2036         | 2037      | 2038         | 2039      | 2040        |
| Aid 163   | 2017 Ford                |                 |              |              |              |           |              |           | Remount 2    |                   |              |        |              |             |              |        |              |           | New A7       |           |             |
| Aid 164   | 2015 Terra               | New A1          |              |              |              |           |              |           |              |                   |              | New A5 |              |             |              |        |              |           |              |           |             |
| Aid 165   | 2015 Ford                |                 |              |              |              | Remount 1 |              |           |              |                   |              |        |              |             |              | New A6 |              |           |              |           |             |
| Aid 151   | 2016 Horton              |                 |              |              |              |           |              |           | New A2       |                   |              |        |              |             |              |        |              | Remount 4 |              |           |             |
| Aid 157   | 2008 Braun               | 2015 Terra      |              |              |              |           |              |           | 2016 Horton  |                   |              |        |              |             |              |        |              |           |              | Remount 5 |             |
| Aid 261**   | 2010 Ford                |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Aid 262 Reserve   | 2008 Braun               |                 |              |              |              |           |              |           | 2016 Horton  |                   |              |        |              |             |              |        |              |           |              |           |             |
| To Be Sold  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Chassis 2016-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.   |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| <b>APPARATUS: Structural (Fire Engines, Ladder Truck, Rescue) Purchases Plan</b>  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| 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 |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| E163  | 2008 Pierce Fire Engine* | Year (Age)      | Cost         | Year (Age)   | Cost         |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| E164  | 2020 Pierce Fire Engine  | 2023            | \$864,634    | 2038         | \$1,347,071  |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| 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)     |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| E164  | 2008 Pierce              | 2020 Pierce     |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| E165  | 2008 Pierce              | 2020 Pierce     |              |              |              |           |              |           |              |                   |              |        | New (E4)     |             |              |        |              |           |              |           |             |
| E151  | 2010 Pierce              | 2020 Pierce     |              |              |              |           |              |           |              |                   |              |        | New (E5)     |             |              |        |              |           |              |           |             |
| E157  | 2010 Pierce              | 2020 Pierce     |              |              |              |           |              |           |              |                   |              |        | New (E7)     |             |              |        |              |           |              |           |             |
| L161  | 2017 Pierce              | 2020 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 |
| Bold lettering indicates a new purchase. If the lettering is struck through it indicates that the vehicle is to be sold as surplus.   |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| <b>APPARATUS: Support Vehicles</b>  |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Staff vehicles have different life cycles and usage, but will be rotated by the time they have approximately 150,000 miles.   |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| 2020 Cost for a: Truck1 \$40,000 Truck2 \$45,000 Truck3 \$70,000 Mid-SUV \$38,000 SUV \$42,000 Hybrid \$32,000 BC \$120,000 BC Rmt \$70,000   |                          |                 |              |              |              |           |              |           |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Use   | Type                     | Transition Plan | 1st Purchase |              | 2nd Purchase |           | 3rd Purchase |           | 4th Purchase |                   | 5th Purchase |        | 6th Purchase |             | 7th Purchase |        | 8th Purchase |           | 9th Purchase |           |             |
| BC/FP   | Pickup                   | 6 yrs/60k miles | Year         | Cost         | Year         | Cost      | Year         | Cost      | Year         | Cost              | Year         | Cost   | Year         | Cost        | Year         | Cost   | Year         | Cost      | Year         | Cost      |             |
|   |                          |                 | 2027         | \$191,049    | 2033         | \$156,834 | 2039         | \$187,268 |              |                   |              |        |              |             |              |        |              |           |              |           |             |
| Vehicles will be "inckled" 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       |                   |              |        |              |             |              |        |              |           |              |           | 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                             |
| <b>COMMISSIONERS (1)</b>     |              |  |                      |                   |                  |                                   |
| 1                            | 522.11.10.10 | Salary & Wages - BoFC                            | \$ 45,000.00         | \$ 22,500         | \$ 22,500        | Reduce to 1 BOC meeting per month |
| 2                            | 522.11.21.10 | Social Security & Medicare - BoFC                | \$ 3,442.50          | \$ 1,721          | \$ 1,721         | Reduce to 1 BOC meeting per month |
| 3                            | 522.11.21.20 | L&I - BoFC                                       | \$ 1,440.00          | \$ 720            | \$ 720           | Reduce to 1 BOC meeting per month |
| 4                            | 522.11.21.30 | WA Paid FML - BoFC                               | \$ 66.00             | \$ 33             | \$ 33            | Reduce to 1 BOC meeting per month |
| 5                            | 522.11.31.40 | Meetings - Food/beverage for BoFC retreat        | \$ 500.00            | \$ 500            |                  |                                   |
| 6                            | 522.11.41.10 | Professional Services - BoFC audio recording     | \$ 3,000.00          | \$ 1,500          | \$ 1,500         | Reduce to 1 BOC meeting per month |
| 7                            | 522.11.43.60 | Travel - BoFC ad hoc training/conferences        | \$ 1,000.00          | \$ 1,000          |                  |                                   |
| 8                            | 522.11.43.60 | Travel - BoFC ad hoc mileage/tolls/parking       | \$ 100.00            | \$ 100            |                  |                                   |
| 9                            | 522.11.49.20 | Dues/Subscriptions - KC Fire Commissioners       | \$ 200.00            | \$ 200            |                  |                                   |
|                              |              |  | <b>\$ 54,748.50</b>  |                   |                  |                                   |
| <b>ADMINISTRATION (2)</b>    |              |  |                      |                   |                  |                                   |
| 10                           | 522.10.10.10 | Salary & Wages - PT District Board Secretary     | \$ 9,894.14          | \$ 9,894          |                  | New item, Estimate only           |
| 82                           | 522.10.46.10 | Insurance - Board of Commissioners               | \$ 5,000.00          | \$ 5,000          |                  | New item, Estimate only           |
| 46                           | 522.10.41.10 | Professional Services - State Auditor            | \$ 1,000.00          | \$ 1,000          |                  | New item, Estimate only           |
| 58                           | 522.10.41.40 | Contract Consultants - Interface Systems (FBC)   | \$ 17,500.00         | \$ 17,500         |                  |                                   |
|                              |              |  | <b>\$ 33,394.14</b>  |                   |                  |                                   |
| <b>NON-DEPARTMENTAL (14)</b> |              |  |                      |                   |                  |                                   |
| 308                          | 522.14.31.10 | Use Tax  | \$ 200.00            | \$ 200            |                  |                                   |
| 309                          | 522.14.41.10 | Ad Valorem Tax Refund                            | \$ 5,000.00          | \$ 5,000          |                  |                                   |
| 310                          | 522.14.41.10 | Elections & Info                                 | \$ 30,000.00         | \$ 30,000         |                  |                                   |
| 311                          | 522.14.41.10 | Benefit Charge Coll. Fee                         | \$ 40,000.00         | \$ 40,000         |                  |                                   |
| 312                          | 522.14.41.10 | Cash Management Svc Fees                         | \$ 1,620.00          | \$ 1,620          |                  |                                   |
| 313                          | 522.14.41.10 | Surface Water, Noxious Weeds, etc.               | \$ 9,000.00          | \$ 9,000          |                  |                                   |
| 314                          | 522.14.41.10 | Leasehold Excise Tax                             | \$ 1,000.00          | \$ 1,000          |                  |                                   |
| 315                          | 522.14.49.10 | Bank Service Charges                             | \$ 1,000.00          | \$ 1,000          |                  |                                   |
|                              |              |  | <b>\$ 87,820.00</b>  |                   |                  |                                   |
|                              |              | <b>Total Budget Needs</b>                        | <b>\$ 175,962.64</b> | <b>\$ 149,488</b> | <b>\$ 26,474</b> |                                   |
|                              |              | <b>Total Expenses for 2022 with 3% Inflation</b> | <b>\$ 181,241.52</b> | <b>\$ 153,973</b> | <b>\$ 27,268</b> |                                   |

## INTERLOCAL AGREEMENT

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

Shoreline Fire Department

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

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

Its \_\_\_\_\_

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

**NFD:**

Northshore Fire Department:

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

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

Its \_\_\_\_\_

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

**APPROVED AS TO FORM:**

\_\_\_\_\_

Brian Snure,  
Attorney for SFD

**APPROVED AS TO FORM:**

\_\_\_\_\_

NFD Attorney

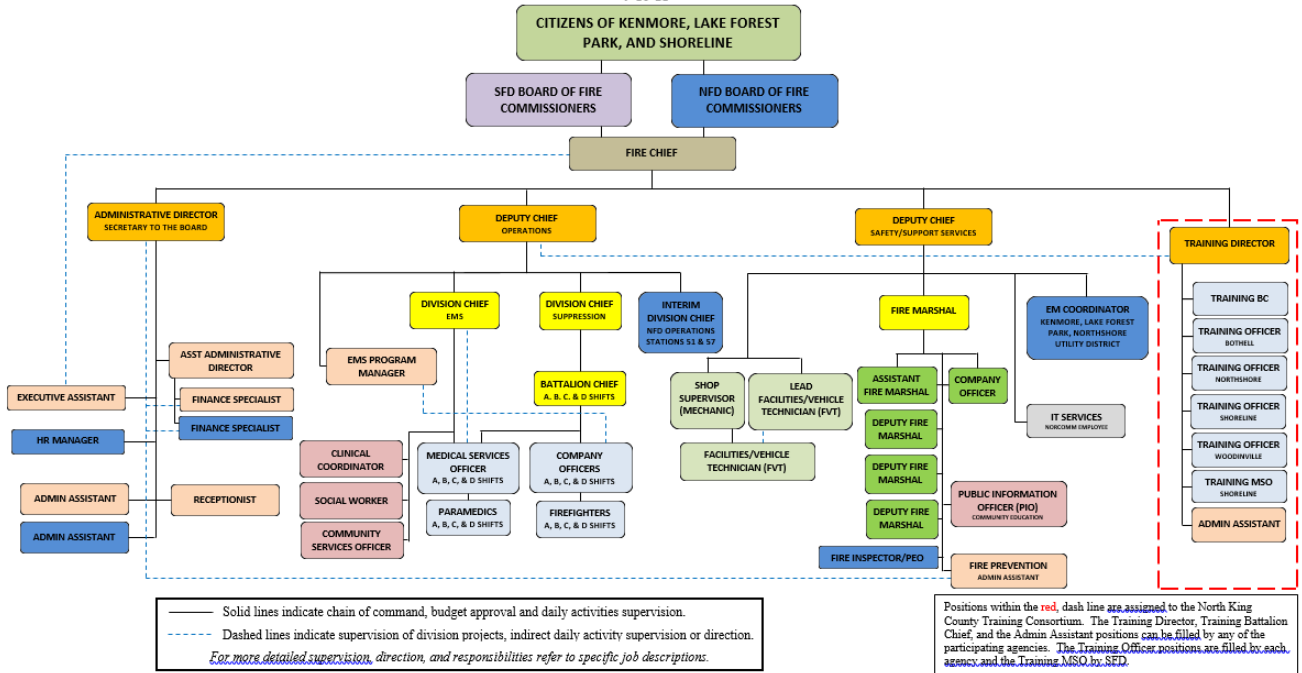
# EXHIBIT A

## Organization Chart

### COMBINED NFD/SFD FIRE DEPARTMENT

ORGANIZATIONAL CHART JANUARY 2022

9-15-21



**EXHIBIT B**

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

## EXHIBIT C

### Records Management

#### 1.1. Record Ownership.

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

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

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

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

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

# MATT COWAN

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

Cell (206) 786-9042

mfcowan@hotmail.com

## OVERVIEW

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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

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

## SPECIALIZED CERTIFICATIONS/TRAINING

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- 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

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



**WORK EXPERIENCE (CONTINUED)**

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**Deputy Chief, Maple Valley Fire and Life Safety** **1992-2013**

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

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

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

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

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

**AWARDS (PARTIAL)**

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

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