



KING COUNTY FIRE PROTECTION DISTRICT NO.16

7220 NE 181st Street
KENMORE, WA 98028

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

MINUTES

July 9, 2020

SPECIAL MEETING BOARD OF COMMISSIONERS at Northshore Fire Department's Headquarters Station 51

I. OPENING OF MEETING

1.1 Roll Call

Chair Dave Maehren called the meeting to order at 5:09 PM.

Persons in attendance were Commissioners Rick Verlinda, Josh Pratt, Don Ellis, Rick Webster, and Dave Maehren. Also present was Fire Chief Greg Ahearn, Deputy Chief Doug McDonald, Legal Counsel Matt Paxton, Board Secretary Kate Hansen, Shoreline Fire Chief Matt Cowan, Shoreline Fire Commissioner Kim Fischer, District Accounting Consultant Tom Broetje, and twenty members of staff and the public.

II. PUBLIC COMMENT

2.1 No public comment was submitted

III. APPROVAL OF THE AGENDA

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

IV. BOARD DISCUSSION AND POSSIBLE ACTION ITEMS

4.1 District Operations

A. Meeting Format Discussion

- o Meeting Format was previously decided by Resolution. No changes were requested.

B. Review of NFD Emergency Resolution

- o The State of Emergency Resolution will remain in place.

C. Station 57 Update

- o Chief Ahearn reviewed current status of the Station 57 remodel. The remodel is near completion with final inspection tentatively scheduled for July 20th.

D. Fire Fighter Hiring Update

- o Panel Interviews for new Firefighters will be held on July 14th and 15th.
- o The lateral Firefighter posting closed on July 5th. Candidates are being selected to move on in the hiring process.

E. Deputy Fire Chief Hiring Update

- Chief Ahearn reported that the Deputy Chief hiring process is complete. The board will be briefed in Executive Session later in the meeting.

F. Consolidation Discussion

Commissioner Verlinda moved that the consolidation subcommittee be revised to include the following members: Woodinville Fire and Rescue Fire Chief, Shoreline Fire Chief, two current existing Fire Commissioners from Woodinville, two current existing Fire Commissioners from Northshore, and two current existing Fire Commissioners from Shoreline. Commissioner Pratt seconded. The board discussed. The motion was withdrawn.

Commissioner Verlinda moved to dis-ban the Consolidation Subcommittee. Commissioner Webster seconded. The board discussed. The motion passed unanimously.

- The board and staff discussed consolidation options. Financial Consultant Tom Broetje presented financial analyses. Shoreline Fire Chief Matt Cowan and Shoreline Fire Commissioner Kim Fischer shared additional information and answered questions.
- The board will make a decision on Consolidation at the first meeting in August.

V. BOARD RESOLUTIONS

5.1 None

VI. COMMISSIONER COMPENSATION

6.1 Review of Commissioner Compensation Claims

- There were no comments on the Commissioner Compensation Claims

6.2 Approval of Commissioner Compensation Claims

Commissioner Webster moved to approve the compensation claim as submitted. Commissioner Pratt seconded. The motion passed unanimously.

VII. CONSENT AGENDA

7.1 Vouchers

- The General Fund Vouchers totaled \$254,137.56 and Reserve Fund Vouchers totaled \$2,851.90

Commissioner Pratt moved to approve the consent calendar as presented. Commissioner Webster seconded. The motion passed unanimously.

VIII. REPORTS

8.1 Fire Chief Report

In addition to the written report provided in the meeting materials, DC McDonald gave an update on COVID-19. Cases in King County are increasing. No Northshore Fire staff are currently isolated or in quarantine. New safety measures have been added to maintain staff safety.

8.2 Commissioner Reports

- None

8.3 Legal Counsel Reports

- Legal Counsel will be providing additional guidance to the board related to the Open Public Meetings Act and virtual meetings during the COVID-19 pandemic.

- Northshore Fire was one of 147 Fire Districts named in a lawsuit by the Washington State Council of Firefighters. Legal Counsel is working to have Northshore Fire dismissed from the suit. It is expected that the dismissal will be granted.

IX. UPCOMING BOARD AGENDAS

9.1 Setting of Future Meeting Agenda(s)

Items were added to future meeting agendas

X. EXECUTIVE SESSION

The board discussed Executive Session timing and took a recess from 7:09PM to 7:14PM

10.1 The Board moved into Executive Session at 7:14PM for 40 minutes to evaluate the qualifications of an applicant for public employment or review of the performance of a public employee pursuant to RCW 42.30.110(1)(g); to discuss matters related to collective bargaining pursuant to RCW 42.30.140(4)(b); and to discuss litigation or potential litigation with legal counsel pursuant to RCW 42.30.110(1)(i).

Commissioner Ellis left the meeting during Executive Session. The board moved back to open session at 7:40PM. No action was taken.

10.2 The Executive Session for Collective Bargaining was included in Item 10.1

10.3 The Executive Session for Litigation was included in Item 10.1

XI. ADJOURNMENT

With no further business to conduct, Commissioners left the meeting at 7:40PM. The meeting session remained open with members of the public present. Board Secretary Hansen ended the meeting at the stated Executive Session end time of 7:54PM.

NEXT MEETING DATE

The next regularly scheduled Commissioners meeting is for July 15, 2020

Attachments: Agenda; Fire Chief’s Report; Consolidation Document – Chief Cowan 7-7-20

BOARD OF COMMISSIONERS

RICK VERLINDA, Member

JOSH PRATT, Member

DON ELLIS, Member

RICK WEBSTER, Member

DAVID MAEHREN, Member

ATTEST

KATE HANSEN, Secretary

King County Fire Protection District No. 16

Adopted at a Regular Meeting of the Board of Commissioners on July 15, 2020

From: [Josh Pratt](#)
To: [Kate Hansen](#)
Subject: RE: Electronic Signatures - Documents Approved 7/09 & 7/15
Date: Saturday, July 18, 2020 11:12:02 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

The following documents are Approved and Electronically Signed this 18th day of July, 2020, by Commissioner Josh Pratt.

- **AP_NOSHRFIR_APSUPINV_20200714154631 - RES Fund**
- **AP_NOSHRFIR_APSUPINV_20200714154835 - GEN Fund**
- **June Commissioner Payroll Approval Document**
- **June Commissioner Payroll Taxes Approval Document**
- **2020-07-09 NSFD Minutes**
- **2020-06-24 NSFD Minutes**
- **2020-06-17 NSFD Minutes**

From: Kate Hansen
Sent: Wednesday, July 15, 2020 6:55 PM
To: Commissioners <e-mailcommissioners@northshorefire.com>
Cc: Greg Ahearn <gahearn@northshorefire.com>
Subject: Electronic Signatures - Documents Approved 7/09 & 7/15

Good Evening Northshore Fire Commissioners,

Attached please find the vouchers and minutes that were approved at tonight's regular meeting on July 15, 2020, and also the Commissioner Compensation Claims that were approved at the July 9th Special Meeting.

At your earliest availability, please respond with your electronic signature using the following verbiage:

The following documents are Approved and Electronically Signed this __ day of ____, 2020, by Commissioner _____.

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- **2020-06-24 NSFD Minutes**
- **2020-06-17 NSFD Minutes**

Thank you,

Kate Hansen

Administrative Specialist
Northshore Fire Department
7220 NE 181st St., Kenmore, WA 98028
Office: 425-354-1780
Direct: 425.354.1779
khansen@northshorefire.com



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From: [Richard Webster](#)
To: [Kate Hansen](#)
Subject: RE: Electronic Signatures - Documents Approved 7/09 & 7/15
Date: Friday, July 17, 2020 2:57:05 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

The following documents are Approved and Electronically Signed this 17day of July, 2020, by Commissioner Rick Webster.

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2020-06-24 NSFD Minutes

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From: [Dave Maehren](#)
To: [Kate Hansen](#)
Subject: RE: Electronic Signatures - Documents Approved 7/09 & 7/15
Date: Monday, July 20, 2020 7:59:08 PM
Attachments: [image009.png](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

The following documents are Approved and Electronically Signed this 20th day of July, by Commissioner David C. Maehren.

- **AP_NOSHRFIR_APSUPINV_20200714154631 - RES Fund**
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David Maehren
Fire Commissioer – Board Chair
Northshore Fire Department
Business Office 425.354.1780
Cell 206 604-3683



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Northshore Fire Department Board of Commissioners

Headquarters Station 7220 NE 181st Street, Kenmore, WA

Board of Commissioners Special Meeting Agenda

Thursday, July 9th, 2020

5:00PM

Meeting held virtually, via Zoom

Public Comment must be submitted electronically prior to the meeting.
To submit public comment, please see instructions at the end of the agenda.

To attend this meeting live, click the link below and enter the ID & Password provided.
A recording of this meeting will also be posted in AV Capture.

Join Zoom Meeting Online at:

<https://us02web.zoom.us/j/83294490691?pwd=NkxUVGppaXFGRnYwSEFZM3RMVj5Jdz09>

Call in to Zoom Meeting at:

253-215-8782

Meeting ID: 832 9449 0691

Password: 320187

I. Open Meeting

1.1 Roll Call

II. Public Comment

2.1 Public Comment

III. Approval of Agenda

3.1 Approval of the Meeting Agenda

IV. Board Discussion and Possible Action Items

4.1 District Operations

A. Meeting Format Discussion

B. Review of NFD Emergency Resolution

C. Station 57 Update

D. Fire Fighter Hiring Update

E. Deputy Fire Chief Hiring Update



F. Consolidation Discussion

V. **Board Resolutions**

5.1 None

VI. **Commissioner Compensation**

6.1 Review of Commissioner Compensation Claims

6.2 Approval of Commissioner Compensation Claims

VII. **Consent Agenda**

7.1 Vouchers

VIII. **Reports**

8.1 Fire Chief Report

8.2 Commissioner Reports

8.3 Legal Counsel Report

IX. **Upcoming Board Agendas**

9.1 Setting of Future Meeting Agenda(s)

X. **Executive Session**

10.1 Qualifications for a Public Employee pursuant to RCW42.30.110(g)

10.2 To discuss matters related to collective bargaining pursuant to RCW 42.30.140 (4)(b)

10.3 Litigation pursuant to RCW 42.30.110(i)

XI. **Adjournment**

Next Regular Meeting: July 15, 2020 at 5:00 PM

Public Comment Procedures for Virtual Meetings:

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

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

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



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

Please check the District's [AV Capture](#) for the most up-to-date information about individual meetings. Questions? Email Board Secretary Kate Hansen at khansen@northshorefire.com



KING COUNTY FIRE PROTECTION DISTRICT NO.16

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KENMORE, WA 98028

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

NOTICE OF SPECIAL MEETING

DATED June 29, 2020

Per Resolution 20-03 (Prohibiting In-Person Meetings) which was adopted by the Board of Commissioners at a Special Meeting on June 24, 2020,

NOTICE IS HEREBY GIVEN that a special meeting of the Board of Commissioners of King County Fire Protection District No. 16, will be held virtually via Zoom, on Thursday, the 9th day of July, 2020 at 5:00PM. Public comments can be submitted electronically.

Instructions for participating in the Virtual meeting are posted with the meeting agenda.

Public Comment Procedures for Virtual Meetings:

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

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Questions? Email Board Secretary Kate Hansen at khansen@northshorefire.com

Shoreline, Northshore, Woodinville Fire Departments Guiding Principles for Partnerships

Each potential partnership arrangement with another department will be considered with the following guiding principles in mind:

- 1) Does it provide quantifiable service improvements or cost reductions compared with the status quo?
- 2) Is it a beneficial and equitable arrangement, in terms of resource commitment, cost, and risk/exposure?
- 3) Is there a comprehensive plan for implementation, with commitment from all agencies to see the project through to completion?
- 4) Does it have a high likelihood of success that will lead to a stable and sustainable organization?
- 5) Do the organizations have a shared vision of the outcome?
- 6) Does the partnership provide benefit(s) by achieving something the organizations could not achieve individually?

July 7, 2020

Northshore Fire Department Commissioners,

I am requesting to be invited to attend the meeting on Thursday to discuss the critical decision of potential consolidation. Not only are there clear benefits to a NFD/SFD partnership, but I believe that consultant Broetje's assessment reveals a viable financial model for consolidation. I will not rehash all of the positions in my previous document, but will rather address certain points in outline form, starting with some recent statements made in the last meeting.

My hope is that this document will provide the factual content you will need to make an informed decision on consolidation, whether that is in a contract for services or as a full merger. There are many documents and spreadsheets to support the positions represented in this document. If you need that information please contact consultant Broetje or myself and they can be provided.

Points Made at the Last Meeting

1. **New Station in 3-5 years.** We do not need to build another station in the near future. In the next 3-4 years we will have two light-rail stations becoming operational and it is predicted that this will spark quite a bit more development than what we already have. This growth will need to be evaluated to determine if we need to split the south-end station into two separate stations. If that is deemed necessary it will not likely occur for at least 10 or 20 years and would be paid for by our impact mitigation fee program.
2. **That we need to hire more Firefighters due to our excessive call volume growth.** Over the past 5 years we have hired nearly 40 new employees to improve our shift staffing levels, which has allowed us to grow from 11 assigned per shift to 17....a 55% increase. Our call volumes over the past 10 years have increased by about 16% or an average of 1.6% annually. We are now at a good staffing level, but will likely look at increasing our peak hour aid car from a 12-hour unit to 24 within the next 3-4 years.
3. **That SFD employees are paid a lot more and that would have to be overcome in a consolidation.** At Shoreline we use a 10-year Firefighter, with a family and an AA degree as our comparable employee. In 2021 we will be at the average of our comparable fire departments due to no raises. Over the past few years we had crept up to be slightly higher than the average of our comparables. The Union and I have discussed this and agreed to a flat raise for 2021 to ensure we get down to our comparable average. Some contracts have not been confirmed as yet for 2021, but if these are agreed to with the current estimates, then SFD will be at the comparable average. SFD uses Bellevue, Bothell, Kirkland, Redmond, South King, and Woodinville fire departments as our comparable Departments. These comparables are not likely to change with a consolidation of NFD and SFD.

If NFD was to get a 3% raise going into 2021 then the total salary and benefits for NFD would be higher than SFD by about \$275 monthly. And the Total Cost of Compensation (TCC) would have about a 1% gap. However, one thing that has not been considered is if NFD and WFR were to

consolidate. If that occurs then total operations personnel will be more than 100. This will put the new organization into a different set of comparables, likely very similar to what SFD uses. Whether it is decided through negotiations or there is an impasse and eventually PERC rules on salaries, they will look at the comparable average. If that is the case then the TCC for all three Departments would essentially be equivalent, negating any differences.

4. **That there would need to be more Firefighters in a NFD/SFD consolidation.** This is not accurate. After lowering to one operational BC on shift the NFD/SFD model would have 26 assigned to fill 22 positions, and using average sick leave and all 4 vacation slots, we will be +.6 Firefighters per shift (which is an extra .6 person on duty every shift). Also, there would be enough vacation available for personnel to use accrued vacation for the year.

This is not the case for a NFD/WFR consolidation that would have 23 assigned to fill 21 positions, with 3 vacation slots, resulting in a net -.9 Firefighters per shift (which is nearly a FF on OT every shift). There also would not be enough vacation spots available for personnel to take time off throughout the year unless 3 vacation slots are allowed. This model would likely require an additional Firefighter per shift, 4 total.

5. **That it would take many years to get down to four operational BC's.** In meetings last year it was stated that it was not a big deal if this didn't happen immediately and that we should be looking at this occurring over a longer time period. However, I think that we can get close fairly quickly. It takes some guessing, but after reviewing the staffing at both NFD and SFD, and asking personnel on current status of BC's, acting BC's, etc., I believe that we can lean down to 5 total operational BC's in our consolidated organization by the fall of 2021. So, we would be close to our target within about 14 months. This will be further discussed as part of the risk assessment below. There is also the potential of another BC position becoming available when the current BC in the training Consortium cycles out, but that could be filled by any one of the four agencies and can't be relied upon.
6. **It has been said that our equivalent levy rate is higher due to our other revenue sources.** This is true, but this is just like every other fire department that I am familiar with. All fire departments receive other sources of revenue such as EMS levy, service contracts, grants, etc. We have probably developed more than other Departments with sources such as GEMT and many service contracts. However, it has also allowed us to do other things to raise service levels. For example, we use GEMT funds to staff our peak-hour aid car. If GEMT went away we would either staff it with on-duty staff, instead of overtime, "brown" it out, or do something else. Actually, our increased and diversified revenue sources is an asset as it provides better financial stability.
7. **That a NFD/SFD model would just be a Shoreline take over.** This is just perspective. NFD does not have any executive level leadership, is short four positions, and is smaller than either SFD or WFR. So, it will definitely be a smaller agency going into a larger one. However, the NFD/SFD model has a seamless integration of current NFD staff into the consolidated model with essentially the same positions that they have now. Nobody would be "demoted" or be in a

lesser role. I believe that this is likely the same scenario with WFR.

8. **Part of the plan is for WFR to move their headquarters to Station 51.** This makes sense, especially if WFR was planning on building a new headquarters and can reallocate those funds to some other need. SFD would likely also move our headquarters to Station 51 once another Department was added to the NFD/SFD model. It would not make sense to do so until then. If that were to occur then there would be far less need for both Station 61 or 64 in Shoreline, and one of the facilities could be sold. Either of which have considerable value. A note of caution. I have been told that one option is for WFR to use reserve funds to buy down the capital bond debt of NFD. This is likely illegal unless done in a specific way similar to a RFA process.
9. **That this is just the first domino, that Shoreline can come on board later, and that it would be easier for us to join a WFR model later.** Disagree. A NFD/SFD consolidation is seamless, financially viable and would result on equal taxation footing, and has tangible operational and level of service improvements. It would actually make more sense doing the SFD consolidation first because of the up-front efficiencies.

And it becomes vastly more complicated if Bothell joins with a NFD/WFR model. Bothell is supposedly going to decide next week on whether to pursue a consolidation with WFR or not. I've been told that there is likely to be council support for this and that they will be pursuing this "fairly quickly". There has already been meetings to discuss the path forward between Bothell and WFR. It would make a lot more sense to have BFD and WFR consolidate, because there are ways that they could become more efficient. And have NFD and SFD consolidate, then in the future for all four agencies to come together. If NFD, WFR, and BFD all come together, whether on a contract for services or merger, it becomes much more complicated to gain efficiencies, evaluate financial impacts, and integrate staff. If a contract for services or merger with WFR is being pursued then a complete three-way financial analysis should be performed. All of which makes a SFD merger more difficult in the future.

Financial Mitigation and Risks

There are many efficiencies and areas of collaboration that can occur to bring the SFD equivalent levy rate comparable to the NFD rate. The financial model that consultant Broetje prepared shows that this can be accomplished through efficiencies in staffing, BLS transport fees, and reduction in overtime on Aid 161. A preliminary review for the SFD 2021 budget also reveals, that in addition to strengthening reserves such as in the Benefits fund, that there will be an additional \$1.5 million to \$2 million of extra funds. This could be used to either further buy down the levy rate, increase reserves even more, or a hybrid approach. Regardless of what happens regarding consolidation the equivalent levy rate for SFD will be lowered in 2021.

The following measures will be successful in bridging the gap between SFD and NFD, so buying down the levy rate with the extra reserve funds will not be identified as being needed. However, if for some reason any of these were not successful, then these funds could be used to augment the measures below to still accomplish what is needed. This will lower any of the risks of consolidation even further.

The list below is what Shoreline has identified, but there are other savings identified by consultant Broetje and his spreadsheet should be referenced for those impacts.

- 1. Assuming Fire Chief Duties – minimal or no risk.** A good portion of the work-load of a Fire Chief is fixed, meaning that it doesn't increase with a larger Department. Certainly, there is still a portion that is variable, which is where having two Deputy Chiefs is an advantage. With two DCs there is better opportunity for delegation and scope of work efficiency. Having our jurisdictions as immediate neighbors also helps to maintain a Chief presence for the greater organization.
- 2. Assuming Deputy Chief Duties – minimal or no risk.** Many of the same reasons above also apply to the Deputy Chief position. SFD has two DC's; one for Operations, and one in charge of Support Services. As a Department gets bigger and more complex there is a need to separate these divisions of responsibilities. The two SFD DC's could each absorb work-load at NFD. The DC of Operations will have the more variable scope of work and as the consolidated Department gets larger, so does the work-load. Fortunately, SFD also has two Operations Division Chiefs assigned to Suppression and ALS. These Division Chiefs essentially are in charge of managing the daily operations through the BC's, and the MSO's respectively. Again, allowing for better delegation and flexibility to address challenges.
- 3. Assume Fire Marshal Duties – minimal or no risk.** Until recently both NFD and SFD had Fire Marshals. This work is more variable in nature and so there isn't as much absorption of work that can occur into one person. Fortunately, SFD has increased staffing in our Fire Prevention division, where we have a Fire Marshal and four inspectors. This increase was due to forecasted increases in demand from the two light rail stations being built in Shoreline and construction growth rates. Due to the pandemic the light rail is being delayed overall and won't be fully operational until 2024. New construction has waned over the past six months, but is starting to pick up again. However, we have some capacity in fire prevention to take on more work. We have budgeted for, but currently have a vacant Deputy Fire Marshal position, so we could promote and locate a new Deputy Fire Marshal in Northshore to address work-load concerns.
- 4. Add Administrative Assistant Duties – minimal or no risk.** I believe that with the assignment of a NFD Administrative Assistant to the new training Consortium that there is a vacant position. I am not sure if this has been partially filled with a part-time position. However, we have extra administrative staff capabilities due to SFD not filling one of the staff positions in the Consortium and a recent change in employment of one of the current training Consortium staff. This extra capability was kept due to the challenges faced by the move to the Consortium, and will be re-evaluated before the end of the year to ensure that it is still needed. However, this extra capability could be used to augment NFD current work-load needs. We also just had a part-time position resign and we can either fill it again or use the budgeted salary to create more savings.
- 5. Reduce the number of Operations Battalion Chiefs – minimal or moderate risk.** It is minimal risk for this to actually happen, because the Unions have already verbally and publicly agreed to it. The moderate risk is in potentially how long it takes to happen. Our target is four operations BCs and, as previously mentioned, we can get to five by next fall. This would be very beneficial

because it means that we are not at four on the first day. If we were at four immediately, then that would mean a NFD BC could be operating in Shoreline and a SFD BC in Lake Forest Park or Kenmore. Lowering the BC levels over a period of time provides an opportunity for transition and acclimation to occur. This will also allow for a better transfer of “doing business” or culture. It means that the best of what each Department does, can be more easily shared throughout the new organization.

The down side is that the savings won't be fully realized until that last position is removed. However, another option as we cycle down is to reassign one or even two of the BC's to a day-shift. They could be an extra BC on duty during the day and could assist with the bigger incidents, organizational transition, safety officer, etc. This would be a way of boosting level of service and ensuring good integration of culture. If it really became important to lean down to the target level more quickly, then either a retirement incentive could occur or a non-disciplinary demotion could be negotiated.

6. **Increased revenue from BLS Transport Program – minimal risk.** Of course, this would assume that the NFD Board is interested in initiating this program. The reason for doing so should not be because of increased revenue, but should be from what is best for the citizens. The revenue just helps to make the program financially viable. The biggest reason for a BLS transport program is that it helps with patient rapport and continuity of care. Also, the patient does not get charged twice as much, the costs do not go to a for-profit company, and if they don't pay they are not sent to collections. If the Board decides to initiate the program then there is no risk as the transports occur on a fairly predictable occurrence.

The risk is if the GEMT program is discontinued, which is possible. However, it has been around for years, even though it is new to Washington State. If it was discontinued the Federal government would likely need to figure out another way to increase coverage for Medicaid patients, so it probably wouldn't go away entirely. We would also likely see the discontinuation with time to prepare or adjust. Finally, we would adjust how we spend the funds from GEMT. For example, we are currently using GEMT funds to pay for increased coverage and overtime for Aid 161. We could stop doing these things, minimizing the impact of the lost GEMT funds.

- Revenue generated, conservatively, at \$503,994. Could be improved with increased transport rate, increased collection rate, higher percentage of Medicaid patients, or less overtime needed. For example, it could be increased to \$787,000 if needing only a small amount of overtime, 25% of one position.

It is possible for NFD or WFR to start this program on their own, but there would be increased costs that would offset most or more than the amount of revenue generated. For a NFD only program the net impact could cost over \$249 thousand more than the revenues gained. These expenses are from needing to add a part-time administrative staff, hiring a consultant initially, and potential overtime costs. It would depend very much on how the extra aid unit was staffed. If not staffing an extra aid unit then there would be a decreased level of service. It was proposed that WFR is already performing some transports and could expand that service to NFD

citizens. This would be impossible to do without a significant decrease in service due to the distance needing to be traveled and time involved in performing the transport.

It would also be very difficult for NFD and WFR to jointly staff an extra aid car. In a NFD/WFR consolidation model the overall transports would increase compared to just one agency, but the transport rate of 75% would also drop as, again, it would take too long to travel from NFD to WFR or vice versa. Furthermore, there would only be one back up aid car for other calls, etc. in each of the service areas, which could impact level of service. For example, if the total transports increased to 2,000, but the rate dropped to 50%, then you are still at 1,000 of billable transports. You would still need to pay for a program administrator, but it would likely need to increase to a full-time employee. Using very rough computations with these assumptions there would need to be at least a 59% transport rate to break even.

7. **Aid 161 Overtime Savings – minimal risk.** There is no risk in lowering actual overtime to staff the peak-hour aid car, as that is an administrative decision. The only risk is in how much overtime savings there would be, and that is a minimal risk. As shown in the staffing calculation worksheet, and identified above, there would be an average of an extra .6 Firefighters on duty every day. That is assuming that all vacation slots are being used and average sick leave. If nobody calls in sick then we have over two extra Firefighters on duty every day, again with all vacation slots taken. Realistically, we could probably staff the peak-hour aid unit a majority of the time without much overtime. However, to be conservative we have estimated the savings at only dropping from two overtime Firefighters to one, which equates to just over \$377 thousand.

Improved Levels of Service

I will be brief in this section as this can be very subjective. Ultimately, we have shown how we can address the financial challenges, but more importantly how does this translate to improving levels of service? Improved levels of service should be required. In my opinion, if you cannot improve levels of service then the consolidation probably shouldn't occur. I have outlined some of these improvements below that could be realized with a consolidated NFD/SFD Department.

- Improved depth and dedicated administrative positions such as financial management, EMS program management, etc.
 - Together we would have better depth, expertise, and cross training in many different functional areas.
- Expanded PIO services
 - SFD has an improved public education division that could be expanded into the greater organization.
- Increased Fire Marshal Office capabilities such as company level inspection management, cost recovery, and code enforcement
 - Our increased depth in our Fire Prevention division allows for better opportunities and efficiencies in all of these activities.

- Increased BLS unit coverage
 - We could move Aid 161 to fill gaps in coverage due to emergency calls, training, etc. ensuring better coverage. The unit could be moved around to address these gaps or to provide transports if needed.
- BLS transport patient continuity of care
 - Much attention has been given to the financial piece of the BLS transport program, but the biggest reason for doing this is not because of money. It is to provide better continuity of care and to improve efficiency in transport, both equating to better service to our citizens.
- Improved driver training and competency
 - Our Driver/Engineer promotions and engagement result in better performance on scene, improved maintenance on the vehicles, and most importantly better, safer drivers resulting in less accidents and better 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.
- Potentially improved fleet maintenance
 - The level of service provided by the Northshore Utility District appears to be pretty good, but SFD has two master mechanics in emergency vehicles maintenance. This has translated into improved repair capabilities, reduced out of service time, better in-service capabilities, and a much better preventative maintenance program. Originally, we were evaluating a hybrid of using both NUD and SFD to perform maintenance until an evaluation could be completed.
- Improved MIH integration including peer support program
 - We are already working together on our MIH program, but having our team integrated into a larger Department will improve on that efficiency and can increase the availability of a peer support program.
- Improved health and safety officer coverage and management
 - SFD has expertise in EMS and specifically as it relates to higher level needs. This became abundantly evident during the pandemic as many fire departments struggled to address all of the organizational needs. This includes the health and safety officer role, which SFD can fill very well.
- Diversified revenue sources
 - Our diversified revenue sources provide better financial stability and sustainability. Part of that stability is realized with consistent monthly income and minimizing significant fluctuations in available general funds.
- Increased experience of developing other revenue streams such as contracts for service, BLS transport program, and impact fees
 - SFD has already demonstrated expertise in developing these other programs that could be implemented in the larger organization, if wanted or needed.
- Improved ALS personnel integration into suppression activities
 - It has always been a challenge to better integrate our ALS personnel into NFD operations. In SFD these personnel are used as Firefighters on emergency scenes depending on needs. If we were one Department this role could be expanded to

improve operations in the NFD response area. This would not only provide better continuity around the stations, but also more suppression staff on larger incidents.

- Information Technology
 - We used to have a dedicated IT Manager on staff at SFD, but found that relying on one person to be a master of all IT areas was not efficient or beneficial. Our primary service is through a contract with NORCOM, which provides access to the many subject matter experts there. However, we also have an assigned NORCOM technician to SFD providing the best of both approaches, familiarity with our system and immediate depth of expertise through the NORCOM IT department.

There are probably others as well, but this was just a start on improved levels of service.

Summary

The result is that a NFD/SFD consolidation just makes sense. We are contiguous neighbors. There is support from the labor groups, which is absolutely critical. The integration of personnel would be easy, with no adverse impact to existing staff. The Department would have a robust staff providing better depth and opportunities. The financial efficiencies will provide the savings needed to make this viable. And most importantly, there are many operational efficiencies and improved levels of service that would be realized in a consolidated Department.

I go back to the guiding principles that we all agreed to last summer when we started this endeavor and answer the following questions:

- 1) Does it provide quantifiable service improvements or cost reductions compared with the status quo? **Yes**
- 2) Is it a beneficial arrangement, in terms of resource commitment, cost, and risk/exposure? **Yes**
- 3) Is there a comprehensive plan for implementation, with commitment from all agencies to see the project through to completion? **Yes, I provided a comprehensive plan in January, but it would need to be updated.**
- 4) Does it have a high likelihood of success that will lead to a stable and sustainable organization? **Yes, as it has significant benefit to the citizens, the employees, and has the support of both Unions.**
- 5) Do the organizations have a shared vision of the outcome? **Yes, we are all trying to have a consolidated Department across the north end of the County.**
- 6) Does the partnership provide benefit(s) by achieving something the organizations could not achieve individually? **Yes, expanded programs, higher levels of service, better depth and improved succession development.**

I know that a consolidation with SFD may appear like a bigger leap of faith, but that is only because we have not been involved in any of the planning or development as yet. I have complete confidence that we could make this a great success if given the chance. Thanks for your consideration.

Chief Matt Cowan

WARRANT/CHECK REGISTER

Northshore Fire Department
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Trans	Date	Type	Acct #	War #	Claimant	Amount	Memo
1203	07/08/2020	Claims	1	0	ARAMARK UNIFORM SERVICES	22.00	Lobby Mats
1204	07/08/2020	Claims	1	0	CHMELIK SITKIN & DAVIS PS	2,580.00	Legal Fees - General Business
1205	07/08/2020	Claims	1	0	CHMELIK SITKIN & DAVIS PS	867.00	Legal Fees - Public Records Request
1206	07/08/2020	Claims	1	0	EASTSIDE PUBLIC SAFETY COMM. AGENCY	489.44	June 2020 - Maintenance Agreement
1231	07/08/2020	Payroll	1	0	EMPLOYMENT SECURITY DEPT - PFML	6,143.67	Pay Cycle(s) 04/21/2020 To 04/21/2020 - PFML; Pay Cycle(s) 04/30/2020 To 04/30/2020 - PFML; Pay Cycle(s) 04/02/2020 To 04/02/2020 - PFML; Pay Cycle(s) 05/27/2020 To 05/27/2020 - PFML; Pay Cycle(s) 05/
1207	07/08/2020	Claims	1	0	FINISHING TOUCHES LANDSCAPING	351.40	Landscaping - St 57
1232	07/08/2020	Payroll	1	0	KING COUNTY FIRE DISTRICT #16	2,946.87	Pay Cycle(s) 06/30/2020 To 06/30/2020 - ADDLIFE; Pay Cycle(s) 06/30/2020 To 06/30/2020 - MEDICAL; Pay Cycle(s) 06/30/2020 To 06/30/2020 - METLIFE; Pay Cycle(s) 06/30/2020 To 06/30/2020 - METLIFE2
1208	07/08/2020	Claims	1	0	L. N. CURTIS & SONS	44.64	Transportation Charges - Nozzle Repair
1233	07/08/2020	Payroll	1	0	LABOR & INDUSTRIES	74,338.55	2ND Quarter 04/01/2020 - 06/30/2020
1209	07/08/2020	Claims	1	0	LIFE ASSIST	391.05	COVID-19 Supplies
1210	07/08/2020	Claims	1	0	LIFE ASSIST	1,282.12	DOH Grant - EMS Trauma Supplies
1211	07/08/2020	Claims	1	0	NORTH CITY WATER DISTRICT	54.58	Acct #022432-000; St 57
1212	07/08/2020	Claims	1	0	NORTHWEST FIRE FIGHTERS TRUST	71,944.75	April 2020 - Medical
1213	07/08/2020	Claims	1	0	NORTHWEST FIRE FIGHTERS TRUST	69,712.45	July 2020 - Medical
1214	07/08/2020	Claims	1	0	PACIFIC OFFICE AUTOMATION	214.51	Copier Lease
1215	07/08/2020	Claims	1	0	PACIFIC OFFICE AUTOMATION	108.24	Copies
1216	07/08/2020	Claims	1	0	PRAXAIR DISTRIBUTION	108.85	Oxygen St 51
1217	07/08/2020	Claims	1	0	PSR MECHANICAL	486.75	HVAC Repairs - St 51
1218	07/08/2020	Claims	1	0	PUGET SOUND ENERGY	3,381.54	Acct #200019536453; St 51
1219	07/08/2020	Claims	1	0	PUGET SOUND ENERGY	181.96	Acct #200020658783; St 57
1220	07/08/2020	Claims	1	0	RISAN ATHLETICS INC	373.59	Burrow - Uniforms
1221	07/08/2020	Claims	1	0	STAPLES	303.01	Office Supplies
1222	07/08/2020	Claims	1	0	STERICYCLE	56.16	Bio Hazard Disposal
1223	07/08/2020	Claims	1	0	SUMMIT LAW GROUP	1,056.00	Legal Fees
1224	07/08/2020	Claims	1	0	THE FIRE STORE	189.58	TRT Helmet - Ford
1225	07/08/2020	Claims	1	0	UNITED PARCEL SERVICE	23.31	Shipping
1226	07/08/2020	Claims	1	0	WALTER E NELSON CO OF WESTERN WA	323.40	Hand Sanitizer
1227	07/08/2020	Claims	1	0	WALTER E NELSON CO OF WESTERN WA	1,122.00	Disinfecting Wipes
1228	07/08/2020	Claims	1	0	WASHINGTON COUNTIES INSURANCE FUND	5,748.41	July 2020 - Dental/Life/EAP

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Trans	Date	Type	Acct #	War #	Claimant	Amount	Memo
1234	07/08/2020	Payroll	1	0	WASHINGTON NATIONAL INS CO	188.40	Pay Cycle(s) 06/30/2020 To 06/30/2020 - CONSECO
1229	07/08/2020	Claims	1	0	WASHINGTON STATE DEPARTMENT OF REVENUE	288.90	Leasehold Excise Tax
1235	07/08/2020	Payroll	1	0	WSCFF EMPLOYEE BENEFIT TRUST	8,600.00	Pay Cycle(s) 06/30/2020 To 06/30/2020 - MERP1
1230	07/08/2020	Claims	1	0	ZIPLY FIBER	214.43	Phone - St 51 (formerly Frontier)
001 General Fund 10-016-0010						254,137.56	
						254,137.56	Claims: 161,920.07 Payroll: 92,217.49

WARRANT/CHECK REGISTER

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1236	07/08/2020	Claims	4	0	PLYWOOD SUPPLY	102.48	Lanscaping Lumber - St 57
1237	07/08/2020	Claims	4	0	WASHINGTON COUNTIES INSURANCE FUND	2,749.42	LEOFF I
004 Reserve Fund 10-016-6010						2,851.90	
						<u>2,851.90</u>	Claims: 2,851.90

Fire Chief's Report

Submitted by Chief Ahearn
July 9, 2020

Administration/Financial:

Human Resources:

- Entry level FF hiring update: Completed review of FF applications and selected candidates moved to phone interview stage of process.
- HRM Moore, BC Morris, Cpt. Burrow, and FF Jamerson met with Ron Hiraki for our second planning meeting in preparation for the upcoming Lt. exam process.
- HRM Moore and Chief Ahearn participated in a Zoom meeting with Commissioners Verlinda and Maehren, along with a representative from Seattle Fire, regarding the District's diversity efforts and FF hiring
- Lateral FF hiring update: 12 applications were received. Selected candidates will be moved forward to the phone interview stage of the process.

Training:

- Captain Burrow worked with the North King County Training Consortium (NKCTC) to go live with the new training Fire Trex system. Northshore Fire Department served as the beta test for the other agencies, who went live July 1.
- Captain Burrow worked with DC McDonald to outline a "Basic Skills Training Assessment" to be used for firefighters returning to work after being out longer than 60 days.
- Northshore Fire hosted a Rope Technician drill and provided the lead instructor on July 1, 6, and 7.

North King County Training Consortium (NKCTC) Activities

- The Training Officers are currently collaborating to create standardized manuals for the participating agencies to include a basic fundamentals manual, Probationary Firefighters Taskbook, Hose Manual, Ladder Manual, and skill sheets to support each document. The Training Officers are meeting with subject matter experts (SMEs) from each agency to maximize the collaboration.
- NKCTC has gone live with the single Fire Trex system for all four agencies.
- Captain Burrow is part of a work group responsible for creating a NKCTC Firefighter Fundamentals manual using the Zone 1 Task Manual as the template. Currently, this document closely aligns with the Zone 3 Firefighter Fundamentals, which has been identified as an important step towards creating regionalized consistency as we collaborate on joint fire academies. Other workgroups are underway developing Pump Academy curriculum and a Hose Manual. Each work group includes a Training Officer and SMEs from Bothell, Northshore, Shoreline, and Woodinville.
- NKCTC has spent time developing a curriculum for the updates to the EMTG Best Practices for 2020. This document has been renamed to "NKCTC Tactical Guidelines".

Operations:

- Reaction time (average) month of June to date:
 - Total incidents 146; 1:36 average included Fire and EMS
- 4th of July – 11 calls for service
 - 6 EMS

- 3 grass or brush fire
- 2 Mutual Aid and cancelled en route
- Northshore rescue technician completed quarterly training in Trench and Rope Rescue
- Northshore Fire is sending up to eight members through the Fire Department Incident Safety Officer Program in conjunction with the NKCTC. This is a certified class and will allow our members to officially serve as a safety officer on fire scenes, MVC, and tech rescue calls. This is very exciting and a big step in FF safety and health.
- FF Pritchett has been selected to serve as the 2020 September Academy Cadre for our recruit FFs. He will be assigned to days on August 1 in order to perform onboarding training.
- No COVID exposures and no FFs in quarantine or isolation.

Fire Prevention:

- New FM transition is going smoothly. DC/FM Noble is working with FD and City staff to get up to speed.
- Small intentional-set fire in two garage receptacles on the evening of July 6. PD and KCSO on-scene; minimal damage.
- Crew fire and life safety inspections to be assigned the week of July 6.
- DC/FM Noble is working with the City of Kenmore as it relates to multiple road construction projects in Northshore Fire's response area.

Northshore Emergency Management Coalition (NEMCo):

- No report – Carl Lunak out of the office on vacation.