

April 26, 2021

VIA E-MAIL

pdc@pdc.wa.gov

Washington Public Disclosure Commission
ATTN: Tabatha Blacksmith, Compliance Coordinator
711 Capitol Way S., #206
PO BOX 40908
Olympia, WA 98504-0908

**RE: Case Number 89263
Northshore Fire Department's Response to Complaints**

Dear Ms. Blacksmith:

This firm represents King County Fire Protection District No. 16 d/b/a Northshore Fire Department (the "District"). This letter and the enclosed letter from Interim Fire Chief Greg Ahearn respond to the complaints from Commissioner Richard A. Verlinda, Jeremy Jamerson, and IAFF Local 2459 filed with the Washington Public Disclosure Commission (the "PDC") on April 20, 2021.

RCW 42.17A.555 generally prohibits the District from using public facilities to support or oppose the merger measure. There are, however, exceptions to the prohibition on using public facilities to support or oppose a ballot proposition. One exception is for "[a]ctivities which are part of the normal and regular conduct of the office or agency."¹ The Guidelines for Local Government Agencies in Election Campaigns recognizes that the District has "not only the right, but the responsibility...to inform the general public of the operational and maintenance issues facing" the fire district.² Those Guidelines also state, in part, the following:

Providing an objective and fair presentation of facts to the public of ballot measures that directly impact a jurisdiction's maintenance and operation...may be considered part of the normal and regular conduct of the local agency.

In this case, the ballot measure to merge the District into Woodinville Fire & Rescue ("WF&R") is the most significant policy issue that the District has ever faced. The District felt it necessary to fully inform its citizens regarding this ballot measure. In doing so, the District followed its normal and regular manner of providing information to its citizens. For example, like with other major

¹ RCW 42.17A.555(3).

² <https://www.pdc.wa.gov/learn/guidelines-local-government>

policy issues, such as the fire benefit charge and levy lid lift, the District provided information at its meetings, on social media, and on its website.

As detailed in the letter from Chief Ahearn, the information provided by the District has been an objective and fair presentation of facts. The District denies that it used public facilities to support or oppose the ballot measure or otherwise violated RCW 42.17A.555.

The District received the complaints in this matter on April 21, 2021. The PDC provided the District with only three (3) full business days to respond. During that span of time, key personnel for the District had been absent or unavailable to provide all the information and documents that might be responsive to the allegations in the complaints. Furthermore, at points, the complaints lack sufficient specificity for the District to identify what the complainant finds objectionable. The District reserves its right to supplement this response with further information and documents as needed.

Sincerely,

CHMELIK SITKIN & DAVIS P.S.

A handwritten signature in blue ink, appearing to read 'Matt T. Paxton', is written over a horizontal line.

Matt T. Paxton

CC: Interim Fire Chief Greg Ahearn
Enclosure

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

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

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711 Capitol Way S., #206
PO BOX 40908
Olympia, WA 98504-0908

RE: Case Number 89263
Northshore Fire Department's Response to Complaints

Dear Ms. Blacksmith:

Since at least 2013, King County Fire Protection District No. 16 d/b/a Northshore Fire Department (the "District") has been exploring the possibility of consolidating with one or more of its neighboring agencies: Shoreline Fire Department, Woodinville Fire & Rescue, and/or the City of Bothell. After a detailed planning process, on September 14, 2020, the District filed a Petition to merge into Woodinville Fire & Rescue ("WF&R").¹ In the Petition, the Board of Commissioners for the District reached the following conclusions:

- the District and WF&R are within a reasonable proximity and near enough to each other so that governance, management, and services can be delivered effectively;
- the merger of the District and WF&R would provide quantifiable service improvements or cost reductions;
- the merger of the District and WF&R is a beneficial and equitable arrangement in terms of resource commitment, costs, and risk/exposure;
- there is a comprehensive plan for implementation with commitments from all agencies to see the merger of the District and WF&R through to completion;
- the merger of the District and WF&R has a high likelihood of success that will lead to a stable and sustainable organization;
- the District and WF&R have a shared vision of the outcome of the merger; and

¹ Exhibit A.

- the merger of the District and WF&R provides benefits by achieving something the Districts could not achieve individually.

Woodinville Fire & Rescue subsequently approved the Petition and, on November 17, 2020, the District approved Resolution 20-11 calling for a special election asking its citizens whether to approve the merger at the April 27, 2021 election. Finally, on February 26, 2021, the District officially added the measure to the ballot. As allowed under RCW 29A.32.210 and King County Elections policy, the District chose not to request a voters' pamphlet.

The District hired EASL, Incorporated d/b/a Liz Loomis Public Affairs ("Loomis") to help the District inform its citizens. As stated in Paragraph I of that agreement, Loomis' scope of work was to develop "materials for and education of taxpayers about" the potential merger. Contrary to the allegations otherwise, the District did not hire Loomis to promote the ballot measure. Instead, Loomis assisted the District in providing its citizens with objective and fair information in its mailer and other informational material.

A. The District's Mailer Did Not Contain Misleading or Inaccurate Financial Information

It is an objective and fair statement that, if the merger had been approved in 2021, Northshore property owners would have paid an estimated \$0.11 less per \$1,000 of assessed property value in their effective tax rate.

The District worked with Tom Broetje at CFO Selections to prepare and advise on the financial information regarding the merger into WF&R. Mr. Broetje is a former CPA and senior financial executive with over fifteen (15) years of experience working with the District. Mr. Broetje analyzed the finances of a singled merged entity consisting of the District and WF&R. In August 2020, Mr. Broetje provided the District with a detailed spreadsheet of his finding.² His financial projection showed an effective levy rate for 2021 of \$1.19 per \$1,000 in assessed value, which is \$0.11 less than the current combined rate of \$1.30.³

As a preliminary matter, the District clearly stated that the reduction in taxes were "estimated" so as to not mislead the public. The District recognized that no financial projection is perfect. Reasonable people can look at the same financial information and come to different projections. At the same time, the District felt it important to provide its citizens with a financial projection to inform their decision. The District relied on its independent financial adviser, Mr. Broetje, in that regard.

Mr. Broetje spent months preparing the financial projections, receiving input from stakeholders, and refining his projections. Throughout the process, he advised the District on the merger in good faith and based on the best information available at the time. Although Mr. Broetje's financial projection was based on data taken at a certain snapshot in time, it factored in the likelihood of future change in revenue and expenses. Mr. Broetje was also aware that unforeseen circumstances could affect a combined agency's budget. For that reason, he was conservative in his assumptions so as not to overstate the potential reduction in taxes.

² A summary of those findings is attached as **Exhibit B**. The full detailed findings are available.

³ The Department has a levy rate of 0.64 per \$1,000 in assessed value plus a fire benefit equivalent rate of \$0.66 per \$1,000 in assessed value.

The District is not relying on “obsolete facts” as alleged by Local 2459. While the District and WF&R did finalize their new budgets for 2021 after Mr. Broetje completed his financial analysis, the District’s Chief Administrative Officer, Joan Montegary, and I prepared a separate financial projection – the Protected 2021 Combined Agency Costs – based on the 2021 budgets and assessed value for both agencies.⁴ This financial projection assumed a conservative reduction in labor and M&O expenses for a consolidated agency, such as removing duplicative staff (fire chief, deputy chief, and one administrative position) and other duplicative expenses (legal, accounting, auditor). This financial projection was reviewed and approved by Mr. Broetje and showed the same expected levy rate of \$1.19 per \$1,000 in assessed value.

The District’s financial projections do not rely on deficit spending or underfund the combined agency by \$1.04 million in 2021. The Protected 2021 Combined Agency Costs shows a reduction of approximately \$1.04 million from the General Fund Ending Cash Balance. This is appropriate because the combined agency’s cash balance would otherwise have greatly exceeded the recommended target.⁵ Even with the estimated reduction in the cash balance for 2021, the combined agency’s cash balance still exceeds the target by more than \$900,000.⁶ Plus, there is a Projected Carryover of \$600,000, which serves the same function as a cash balance. These savings would not be possible without a merger because, as a separate entity, the District’s cash balance only exceeds its target by less than \$100,000.

B. The District Has Not Misrepresented Possible Increases in Service

It is an objective and fair statement that a merged agency would allow for one or more additional emergency units to respond to calls on certain days without the need to increase staffing or overtime.

The District analyzed the combined staffing for February 2021, which showed that the merged agency would have an additional emergency unit available 71% of the time.⁷ The District analyzed just the data for February 2021 because it was the most current data available at the time. While staffing changes from month to month, February 2021 is not unique in this regard. For example, in March 2021, the District would have had an additional emergency unit available an estimated 65% of the time.⁸ Based on the efficiencies achieved by joint staffing, the District would have had an additional emergency unit available on certain days throughout the year.

⁴ **Exhibit C.**

⁵ Mr. Broetje advised the District that it should target having an ending cash balance of approximately 4 months – or 33.3%. To be conservative, the Protected 2021 Combined Agency Costs used 35%.

⁶ Hypothetically, the combined agency might not have chosen to reduce its cash balance of \$1.04 million in 2021. All things being equal, this would have increased the levy rate by approximately \$0.05 per \$1,000 in assessed value. However, there are other ways the District might increase its cash balance, such as reducing the \$1,290,500 it projected to transfer into its already fully funded reserves or utilizing the \$600,000 in projected carryover.

⁷ **Exhibit D.**

⁸ **Exhibit E.**

C. The District Has Not Misrepresented the Impact of WF&R's Patient Transport Policy

It is an objective and fair statement that, if the merger is approved, the District's residents would receive no-cost basic life support patient transport instead of having to pay for that service.

Under the District's current policy, its residents generally pay a for-profit private ambulance company when they receive emergency medical transports. WF&R, on the other hand, currently offers basic life support emergency medical transport at no additional cost to its residents. If the merger is approved, WF&R's patient transport policy would be extended to the District's residents.

There are other means for providing the District's residents with no-cost basic life support emergency medical transport, of course. The District could change its current policy. However, the District never stated that the merger is the *exclusive* means by which a no-cost transport policy could be achieved for the District's residents.

D. The District's Information is Not One-Sided

The District has acted in good faith to present objective and fair information regardless of whether that information would tend to support or oppose Proposition 1. The District is aware that individuals and entities in opposition to Proposition 1 have raised issues related to the following:

- (i) **Increase in Emergency Services.** The District has provided objective and fair information on potential increases in emergency service. That information is explained in detail above. It would not be objective and fair to say that there would be no increase in emergency services.
- (ii) **Budget / Finance.** The District has provided objective and fair information on potential reduction in expenses and the effective tax levy rate. That information is explained in detail above.
- (iii) **Wages.** The District has provided objective and fair information on future wages. The District has been transparent that all employees of the District would work for the new agency and receive a salary at least equal to the salary given to employees in the same position at WF&R.⁹ At this point, the full impact on wages is uncertain and impossible to predict because of ongoing labor negotiations. However, the District has been transparent that the merger is expected to reduce the amount of overtime.
- (iv) **Boundaries.** The District has provided objective and fair information on the boundaries of a merged agency. The District has been transparent that its boundary is not contiguous with the boundary of WF&R. The proposed merger, however, was deemed approved by the King County Boundary Review Board. The District has identified in its informational materials the names of four (4) examples of fire existing agencies in King and Snohomish counties that do not have contiguous borders.¹⁰

⁹ Exhibit F.

¹⁰ Exhibit F.

The District cannot address all possible issues in every piece of informational material. The District's mailer, for example, was designed to be simple and concise. As a result, the District was forced to focus on just a few issues. The District made decisions on which issues to focus based on what it believed mattered most to its citizens. The District did not make those decisions based on whether the issues tended to support or oppose Proposition 1.

The article published in the *Bothell-Kenmore Reporter* written by Commissioner Richard Webster and Commissioner Roger Collins, which was posted to the District's website, is not an opinion article. Although designated as an "Op-Ed" by the *Bothell-Kenmore Reporter*, the article is nothing more than "[t]houghts on proposed fire merger from two board commissioners."¹¹ It provides much of the same objective and fair information that is available elsewhere on the District's website. The article is transparent in that the proposed merger is "projected to reduce overtime costs," "all union firefighters in the new combined agency would work under Woodinville's labor contract," and there is "a great deal of tension and uncertainty with the labor unions."

What would have been inappropriate is if the District had posted the article from the *Bothell-Kenmore Reporter* entitled "Local firefighters and fire commissioners oppose Prop 1," written by Lieutenant Jeremiah Ingersoll, Commissioner Richard Verlinda, and Commissioner Tim Osgood. This article clearly opposes Proposition 1.¹²

E. The District Has Not Facilitated or Condoned the Use of Its Logo on Campaign Material Supporting Proposition 1

To my knowledge, none of the District's public facilities have been used to support Citizens 4 Fire Merger. Citizens 4 Fire Merger is a private organization that is not controlled by or affiliated with the District. The District has not coordinated in any way with Citizens 4 Fire Merger. The District was not aware that Citizens 4 Fire Merger intended to use its logo or a QR code linked to the District's website on its campaign materials.

Local 2459 suggests that the District should have taken action to convey to its citizens that the Citizens 4 Fire Merger's mailer was not an official communication from the District. As a practical matter, it would have been extremely burdensome for the District to track every statement from individuals and third-party entities that could have possibly been attributed to the District and then, for each statement, to post a response that the individual or entity was not speaking on behalf of the District. As a legal matter, RCW 42.17A.555 does not require the District to take such action. The District does not have a written policy on the matter, and I am not aware of the District ever having attempted to stop someone from the public from using its logo or linking to its website. Therefore, I chose not to dedicate my limited resources to developing and enforcing such a policy at the time.

F. The District Did Not Intend to Support Proposition 1 in Statements to the Press

On March 12, 2021, the District was made aware that some of the content on the District's website appeared to support Proposition 1. For example, early press releases stated, in part, the following:

¹¹ **Exhibit G.**

¹² <https://www.bothell-reporter.com/opinion/guest-op-ed-local-firefighters-and-fire-commissioners-oppose-prop-1/>

The Northshore Fire Department is asking voters to approve merging with Woodinville Fire & Rescue during the April 27, 2021 Special Election.

I sent this quote to *Shoreline Area News* on March 11, 2021. When I sent this quote, I did not realize that this statement tends to support Proposition 1. I only meant to suggest that the Board of Commissioners for the District had originally petitioned for the merger and that the District was the entity that had placed the measure on the ballot for April 27, 2021. In hindsight and after consulting with the District's legal counsel, I see how this statement could appear to support the ballot measure.

Once the issue was brought to my attention on March 12, 2021, the District changed its messaging as follows:

The Northshore Fire Department is asking voters whether to approve merging with Woodinville Fire & Rescue. The proposal will be on the April 27, 2021 Special Election ballot.

This version of the District's messaging is shown on the District's mailer.

I declare under penalty of perjury of the laws of the state of Washington that the foregoing is true and correct.

**KING COUNTY FIRE PROTECTION DISTRICT
NO. 16 D/B/A NORTSHORE FIRE
DEPARTMENT**

A handwritten signature in black ink, appearing to read 'Gregory S. Ahearn', written over a horizontal line.

Gregory S. Ahearn, Interim Fire Chief

EXHIBIT A

KING COUNTY FIRE PROTECTION DISTRICT NO. 16

PETITION FOR MERGER

A PETITION of the Board of Commissioners of King County Fire Protection District No. 16 d/b/a Northshore Fire Department (the “Northshore”) to the Board of Commissioners of King County Fire Protection District No. 36 d/b/a Woodinville Fire & Rescue (the “WF&R”) to approve the merger of Northshore into WF&R pursuant to Chapter 52.06 RCW.

WHEREAS, the Northshore and WF&R are within a reasonable proximity and near enough to each other so that governance, management, and services can be delivered effectively;

WHEREAS, the merger of Northshore and WF&R would provide quantifiable service improvements or cost reductions;

WHEREAS, the merger of Northshore and WF&R is a beneficial and equitable arrangement in terms of resource commitment, costs, and risk/exposure;

WHEREAS, there is a comprehensive plan for implementation, with commitments from all agencies to see the merger of Northshore and WF&R through to completion;

WHEREAS, the merger of Northshore and WF&R has a high likelihood of success that will lead to a stable and sustainable organization;

WHEREAS, Northshore and WF&R have a shared vision of the outcome of the merger; and

WHEREAS, the merger of Northshore and WF&R provides benefits by achieving something the Districts could not achieve individually.

NOW THEREFORE, the merger should be accomplished under the following terms and conditions:

1. Northshore shall be considered the “merging district” and cease to exist after the merger.
2. WF&R shall be considered the “merger district” shall survive the merger.
3. The two combined or merged districts shall then constitute one District, having the boundaries therefore enjoyed by the two Districts.
4. The Board of Commissioners of the merged District shall consist of the duly elected Fire Commissioners of the two prior districts, initially, in accordance with RCW 52.06.085, upon the effective date of the merger.
5. All of the statutory provisions of RCW 52.06 regarding mergers of Districts shall be followed and observed by both Districts.
6. The effective date of the merger shall be the date of the concurrent resolutions of the districts approving the merger following an election of the voters of Northshore at the special election to be held on April 27, 2021, or as otherwise mutually agreed upon by the Districts.

7. The parties will comply with the provisions of RCW 52.06.110, RCW 52.06.120, and RCW 52.06.130 regarding any current employees of Northshore.

8. All assets of Northshore shall become assets of WF&R once the merger is effective and Northshore shall, therefore, be dissolved.

9. WF&R shall serve as the lead agency for all purposes related to the State Environmental Policy Act (SEPA) in connection with the merger process. Northshore and Merger District shall prepare and file a Notice of Intention with the Boundary Review Board Statute (RCW 36.93).

FURTHERMORE, pursuant to its authority in RCW 52.06.020, the Board of Commissioners of the King County Fire Protection District No. 16 d/b/a Northshore Fire Department hereby petitions the Board of Board of Commissioners of the King County Fire Protection District No. 36 d/b/a Woodinville Fire & Rescue to approve the merger of Northshore into WF&R.

ADOPTED by the Board of Commissioners of King County Fire Protection District No. 16 d/b/a Northshore Fire Department, this 14th day of September, 2020, and duly authenticated in open session by signatures of the Commissioners voting in favor thereof and the seal of the Commission duly affixed.

**KING COUNTY FIRE PROTECTION
DISTRICT NO. 16**

David Maehren, Commissioner

Rick Verlinda, Commissioner

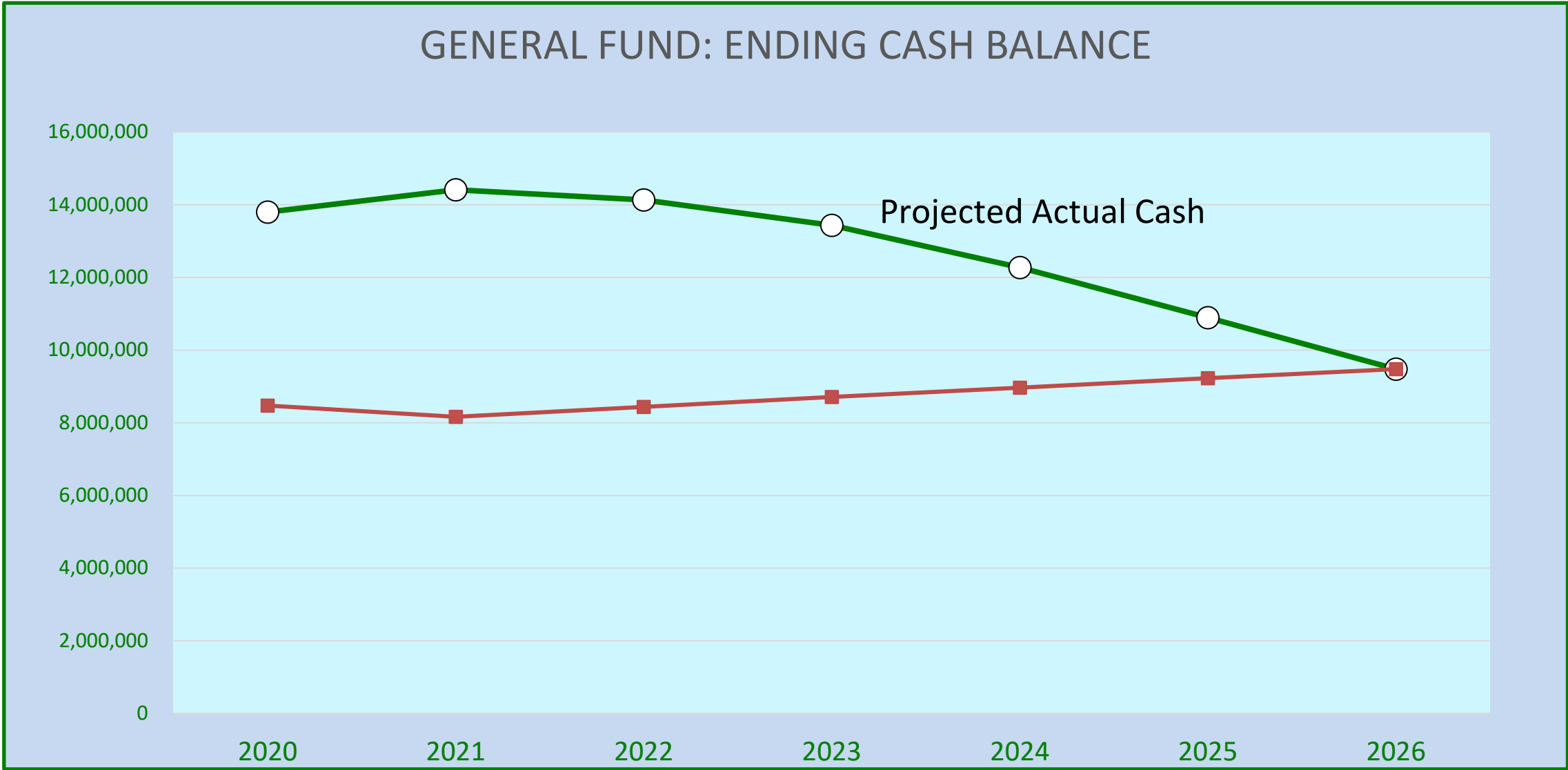
Josh Pratt, Commissioner

Don Ellis, Commissioner

Rick Webster, Commissioner

EXHIBIT B

Jan. 1 Minimum Cash Balance Target **33.0%** of Annual Expenses



Effective Tax Rate	\$1.26	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13
Bond Rate	\$0.06	\$0.06	\$0.06	\$0.07	\$0.07	\$0.07	\$0.07
Total	\$1.32	\$1.19	\$1.19	\$1.20	\$1.20	\$1.20	\$1.20

	GENERAL FUND						
	2020	2021	2022	2023	2024	2025	2026
Ending Cash Balance	13,794,497	14,409,923	14,133,569	13,429,734	12,271,409	10,889,467	9,475,787

PROPERTY DATA

Property Assessed Value (Millions)	20,461.2	21,075.1	21,075.1	21,285.8	21,605.1	22,037.2	22,588.1
Annual Growth in Assessed Value		3.0%	0.0%	1.0%	1.5%	2.0%	2.5%
Value of New Contruction (Millions)		241.8	167.3	171.4	171.4	172.8	175.0
New Construction as a Percentage of AV		1.15%	0.79%	0.81%	0.79%	0.78%	0.77%
Fire Levy Rate	0.70	0.69	0.70	0.71	0.71	0.71	0.70
Fire Benefit Equivalent Rate	0.56	0.44	0.42	0.42	0.42	0.42	0.43
TOTAL EQUIVALENT RATE	1.26	1.13	1.13	1.13	1.13	1.13	1.13

	2020	2021	2022	2023	2024	2025	2026
Beginning Cash Balance	12,293,079	13,794,497	14,409,923	14,133,569	13,429,734	12,271,409	10,889,467

CURRENT REVENUE

Property Taxes: Fire Levy	14,306,977	14,543,225	14,806,944	15,075,445	15,348,602	15,626,390	15,908,779
King Co. EMS Allocation	1,009,125	1,044,647	1,080,687	1,118,079	1,157,547	1,200,955	1,200,955
	15,316,102	15,587,871	15,887,631	16,193,523	16,506,149	16,827,344	17,109,734
		1.74%	1.89%	1.89%	1.89%	1.91%	1.65%

Benefit Charges	11,396,231	9,298,199	8,927,972	9,009,726	9,000,722	9,245,078	9,692,396
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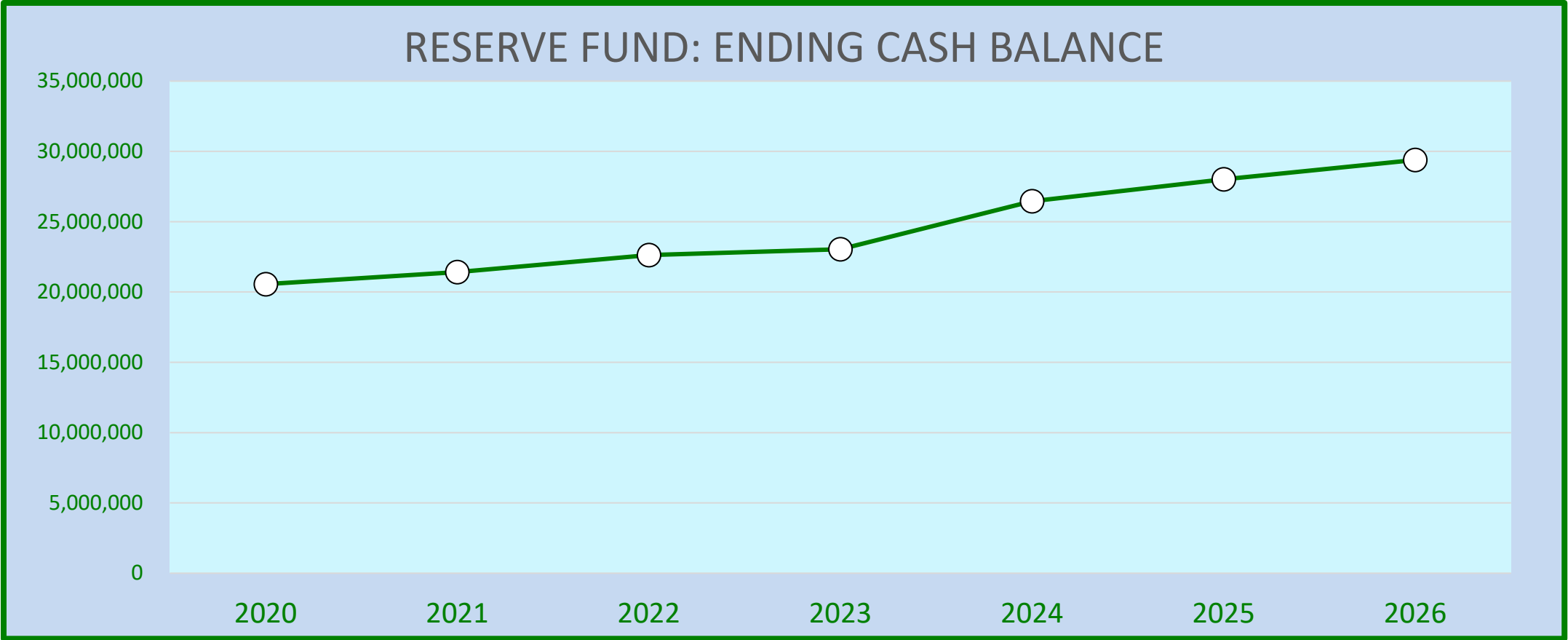
Service Contracts	0	0	0	0	0	0	0
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Programmed Operating Revnue	455,898	462,686	475,995	483,758	490,370	495,369	498,697
Transfer Back from Reserves	0	0	0	0	0	0	0
All Other Revenues	0	0	0	0	0	0	0
	455,898	462,686	475,995	483,758	490,370	495,369	498,697

Total Current Revenues	27,168,232	25,348,757	25,291,598	25,687,008	25,997,241	26,567,792	27,300,827
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	2020	2021	2022	2023	2024	2025	2026
TOTAL RESOURCES AVAILABLE	39,461,310	39,143,254	39,701,521	39,820,576	39,426,975	38,839,201	38,190,294

MAJOR EXPENDITURES	2020	2021	2022	2023	2024	2025	2026
Amount Transferred to Reserves	2,408,202	1,562,739	1,798,627	1,964,566	2,055,068	2,150,990	2,252,715
Budgeted Labor Expenses	19,384,790	19,490,462	19,978,791	20,522,026	21,079,119	21,656,725	22,195,512
Budgeted M&O Expenses	3,873,822	3,680,131	3,790,535	3,904,251	4,021,378	4,142,020	4,266,280
Amount Spent on Operations	23,258,612	23,170,592	23,769,326	24,426,277	25,100,497	25,798,744	26,461,792
TOTAL EXPENDITURES	25,666,813	24,733,331	25,567,952	26,390,842	27,155,566	27,949,734	28,714,507
Cash Balance Target (4 months)	8,470,048	8,161,999	8,437,424	8,708,978	8,961,337	9,223,412	9,475,787
General Fund Ending Cash Balance	13,794,497	14,409,923	14,133,569	13,429,734	12,271,409	10,889,467	9,475,787
Bond Principal and Interest Payments	1,240,050.00	1,308,650.00	1,368,250.00	1,434,250.00	1,499,500.00	1,568,750.00	1,646,500.00
Effective rate	0.06	0.06	0.06	0.07	0.07	0.07	0.07



	RESERVE FUND						
	2020	2021	2022	2023	2024	2025	2026
RESERVE FUND							
Reserve Fund Beginning Cash Balance	18,935,958	20,559,855	21,412,853	22,620,599	23,045,067	26,454,957	28,014,464
Property Taxes Transferred into Reserve Accounts	2,143,570	737,739	929,377	1,047,983	1,087,820	1,129,472	1,173,025
Periodic Revenues	189,360	205,599	214,129	226,206	230,451	264,550	280,145
Revenues from Asset Sales	0	0	0	0	2,369,678	0	0
Property Taxes Transferred for Equipment	264,632	825,000	869,250	916,583	967,248	1,021,518	1,079,690
Bond Proceeds	0	0	0	0	0	0	0
Total Current Revenue	2,597,561	1,768,337	2,012,755	2,190,772	4,655,197	2,415,540	2,532,859
TOTAL RESOURCES AVAILABLE	21,533,519	22,328,192	23,425,608	24,811,371	27,700,263	28,870,496	30,547,324
Amount Spent from the Tools & Equipment Reserve	161,696	188,827	168,758	182,272	206,337	187,885	186,506
Amount Spent from the Facilities Reserve	70,000	75,000	70,000	45,000	45,750	46,523	47,318
Amount Spent from the Building Reserve	0	0	0	0	0	0	0
Amount Spent from the Apparatus and Equipment Reserve	363,382	256,073	153,110	1,026,795	461,447	69,324	349,239
Amount Spent from the HRA Reserve	170,000	177,500	185,375	193,644	202,326	211,442	221,014
Amount Spent from the Vacation Leave Reserve	46,550	47,947	49,385	50,867	52,393	53,964	55,583
Amount Spent from the Sick Leave Reserve	49,875	51,371	52,913	54,500	56,135	57,819	59,554
Amount Spent from the RIP Reserve	0	0	0	0	0	0	0
Amount Spent from the Post Retirement Medical	0	0	0	0	0	0	0
Amount Spent from the LEOFF 1 Reserve	112,161	118,621	125,468	213,226	220,920	229,075	237,719
Amount Spent from the Capital Projects Reserve	0	0	0	0	0	0	0
Amount Spent from the Donation Reserve	0	0	0	0	0	0	0
Total Reserve Expenses	973,664	915,340	805,009	1,766,304	1,245,307	856,032	1,156,934
Less Transfer back to general fund	0	0	0	0	0	0	0
Reserve Fund Ending Cash Balance	20,559,855	21,412,853	22,620,599	23,045,067	26,454,957	28,014,464	29,390,389

EXHIBIT C

**Northshore Fire Department/Woodinville Fire & Rescue
Projected 2021 Combined Agency Costs**

	Northshore Adopted 2021 Budget	Woodinville Adopted 2021 Budget	Combined Agency 2021 Projected
2020 Ending Cash Balance	4,477,357	7,032,594	11,509,951
Assessed Valuation	8,703,816,682	11,682,870,432	20,386,687,114
% Growth in AV from PY	-0.26%	-0.44%	-0.36%
Levy Rate	0.64	0.77	0.71
FBC Equivalent Rate	0.66	0.49	0.48
Effective Tax Rate	1.30	1.26	1.19
Beginning Cash Balance ¹	4,476,094	7,028,683	11,504,777
Property Tax Levy	5,599,961	8,943,018	14,542,979
KC EMS Allocation ²	423,623	604,432	1,028,055
Fire Benefit Charge ³	4,413,338	5,774,220	8,437,627
<i>FBC as a % of Operating Budget</i>	42.06%	38.67%	34.13%
GO Bond Levy	1,300,000	0	1,300,000
Service Contracts/Prog. Revenue	187,119	175,000	362,119
Projected Carryover	600,000	0	600,000
Total Current Revenues	12,524,042	15,496,670	26,270,780
Total Resources Available	17,000,136	22,525,353	37,775,557
Amount Trans. To Reserves	730,500	560,000	1,290,500
GO Bond Payment	1,300,000	0	1,300,000
<i>Budgeted labor expenses⁴</i>	8,243,671	10,922,885	18,940,795
<i>Budgeted M&O expenses</i>	2,248,608	4,009,874	5,781,432
Amount Spent on Operations	10,492,279	14,932,759	24,722,227
Total Expenditures	12,522,779	15,492,759	27,312,727
Cash balance target (35%)	4,382,973	5,422,466	9,559,454
General Fund Ending Cash Balance	4,477,357	7,032,594	10,462,830

¹ Beginning cash balance is an *estimate* .

² For Combined; Woodinville; and Northshore, these are EMS Levy funds that are kept by the District(s). All other EMS Levy funds received are passed-through to other agency(ies).

³ The Fire Benefit Charge for the combined agency is reduced because the combined labor and M&O expenses are reduced.

⁴ Labor and M&O expenses are reduced in a combined agency; therefore, the values will not reconcile in the "Combined Agency" column.

EXHIBIT D

Northshore Fire Department and Woodinville Fire & Rescue							
Joint Staffing - February 2021							
Date	WF&R	NFD	Total	Additional Apparatus	Sick	Overtime Notes	Savings
2/1/2021	13	11	24	Aid Car and X-Eng/Aid	2		
2/2/2021	13	11	24	Aid Car and X-Eng/Aid	0		
2/3/2021	14	10	24	Aid Car and X-Eng/Aid	2		
2/4/2021	12	9	21	None	2	1 OT not needed WF&R Lt. Bahr	\$2,030.88
2/5/2021	15	10	25	Aid Car and X-Eng/Aid	1		
2/6/2021	13	9	22	X-Eng/Aid	2	1 OT TDO needed	
2/7/2021	12	9.5	21.5	X-Eng/Aid	3	1 OT not needed WF&R Lt. Peterson	\$2,030.88
2/8/2021	12	11	23	Aid Car	2		
2/9/2021	12	10	22	X-Eng/Aid	1		
2/10/2021	13	10	23	Aid Car	1		
2/11/2021	12	9	21	None	4	1 OT not needed NFD FF Ross	\$1,755.49
2/12/2021	13	9.5	22.5	X-Eng/Aid	1	1 OT not needed NFD ABC Hansson	\$2,424.79
2/13/2021	13	10	23	Aid Car	1	1 OT not needed NFD BC Morris	\$2,564.28
2/14/2021	12	9	21	None	1		
2/15/2021	13	10	23	Aid Car	1	1 OT not needed NFD BC Hochstein	\$2,564.28
2/16/2021	13	10	23	Aid Car	2		
2/17/2021	12	9	21	None	4	1 OT not needed WF&R Lt. Rodgers	\$2,030.88
2/18/2021	12	9	21	None	1	1 OT needed; FF vs Lt. NFD Lt. Jamerson	\$350.00
2/19/2021	12	10	22	None	3	1 OT not needed NFD FF Peterson	\$1,755.49
2/20/2021	12	10	22	X-Eng/Aid	2		
2/21/2021	12	11	23	Aid Car	1		
2/22/2021	12	10.5	22.5	X-Eng/Aid	1		
2/23/2021	12	9	21	None	3.5	1 OT not needed WF&R Lt. Ralph	\$1,994.88
2/24/2021	13	10	23	Aid Car	3	1 OT TDO needed	
2/25/2021	12	9	21	None	4	1 OT not needed NFD FF Kuykendall	\$1,755.49
2/26/2021	13	9	22	X-Eng/Aid	1	1 OT not needed NFD FF Carrasquillo	\$869.54
2/27/2021	12	11	23	Aid Car	3		
2/28/2021	13	10	23	Aid Car	0		

52.5

\$21,257.34

Minimum Staffing	21	8	29%
X-Eng/Aid	22	7	25%
Aid Car	23	9	32%
Both	24+	4	14%

28

71%

February 1 2 out sick 24 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Langan	
	FF	Smith	
	FF	Shelford	
E131	Lt	Langan	
	DO	Smith	
	FF	Shelford	
L131	Lt	Briner	
	Truck	Felmley	
	Tiller	Kapfer	
A133/E133	Lt	Robertson	
	DO	Beahan	
	FF	Wagner	
A135/E135	Lt	Bahr	
	DO	Farrar	
	FF	Potapenko	
B151	BC	Hochstein	
A151	FF	Petro	
	FF	Langbehn	
A152	FF	Heilman	
	FF	Colletti	
E151	Lt	Ford	
	DO	Ross	
	FF	Creger-Zier	
E157	Lt	Ingersoll	
	DO	Gilbert	
	FF	Blake	
	FF		

\$0.00

February 2 0 out sick 24 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Sytsma	
	FF	L. Peterson	
	FF	Allen	
E131	Lt	Sytsma	
	DO	L. Peterson	
	FF	Allen	
L131	Lt	P. Peterson	
	Truck	DeVlieger	
	Tiller	Beahan	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Benke	
A135/E135	Lt	Ralph	
	DO	Escamilla	
	FF	Campbell	
B151	BC	Tagart	
A151	FF	Kuykendall	
	FF	Schneider	
A152	FF	Livingston	
	FF	McMahon	
E151	Lt	Pritchett	
	DO	McInturff	
	FF	Kroon	
E157	Lt	Davis	
	DO	Williams	
	FF	Park	
	FF		

\$0.00

February 3 2 out sick 24 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Smith	
	FF	James	
	FF	Shelford	
E131	Lt	Smith	
	DO	James	
	FF	Shelford	
L131	Lt	Briner	
	Truck	Felmley	
	Tiller	Kapfer	
A133/E133	Lt	Robertson	
	DO	Olson	
	FF	Wagner	
A135/E135	Lt	Bahr	
	DO	Ware	
	FF	Farrar	
B151	BC	Hochstein	
A151	FF	Petro	
	FF	Potapenko	
A152	FF	Schwartz	
	FF	Gilbert	
E151	Lt	Ford	
	DO	Heilman	
	FF	Creger-Zier	
E157	Lt	Ingersoll	
	DO	Williams	
	FF	Blake	
	FF		

\$0.00

February 4 2 out sick 21 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Ware	
	FF	McMahon	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	P. Peterson	
	Truck	DeVlieger	
	Tiller	Beahan	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Benke	
A135/E135	Lt	Kuykendall	
	DO	Escamilla	
	FF	Dale	
B151	BC	Tagart	
	FF	Petro	
	FF	Schneider	
A152	FF		
	FF		
E151	Lt	Pritchett	
	DO	Carrasquillo	
	FF	Kroon	
E157	Lt	Davis	
	DO	Livingston	
	FF	Park	
	FF		

\$2,030.88

February 5 1 out sick 25 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Strand	
	FF	Mach	
	FF	Kourdahi	
E131	Lt	Strand	
	DO	Mach	
	FF	Kourdahi	
L131	Lt	Imboden	
	Truck	Vaiese	
	Tiller	Lefotu	
A133/E133	Lt	McGowan	
	DO	Rourk	
	FF	Shelford	
	FF		
A135/E135	Lt	Rodgers	
	DO	James	
	FF	Conover	
	FF		
B151	BC	Van Dusen	
A151	FF	Colletti	
	FF	Hurn	
A152	FF	Gillis	
	FF	McMahon	
E151	Lt	Loutsis	
	DO	Ross	
	FF	Sharp	
E157	Lt	Brackett	
	DO	McInturff	
	FF	Holmes	
	FF		

\$0.00

February 6 2 out sick 22 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Plush	
	FF	Lopez	
	FF	Dale	
E131	Lt	Plush	
	DO	Lopez	
	FF	Dale	
L131	Lt	Langan	
	Truck	DeVlieger	
	Tiller	Marcucci	
A133/E133	Lt	Frye	
	DO	Gargus	
	FF	Campbell	
	FF		
A135/E135	Lt	Woods	
	DO	Allen	
	FF	Kema	
	FF		
B151	BC	Hansson	
A151	FF	Carrasquillo	
	FF	Taiwo	
A152	FF		
	FF		
E151	Lt	Jamerson	
	DO	Hoffman	
	FF	Wilkinson	
E157	Lt	Schwartz	
	DO	Williams	
	FF	L. Peterson	
	FF		

\$0.00

February 7 3 out sick 21.5 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Strand	Peterson \$2,030.88
	FF	Rourk	
	FF	Kourdahi	
E131	Lt	Strand	
	DO	Rourk	
	FF	Kourdahi	
L131	Lt	Imboden	
	Truck	Vaiese	
	Tiller	Mach	
A133/E133	Lt	McGowan	
	DO	Oftedahl	
	FF	Gillis	
	FF		
A135/E135	Lt	Rodgers	
	DO	Olson	
	FF	Schneider	
	FF		
B151	BC	Tagart	
A151	FF	Ross	
	FF	Hurn	
A152	FF		
	FF		
E151	Lt	Loutsis	
	DO	Holmes	
	FF	Sharp	
E157	Lt	Van Dusen	
	DO	Brackett	
	FF	McInturff	
	FF		

\$2,030.88

February 8 2 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Lopez	
	FF	Dale	
E131	FF		
	Lt		
	DO		
L131	FF		
	Lt	Langan	
	Truck	Strand	
A133/E133	Tiller	Kapfer	
	Lt	Frye	
	DO	Plush	
	FF	Gargus	
A135/E135	FF		
	Lt	Woods	
	DO	Sytsma	
	FF	Allen	
B151	FF		
	BC	Hochstein	
A151	FF	Pritchett	
	FF	Carrasquillo	
A152	FF	Hoffman	
	FF	Seefeld	
E151	Lt	Jamerson	
	DO	Schwartz	
	FF	Wilkinson	
E157	Lt	Hansson	
	DO	L. Peterson	
	FF	Taiwo	
	FF		

\$0.00

February 9 1 out sick 22 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Smith	
	FF	Gilbert	
	FF	McMahon	
E131	Lt	Smith	
	DO	Gilbert	
	FF	McMahon	
L131	Lt Truck Tiller	Briner Felmley Kapfer	
A133/E133	Lt	Robertson	
	DO	Olson	
	FF	Wagner	
	FF		
A135/E135	Lt	Bahr	
	DO	Farrar	
	FF	Potapenko	
	FF		
B151	BC	Hochstein	
A151	FF	Petro	
	FF	Creger-Zier	
A152	FF		
	FF		
E151	Lt	Ford	
	DO	Holmes	
	FF	Langbehn	
E157	Lt	Jamerson	
	DO	Williams	
	FF	Blake	
	FF		

\$0.00

February 10 1 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Sytsma	
	FF	Shelford	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt Truck Tiller	Rodgers Ware Beahan	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Benke	
	FF		
A135/E135	Lt	Ralph	
	DO	Escamilla	
	FF	Campbell	
	FF		
B151	BC	Tagart	
A151	FF	Kuykendall	
	FF	Schneider	
A152	FF	Gilbert	
	FF	DeVlieger	
E151	Lt	Pritchett	
	DO	Hofshulte	
	FF	Kroon	
E157	Lt	Davis	
	DO	Colletti	
	FF	Park	
	FF		

\$0.00

February 11 4 out sick 21 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Smith	
	FF	Shelford	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt Truck Tiller	Briner Felmley Kapfer	
A133/E133	Lt	Robertson	
	DO	Olson	
	FF	Seefeld	
	FF		
A135/E135	Lt	Bahr	
	DO	Farrar	
	FF	Potapenko	
	FF		
B151	BC	Morris	
A151	FF	Petro	
	FF	Lengbehn	
A152	FF		
	FF		
E151	Lt	Ford	
	DO	Wagner	Ross \$1,755.49
	FF	Creger-Zier	
E157	Lt	Ingersoll	
	DO	Livingston	
	FF	Blake	
	FF		

\$1,755.49

February 12 1 out sick 22.5 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Kuykendall	
	FF	DeVlieger	
	FF	Benke	
E131	Lt	Kuykendall	
	DO	DeVlieger	
	FF	Benke	
L131	Lt Truck Tiller	Sytsma Lefotu Marcucci	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Gargus	
	FF		
A135/E135	Lt	Ralph	
	DO	Escamilla	
	FF	Campbell	
	FF		
B151	BC	P. Peterson	Hansson \$2,424.79
A151	FF	Colletti	
	FF	Kroon	
A152	FF		
	FF		
E151	Lt	Jamerson	
	DO	Hofschulte	
	FF	Wilkinson	
E157	Lt	Ford/Davis	
	DO	Livingston	
	FF	Schneider	
	FF	Park	

\$2,424.79

February 13 1 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Mach	
	FF	Kourdahi	
E131	FF		
	Lt		
	DO		
L131	FF		
	Lt	Strand	
	Truck	Vaiese	
A133/E133	Tiller	Lefotu	
	Lt	Ralph	
	DO	Rourk	
A135/E135	FF	Potapenko	
	FF		
B151	Lt	Rodgers	
	DO	James	
	FF	Conover	
A151	FF		
	FF	Imboden	Morris \$2,564.28
A152	FF	Gillis	
	FF	Sharp	
E151	FF	Holmes	
	FF	Oftedahl	
	Lt	Loutsis	
E157	DO	Ross	
	FF	Hurn	
	Lt	Van Dusen	
E157	DO	McInturff	
	FF	Blake	
	FF		

\$2,564.28

February 14 1 out sick 21 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Bahr	
	FF	Lopez	
E131	FF		
	Lt		
	DO		
L131	FF		
	Lt	Langan	
	Truck	Wuebel	
A133/E133	Tiller	Marcucci	
	Lt	Frye	
	DO	Gargus	
A135/E135	FF	Plush	
	FF		
B151	Lt	Woods	
	DO	Allen	
	FF	Dale	
A151	FF		
	FF	Morris	
A152	FF	Carrasquillo	
	FF	Taiwo	
E151	FF		
	Lt	Jamerson	
	DO	Hoffman	
E157	FF	Wilkinson	
	Lt	Hansson	
	DO	L. Peterson	
E157	FF	Seefeld	
	FF		

\$0.00

February 15 1 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Mach	
	FF	DeVlieger	
E131	FF		
	Lt		
	DO		
L131	FF		
	Lt	Strand	
	Truck	Vaiese	
A133/E133	Tiller	Lefotu	
	Lt	McGowan	
	DO	Rourk	
A135/E135	FF	Oftedahl	
	FF		
B151	Lt	Rodgers	
	DO	James	
	FF	Conover	
A151	FF		
	FF	Imboden	Hochstein \$2,564.28
A152	FF	Ross	
	FF	Hurn	
E151	FF	Gillis	
	FF	Kourdahi	
	Lt	Loutsis	
E157	DO	Hofschulte	
	FF	Sharp	
	Lt	Van Dusen	
E157	DO	McInturff	
	FF	Holmes	
	FF		

\$2,564.28

February 16 2 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Plush	
	FF	Lopez	
E131	FF		
	Lt		
	DO		
L131	FF		
	Lt	Langan	
	Truck	Klinkenberg	
A133/E133	Tiller	Marcucci	
	Lt	Frye	
	DO	Gargus	
A135/E135	FF	Felmley	
	FF		
B151	Lt	Woods	
	DO	Allen	
	FF	Kema	
A151	FF		
	FF	Morris	
A152	FF	Carrasquillo	
	FF	Taiwo	
E151	FF	Seefeld	
	FF	Dale	
	Lt	Jamerson	
E157	DO	Hoffman	
	FF	Wilkinson	
	Lt	Schwartz	
E157	DO	Livingston	
	FF	L. Peterson	
	FF		

\$0.00

February 17 4 out sick 21 on duty		
	Merged	OT Savings
B131 BC	Merritt	
A131 FF	Smith	
FF	Gillis	Rodgers \$2,030.88
FF		
E131 Lt		
DO		
FF		
L131 Lt	P. Peterson	
Truck	Felmley	
Tiller	Kapfer	
A133/E133 Lt	Robertson	
DO	Olson	
FF	Shelford	
FF		
A135/E135 Lt	Bahr	
DO	Vaiese	
FF	Potapenko	
FF		
B151 BC	Hochstein	
A151 FF	Petro	
FF	Creger-Zier	
A152 FF		
FF		
E151 Lt	Ford	
DO	Carrasquillo	
FF	Langbehn	
E157 Lt	Ingersoll	
DO	Gilbert	
FF	Blake	
FF		

\$2,030.88

February 18 1 out sick 21 on duty		
	Merged	OT Savings
B131 BC	Garat	
A131 FF	Sytsma	
FF	McMahon	
FF		
E131 Lt		
DO		
FF		
L131 Lt	P. Peterson	
Truck	Ware	
Tiller	DeVlieger	
A133/E133 Lt	McGowan	
DO	Olson	
FF	Benke	
FF		
A135/E135 Lt	Ralph	
DO	Beahan	
FF	Campbell	
FF		
B151 BC	Tagart	
A151 FF	Livingston	
FF	FF OT	Jamerson \$350.00
A152 FF		
FF		
E151 Lt	Pritchett	
DO	Hofschulte	
FF	Kroon	
E157 Lt	Kuykendall	
DO	Colletti	
FF	Park	
FF		

\$350.00

February 19 3 out sick 22 on duty		
	Merged	OT Savings
B131 BC	Merritt	
A131 FF	Lengbehn	
FF	Shelford	
FF		
E131 Lt		
DO		
FF		
L131 Lt	Briner	
Truck	Felmley	
Tiller	Kapfer	
A133/E133 Lt	Woods	
DO	Olson	
FF	Wagner	
FF		
A135/E135 Lt	Bahr	
DO	Farrar	
FF	Potapenko	
FF		
B151 BC	Hochstein	
A151 FF	Petro	
FF	Creger-Zier	
A152 FF		
FF		
E151 Lt	Ford	
DO	Smith	L. Peterson \$1,755.49
FF	Seefeld	
E157 Lt	Ingersoll	
DO	Gilbert	
FF	Blake	
FF		

\$1,755.49

February 20 2 out sick 22 on duty		
	Merged	OT Savings
B131 BC	Garat	
A131 FF	Sytsma	
FF	Ware	
FF	Colletti	
E131 Lt	Sytsma	
DO	Ware	
FF	Colletti	
L131 Lt	P. Peterson	
Truck	DeVlieger	
Tiller	Lefotu	
A133/E133 Lt	Weed	
DO	Wedemeyer	
FF	Benke	
FF		
A135/E135 Lt	Ralph	
DO	Escamilla	
FF	Campbell	
FF		
B151 BC	Tagart	
A151 FF	Kuykendall	
FF	Kroon	
A152 FF		
FF		
E151 Lt	Pritchett	
DO	Hofschulte	
FF	Hoffman	
E157 Lt	Ingersoll	
DO	Livingston	
FF	Park	
FF		

\$0.00

February 21 1 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Marcucci	
	FF	Kourdahi	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	Strand	
	Truck	Vaiese	
	Tiller	Lefotu	
A133/E133	Lt	McGowan	
	DO	Rourk	
	FF	Oftedahl	
	FF		
A135/E135	Lt	Rodgers	
	DO	James	
	FF	Conover	
	FF		
B151	BC	Tagart	
A151	FF	Brackett	
	FF	Creger-Zier	
A152	FF	Gillis	
	FF	Sharp	
E151	Lt	Loutsis	
	DO	Ross	
	FF	Hurn	
E157	Lt	Van Dusen	
	DO	Holmes	
	FF	Gilbert	
	FF		

\$0.00

February 22 1 out sick 22.5 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Plush	
	FF	Carrasquillo	
	FF	Dale	
E131	Lt	Plush	
	DO	Carrasquillo	
	FF	Dale	
L131	Lt	Langan	
	Truck	Marcucci	
	Tiller	Wuebel	
A133/E133	Lt	Frye	
	DO	Lopez	
	FF	Gargus	
	FF		
A135/E135	Lt	Woods	
	DO	Allen	
	FF	Kema	
	FF		
B151	BC	Tagart	
		Hansson	
A151	FF	Petro	
	FF	Taiwo	
A152	FF		
	FF		
E151	Lt	Jamerson	
	DO	Hoffman	
	FF	Wilkinson	
E157	Lt	Hansson	
	DO	L. Peterson	
	FF	Seefeld	
	FF	Schwartz	

\$0.00

February 23 3.5 out sick 21 on duty			
		Merged	OT Savings
B131	BC	Davis	
A131	FF	Brackett	
	FF	Mach	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	Imboden	
	Truck	Vaiese	
	Tiller	Lefotu	
A133/E133	Lt	McGowan	
	DO	Rourk	
	FF	Kourdahi	
	FF		
A135/E135	Lt	Strand	
	DO	James	
	FF	Conover	
	FF		
B151	BC	Knight	
		Van Dusen	
A151	FF	Hurn	
	FF	Kroon	
A152	FF		
	FF		
E151	Lt	Loutsis	
	DO	Ross	
	FF	Sharp	
E157	Lt	Van Dusen	
	DO	Holmes	
	FF	Seefeld	
	FF	Colletti	

\$1,994.88

February 24 3 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Wineman	
A131	FF	Lopez	
	FF	Dale	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	Langan	
	Truck	Mach	
	Tiller	Wuebel	
A133/E133	Lt	Frye	
	DO	Plush	
	FF	Gargus	
	FF		
A135/E135	Lt	Woods	
	DO	Allen	
	FF	Kema	
	FF		
B151	BC	Hochstein	
A151	FF	Carrasquillo	
	FF	Taiwo	
A152	FF	Gillis	
	FF	Byrne	
E151	Lt	Jamerson	
	DO	Schwartz	
	FF	Wilkinson	
E157	Lt	Hansson	
	DO	Peterson	
	FF	Park	
	FF		

\$0.00

February 25 4 out sick 21 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Smith	
	FF	Hurn	
E131	Lt		
	DO		
	FF		
L131	Lt	Briner	
	Truck	Felmley	
	Tiller	Wuebel	
A133/E133	Lt	Wagner	
	DO	Olson	
	FF	Shelford	
A135/E135	FF		
	Lt	Bahr	
	DO	Farrar	
	FF	Potapenko	
B151	BC	Hochstein	
A151	FF	Petro	
	FF	Creger-Zier	
A152	FF		
	FF		
E151	Lt	Ford	
	DO	Byrne	Kuykendall
	FF	Langbehn	\$1,755.49
E157	Lt	Ingersoll	
	DO	Williams	
	FF	Blake	
	FF		

\$1,755.49

February 26 1 out sick 22 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Imboden	
	FF	Colletti	
	FF	McMahon	
E131	Lt	Imboden	
	DO	Colletti	
	FF	McMahon	
L131	Lt	P. Peterson	
	Truck	DeVlieger	
	Tiller	Beahan	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Benke	
A135/E135	FF		
	Lt	Ralph	
	DO	Escamilla	
	FF	Campbell	
B151	BC	Tagart	
A151	FF	Kuykendall	
	FF	Kroon	
A152	FF		
	FF		
E151	Lt	Pritchett	
	DO	Hofschulte	
	FF	Kema	
E157	Lt	Davis	
	DO	Livingston	Carrasquillo
	FF	Park	\$869.54
	FF		

\$869.54

February 27 3 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Merritt	
A131	FF	Smith	
	FF	Byrne	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	Briner	
	Truck	Kapfer	
	Tiller	Felmley	
A133/E133	Lt	Langan	
	DO	Wagner	
	FF	Shelford	
	FF		
A135/E135	Lt	Bahr	
	DO	Farrar	
	FF	Potapenko	
	FF		
B151	BC	Hochstein	
A151	FF	Hansson	
	FF	Creger-Zier	
A152	FF	Petro	
	FF	Taiwo	
E151	Lt	Ford	
	DO	Gilbert	
	FF	Langbehn	
E157	Lt	Ingersoll	
	DO	Williams	
	FF	Blake	
	FF		

\$0.00

February 28 0 out sick 23 on duty			
		Merged	OT Savings
B131	BC	Garat	
A131	FF	Woods	
	FF	Allen	
	FF		
E131	Lt		
	DO		
	FF		
L131	Lt	P. Peterson	
	Truck	DeVlieger	
	Tiller	Beahan	
A133/E133	Lt	Weed	
	DO	Wedemeyer	
	FF	Benke	
	FF		
A135/E135	Lt	Ralph	
	DO	Escamilla	
	FF	Campbell	
	FF		
B151	BC	Tagart	
A151	FF	L. Peterson	
	FF	Kroon	
A152	FF	Colletti	
	FF	McMahon	
E151	Lt	Pritchett	
	DO	Hofschulte	
	FF	Kuykendall	
E157	Lt	Davis	
	DO	Livingston	
	FF	Park	
	FF		

\$0.00

EXHIBIT E

Northshore Fire Department and Woodinville Fire & Rescue
Joint Staffing - March 2021

Date	WF&R	NFD	Total	Additional Apparatus	Sick	Overtime Notes	Savings
3/1/2021	12	10.5	22.5	X-Eng/Aid	1		
3/2/2021	13	11	24	Both	1		
3/3/2021	14	11	25	Both	0		
3/4/2021	12	10	22	X-Eng/Aid	2		
3/5/2021	11	10	21	Minimum Staffing	5	No OT needed (McMahon)	\$1,254.24
3/6/2021	13	9	22	X-Eng/Aid	1		
3/7/2021	11	10	21	Minimum Staffing	4	No OT needed (Frye)	\$2,013.36
3/8/2021	14	11	25	Both	1	Some non 24 hr sick leave	
3/9/2021	12	11	23	Aid Car	0		
3/10/2021	15	11	26	Both	0		
3/11/2021	12	9	21	Minimum Staffing	3		
3/12/2021	12	9.5	21.5	X-Eng/Aid	3	Langan skd 19 hrs; hire 12 hours FF OT	
3/13/2021	13	10	23	Aid Car	2		
3/14/2021	13	9.5	22.5	Both	1	hire 12 hours FF OT	
3/15/2021	14	11	25	Both	2		
3/16/2021	14	10	24	Both	0	No OT needed (Loutsis-12)	\$1,122.87
3/17/2021	11	10	21	Minimum Staffing	1	No OT needed (Woods - s/b Ingersoll)	\$1,586.63
3/18/2021	13	9.5	22.5	X-Eng/Aid	2		
3/19/2021	12	9.5	21.5	Minimum Staffing	2		
3/20/2021	12	9	21	Minimum Staffing	1		
3/21/2021	13	10	23	Aid Car	3		
3/22/2021	12	10	22	X-Eng/Aid	0		
3/23/2021	12	9	21	Minimum Staffing	5		
3/24/2021	12	9	21	Minimum Staffing	5	Hochstein OT not needed (P. Peterson) - FF OT instead of BC OT	\$808.79
3/25/2021	11	12	23	Aid Car	2	No OT needed (Ralph and Plush)	\$2,570.58
3/26/2021	12	10	22	X-Eng/Aid	1		
3/27/2021	11	10	21	Minimum Staffing	3	Gargus OT not needed	\$1,174.32
3/28/2021	12	11	23	Aid Car	1	OT needed - truck min staffing	
3/29/2021	12	9	21	Minimum Staffing	4	Pritchett/Kuykendall OT not needed (Lt. Langan) - FF OT instead of Lt. OT	\$145.30
3/30/2021	11	11	22	X-Eng/Aid	2	No BC OT needed (Hansson); no Lt. OT needed (Rodgers)	\$4,507.26
3/31/2021	12	9	21	Minimum Staffing	3	Loutsis/Hansson OT not needed (ALT Byrne) - FF OT instead of Lt. OT	\$452.32

61

\$15,635.67

Minimum Staffing	21	11	35%
X-Eng/Aid	22	8	26%
Aid Car	23	5	16%
Both	24+	7	23%

31

65%

EXHIBIT F



Frequently Asked Questions: Proposed Merger with Woodinville Fire & Rescue

MARCH 16, 2021 | IN NEWS | BY SHANNON MOORE

Northshore Fire Department and Woodinville Fire & Rescue want to merge into one agency to improve emergency services and save money for taxpayers. Here are some answers to questions that you may have about the proposal.

On April 27, 2021, the voters of Northshore Fire Department will be asked whether to approve a merger with Woodinville Fire & Rescue. Here are some answers to questions that you may have about the proposal.

What's on my ballot?

Northshore Fire Department is asking voters whether to approve merging with Woodinville Fire & Rescue. The proposal will be on the April 27, 2021 Special Election ballot.

Why is this merger on the ballot?

Many fire agencies in Washington are merging with the goal to be more efficient for taxpayers, residents and businesses.

How will merging impact my property taxes?

An independent financial analysis projects that property taxpayers in both communities will pay less if the agencies merged. Were the agencies merged in 2021, Northshore property owners would have paid an estimated \$0.11 less per \$1,000 of



Why are property owners expected to pay less if the merger passes?

Working as one agency ends duplicate administrative and management positions and departments. It also allows for economies of scale in purchasing goods and services. One consolidated agency could share labor resources to reduce overtime costs, which were almost \$1.8 million for both agencies last year. Working as one agency is expected to require fewer reserve apparatus, as well.

Is the merger expected to affect BLS transportation fees for Northshore residents?

Yes. Northshore residents currently pay a for-profit private ambulance company for emergency medical transports. Woodinville offers Basic Life Support (BLS) emergency medical transport at no additional cost to the patient. Fire Commissioners for both agencies agree, should the merger be approved by the voters, the new agency would adopt Woodinville's practice and extend no-cost BLS patient transports to the Northshore service area.

Will emergency service levels be affected?

The Northshore fire stations will remain open with the same number of professional firefighters and apparatus serving your neighborhood. Working as one agency would allow for an additional emergency unit to respond to calls on certain days. This would be possible without the need to increase staffing, and could reduce overtime costs for taxpayers. The merger also is expected to provide additional training opportunities for firefighters and more community engagement and fire prevention programs in local schools.

How are Northshore and Woodinville Fire similar?

Both agencies are strong financially and operationally, approximately the same size, and fund emergency services with a fire levy and fire benefit charge. Northshore and Woodinville also have a successful partnership already, sharing some administrative positions and departments, including Fire Chief, Deputy Fire Chief, Chief Administrative Officer, finance, human resources, and IT.

Are there other fire districts without borders that touch?



County Regional Fire Authority

What will the new name be?

If the merger is approved, we expect that there will be a public process including emergency personnel and staff to name the new agency. The goal of the new name would be to reflect the combined service areas of both fire districts.

How will the new agency be governed?

If the merger is approved, the new agency would initially be governed by the current five Fire Commissioners from Northshore, and the five from Woodinville. These 10 positions will be reduced through attrition and the election process to a five-member Board of Fire Commissioners by 2026. All citizens of Kenmore, Lake Forest Park, and Woodinville are eligible to run for these positions.

If the merger is approved, what happens to Northshore's employees?

All employees of the Northshore Fire Department would work for the new agency. Those employees will receive a salary at least equal to the salary given to employees in the same position at Woodinville Fire & Rescue. Firefighters currently covered by the collective bargaining agreement negotiated with IAFF Local 2459 (Northshore) would join the bargaining unit currently represented by IAFF Local 2099 (Woodinville).

Who votes on this proposal?

Because Northshore Fire Department is merging into Woodinville Fire & Rescue, Northshore voters are the ones who vote on this ballot measure.

When will property owners see the new effective tax rate?

The new rate will apply to 2022 property tax statements.

What is an effective tax rate?



Where can I find more information?

More information can be found on the Northshore website at www.northshorefire.com/merger-updates. Interim Fire Chief Greg Ahearn also is available to answer questions at GAhearn@northshorefire.com.

Related Posts



November 18, 2020
Northshore Fire Department Board Approves Merger Resolution



May 16, 2019
Fire Chief Retires



October 16, 2020
Talks on Track for Northshore Fire Department and Woodinville Fire & Rescue Consolidation

EXHIBIT G

Guest op-ed: Thoughts on proposed fire merger from two board commissioners

Rick Webster chairs the Northshore Fire Department Board of Commissioners. Roger Collins chairs the Woodinville Fire & Rescue Board of Commissioners.

Wednesday, April 7, 2021 4:21pm | **OPINION**

***By Rick Webster, Northshore Fire Department Board of Commissioners,
and Roger Collins, Woodinville Fire & Rescue Board of Commissioners***

For over two and a half years, the Northshore Fire Department and Woodinville Fire & Rescue have been working toward asking the public to consider a merger of our fire districts. The merger will be on the April 27 Special Election ballot for voter consideration.

Northshore merging with Woodinville has the potential to reduce property taxes without reducing operations at fire stations or staffing. Many fire agencies in King and Snohomish counties have done the same with great success.

An independent third-party financial firm identified that both Northshore and Woodinville property taxpayers are projected to see a reduction in property taxes with this merger. Details of these findings are on the Northshore website at [. Additionally, if approved, Northshore residents would fall under Woodinville's policy of no cost patient transport. Currently, Northshore primarily utilizes private ambulance companies.](#)

Merging would allow us the opportunity to reorganize the same number of firefighters to add an extra response unit at times to handle emergency calls. This deployment of emergency response personnel is projected to reduce overtime costs, funded by taxpayers, which were almost \$1.8 million for both agencies in 2020.



The Northshore Board of Commissioners petitioned to merge into Woodinville Fire & Rescue to give Northshore residents the opportunity to vote on the merger. Because the Northshore Fire Department would be merging into Woodinville Fire & Rescue, all union firefighters in the new combined agency would work under Woodinville's labor contract.

We recognize that there is a great deal of tension and uncertainty with the labor unions. We want to go on record as saying that, if the merger passes, both Boards and fire department administration remain dedicated to addressing the labor unions' concerns and reaching an amicable agreement without pay or benefit loss. While we disagree with the labor unions' strategy, tactics, and reasons for opposing the merger, we hold our firefighters in the highest regard for their commitment to the communities we serve.

Labor and management both have roles to play in a balanced delivery of service to residents. We ask that you review the information from both sides carefully and cast your vote based on what is in the best interest for you and your family.

—

Rick Webster has lived in Kenmore for 37 years, and chairs the Northshore Fire Department Board of Commissioners. Roger Collins is a 35-year resident of Woodinville and chairs the Woodinville Fire & Rescue Board of Commissioners.

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