



# CITY OF MERCER ISLAND **REVISED**

## CITY COUNCIL REGULAR VIDEO MEETING

Tuesday, October 6, 2020 at 5:00 PM

### COUNCIL MEMBERS:

Mayor Benson Wong, Deputy Mayor Wendy Weiker,  
Councilmembers: Lisa Anderl, Jake Jacobson,  
Salim Nice, Craig Reynolds, David Rosenbaum

### LOCATION & CONTACT:

Mercer Island City Hall – Zoom Meeting  
9611 SE 36th Street | Mercer Island, WA 98040  
Phone: 206.275.7793 | [www.mercerisland.gov](http://www.mercerisland.gov)

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 206.275.7793.

### EXECUTIVE SESSION, 5:00 PM

- 1) To discuss pending or potential litigation with legal counsel pursuant to RCW 42.30.110(1)(i) for approximately 30 minutes. No action.
- 2) For planning or adopting the strategy or position to be taken by the City Council during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress pursuant to RCW 42.30.140(4)(b) for approximately 30 minutes. No action.

### ADJOURNMENT

#### Virtual Meeting Notice

The virtual meeting will be broadcast live on MITV Channel 21 and live streamed on the City Council's [YouTube Channel](#)

**Registering to Speak:** Individuals wishing to speak live during Appearances will need to register their request with the City Clerk at 206.275.7793 or email the [City Clerk](#) and leave a message before 4 PM on the day of the Council meeting. Please reference "Appearances" on your correspondence. Each speaker will be allowed three (3) minutes to speak.

**Public Appearances by Video:** Notify the [City Clerk](#) in advance that you wish to speak on camera and staff will be prepared to permit temporary video access when you enter the live Council meeting. Please remember to activate the video option on your phone or computer, ensure your room is well lit, and kindly ensure that your background is appropriate for all audience ages. Screen sharing will not be permitted, but documents may be [Emailed to Council](#).

**Join by Telephone at 6:00 PM:** To listen to the meeting via telephone, please call **253.215.8782** and enter Webinar ID **886 2197 8225** and Password **851646** when prompted.

**Join by Internet at 6:00 PM:** To watch the meeting over the internet via your computer, follow these steps:

- 1) Click [this link](#)
- 2) If the Zoom app is not installed on your computer, you will be prompted to download it.
- 3) If prompted for Webinar ID, enter **886 2197 8225**; Enter Password **851646**
- 4) The City Clerk will call on you by name or refer to your email address when it is your turn to speak. Please confirm that your audio works prior to participating.

**Submitting Written Comments:** Written comments may be submitted at the Mercer Island [Let's Talk Council Connects](#) page. Written comments received by 3 PM on October 6, 2020 will be forwarded to all Councilmembers and a brief summary of the comments will be included in the minutes of the meeting.

**For the safety and wellbeing of the public and staff,** the City strongly recommends that people attend the meeting by viewing the live feed of the video conference on the City's [YouTube Channel](#), or on [MI-TV Channel 21](#).

### CALL TO ORDER & ROLL CALL, 6:00 PM

### PLEDGE OF ALLEGIANCE

## AGENDA APPROVAL

### CITY MANAGER REPORT

### APPEARANCES

### CONSENT CALENDAR

1. Approve **Accounts Payable** Reports for the periods ending:
  - A. September 11, 2020 in the amount of \$914,868.59
  - B. September 18, 2020 in the amount of \$194,000.26
  - C. September 25, 2020 in the amount of \$275,197.72
2. Claims Reporting for **Electronic Funds Transfers** for the month ending August 31, 2020 in the amount of \$1,997,132.64
3. Certification of **Payroll** dated September 25, 2020 in the amount of \$768,484.28
4. ~~Approve Minutes~~
5. AB 5756: Arbor Day Proclamation No.257  
**Recommended Action:** Mayor proclaims the third Saturday in October as Arbor Day in the City of Mercer Island.
6. **AB 5762: Affordable Housing Week Proclamation No. 258**  
**Recommended Action: Mayor proclaims October 12-16 as Affordable Housing Week in the City of Mercer Island**

### REGULAR BUSINESS

7. AB 5759: Extend Comprehensive Plan and Code Amendment Application Period  
**Recommended Action:** Adopt emergency Ordinance No. 20-15 to extend the Comprehensive Plan and code amendment application deadline to November 2, 2020.
8. AB 5757: ARCH 2021 Work Plan and Budget  
**Recommended Action:**
  - 1) Discuss the ARCH 2021 Work Plan and Administrative Budget.
  - 2) Discuss the 2021-2022 contributions to the ARCH Housing Trust Fund.
9. AB 5760: Additional Coronavirus Relief Funds Allocation for EOC Costs & Small Business Grant Program  
**Recommended Action:** Discuss and provide feedback and direction on the administration of a Small Business Grant program using Coronavirus Relief Funds. The City Council will have an opportunity to formally approve the grant program and accept the funds at the October 20, 2020 City Council meeting.
10. AB 5761: PSERN Operator Interlocal Agreement  
**Recommended Action:** Approve Resolution No. 1583, authorizing the City Manager to sign the Puget Sound Emergency Radio Network (PSERN) Operator Interlocal Agreement creating the PSERN Operator, which will undertake the ownership, operations, maintenance, management and ongoing upgrades/replacement of the PSERN System.
11. AB 5758: Fire Services Study – Part 2  
**Recommended Action:** Move one of the following alternatives:
  - Alternative #1: Accept the Fire Services Study Final Report and take no further action.
  - Alternative #2: Accept the Fire Services Study Final Report and defer further action/discussions to the 2021 City Council Planning Session or a future date.
  - Alternative #3: Accept the Fire Services Study Final Report and direct the City Manager to prepare a budget proposal to conduct an RFP process and commence further study of the contractual fire services alternative.

### OTHER BUSINESS

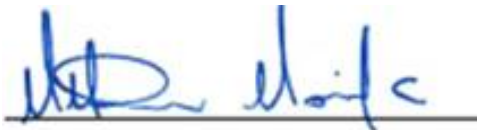
#### 12. Planning Schedule

#### 13. Councilmember Absences & Reports

### ADJOURNMENT

CERTIFICATION OF CLAIMS

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Mercer Island, and that I am authorized to authenticate and certify to said claim.



\_\_\_\_\_  
Finance Director

I, the undersigned, do hereby certify that the City Council has reviewed the documentation supporting claims paid and approved all checks or warrants issued in payment of claims.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Date

<u>Report</u>	<u>Warrants</u>	<u>Date</u>	<u>Amount</u>
Check Register	204651-204755	9/11/2020	\$ 914,868.59
			\$ 914,868.59

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: 001000 - General Fund-Admin Key</i>				
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	2,781.29
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	2,781.29
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	1,523.13
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	1,523.13
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	912.52
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	912.52
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	859.63
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	859.63
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	567.66
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	567.66
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	544.39
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	544.39
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	544.39
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	544.39
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	295.63
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	295.63
P0108573	00204653	ALPENTAL VOLUNTEER SKI PATROL	Refund for rental cancellation	284.00
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	235.42
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	235.42
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	217.62
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	217.62
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	182.77
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	182.77
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	155.29
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	155.29
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	126.62
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	126.62
P0108568	00204711	ODEGARD, JOHN	Refund for drop-in sports	121.80
P0108571	00204694	Louisse, Leni	Refund for senior social punch	120.00
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	102.54
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	102.54
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	99.99
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	99.99
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	99.99
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	99.99
P0108540	00204676	Heady, Sarah	Refund for fitness room member	83.52
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	75.48
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	75.48
P0102958	00204687	KING CO PROSECUTING ATTORNEY	2019 COURT REMITTANCE KC CRIME	73.52
P0108549	00204670	Eriks, Elizabeth	Refund for drop-in sports memb	69.60
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	51.14
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	51.14
P0108542	00204689	Lai, Cassandra	Refund for fitness room member	47.16
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	45.67
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	45.67
P0108569	00204715	PALMBORG, RODNEY	Refund for drop-in sports memb	44.52
P0108541	00204716	Poppe, Lucinda	Refund for drop-in sports memb	43.92
P0108543	00204658	Bin Li	Refund for drop-in sports memb	41.48
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	41.36



**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	41.36
P0108570	00204703	MILLER, CHRISTINE	Refund for drop-in sports memb	40.28
P0108544	00204734	U Cheong Li	Refund for drop-in sports memb	40.28
P0108544	00204746	U Cheong Li	Refund for drop-in sports memb	40.28
P0108548	00204695	Luo, Yiteng	Refund for drop-in sports memb	39.04
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	38.37
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	38.37
P0108551	00204720	Relf, James	Refund for drop-in sports memb	34.16
P0108547	00204679	Israel, Arthur	Refund for drop-in sports memb	31.72
P0108572	00204727	STORIE, PENNY	Refund for drop-in sports memb	28.80
P0108546	00204673	Hamilton, Michele	Refund for drop-in sports memb	24.40
P0108583	00204741	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	24.27
P0108583	00204753	WA ST TREASURER'S OFFICE	AUG20 NC Court Remittance	24.27
P0108550	00204692	Li, Xin	Refund for drop-in sports memb	21.96
P0108537	00204743	Ward, Steve	Refund for fitness room member	17.40
P0108537	00204755	Ward, Steve	Refund for fitness room member	17.40
P0108539	00204680	Jamison, Susan	Refund for drop-in sports memb	17.08
P0108538	00204657	Beller, Catherine	Refund for drop-in membership	9.76
P0108545	00204662	Cheng, Gong	Refund for drop-in sports memb	4.88
P0108585	00204741	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	-49.63
P0108585	00204753	WA ST TREASURER'S OFFICE	AUG20 MI Court Remittance	-49.63
<b>Org Key: 402000 - Water Fund-Admin Key</b>				
P0108535	00204742	WALTER E NELSON CO	INVENTORY PURCHASES	2,072.28
P0108535	00204754	WALTER E NELSON CO	INVENTORY PURCHASES	2,072.28
	00204677	Helen Saito	REFUND OVERPAY 0083316003	468.77
	00204669	Erick M Leithe Jr	REFUND OVERPAY 0026628002	253.74
	00204675	Hartung, Michael	REFUND OVERPAY 00640160004	248.22
	00204686	Kim, Jeong	REFUND OVERPAY 00310300002	235.23
P0108563	00204671	GRAINGER	INVENTORY PURCHASES	227.37
P0108560	00204671	GRAINGER	INVENTORY PURCHASES	93.20
<b>Org Key: 814074 - Garnishments</b>				
	00204737	UNITED STATES TREASURY	PAYROLL EARLY WARRANTS	826.84
	00204749	UNITED STATES TREASURY	PAYROLL EARLY WARRANTS	826.84
<b>Org Key: 814075 - Mercer Island Emp Association</b>				
	00204700	MI EMPLOYEES ASSOC	PAYROLL EARLY WARRANTS	260.00
<b>Org Key: CA1100 - Administration (CA)</b>				
P0108618	00204696	Madrona Law Group, PLLC	Invoice No. 10380 Professional	12,255.47
P0108618	00204696	Madrona Law Group, PLLC	Invoice No. 10381 Professional	10,440.00
P0108622	00204682	K&L GATES LLP	Invoice No. 3819856 Profession	3,339.60
P0108471	00204712	OGDEN MURPHY WALLACE PLLC	Invoice 842236 Professional	1,167.00
<b>Org Key: CA1200 - Prosecution &amp; Criminal Mngmnt</b>				
P0108619	00204704	MOBERLY AND ROBERTS	Invoice 915 - Professional Ser	6,800.00
P0108621	00204678	HONEYWELL, MATTHEW V	Invoice No. 1167 Public Defen	1,200.00
P0108621	00204678	HONEYWELL, MATTHEW V	Invoice No. 1171 Public Defen	700.00
P0108621	00204678	HONEYWELL, MATTHEW V	Invoice No. 1168 Public Defend	300.00
P0108621	00204678	HONEYWELL, MATTHEW V	Invoice No. 1169 Public Defen	300.00
P0108621	00204678	HONEYWELL, MATTHEW V	Invoice No. 1170 Public Defen	100.00

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: CM1200 - City Clerk</i>				
P0108612	00204726	SOUND PUBLISHING INC	Ntc. 2512760 Boards&Commission	212.25
P0108612	00204726	SOUND PUBLISHING INC	Ntc. 2520362 Special Meeting	83.22
P0108612	00204726	SOUND PUBLISHING INC	Ntc. 2520160 Ord. 20C-17 8/12/	62.48
<i>Org Key: CM1400 - Communications</i>				
P0108611	00204732	TOWN SQUARE PUBLICATIONS	Inv. 151158 MI Chamber of Comm	955.00
P0108611	00204744	TOWN SQUARE PUBLICATIONS	Inv. 151158 MI Chamber of Comm	955.00
<i>Org Key: CO6100 - City Council</i>				
P0108614	00204684	KEATING BUCKLIN & MCCORMACK	Code of Ethics Officer Service	4,560.00
P0108614	00204684	KEATING BUCKLIN & MCCORMACK	Code of Ethics Officer Service	3,283.20
<i>Org Key: DS0000 - Development Services-Revenue</i>				
	00204723	RKK CONSTRUCTION	REF UNUSED SITE DEV DEPO	3,255.00
	00204723	RKK CONSTRUCTION	REF UNUSED SITE DEV DEPO	97.65
	00204733	TUGHAN ELECTRIC	DUPLICATE PERMIT, INCORRECT	29.60
	00204745	TUGHAN ELECTRIC	DUPLICATE PERMIT, INCORRECT	29.60
<i>Org Key: DS1100 - Administration (DS)</i>				
P0108590	00204739	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	538.77
P0108590	00204751	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	538.77
P0108594	00204739	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	385.07
P0108594	00204751	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	385.07
<i>Org Key: DS1300 - Land Use Planning Svc</i>				
P0108612	00204726	SOUND PUBLISHING INC	Ntc. 2520286 Req. for Comp Pla	101.38
P0108612	00204726	SOUND PUBLISHING INC	Ntc. 2520431 Interim Zoning	88.41
<i>Org Key: FN2100 - Data Processing</i>				
P0108581	00204698	METROPRESORT	AUG 2020 MONTHLY E-SERVICE HAR	50.00
<i>Org Key: FN4501 - Utility Billing (Water)</i>				
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	112.15
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	60.13
<i>Org Key: FN4502 - Utility Billing (Sewer)</i>				
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	112.15
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	60.14
<i>Org Key: FN4503 - Utility Billing (Storm)</i>				
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	112.16
P0108581	00204698	METROPRESORT	AUG 2020 PRINTING & MAILING OF	60.15
<i>Org Key: FR1100 - Administration (FR)</i>				
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	991.86
	00204661	CENTURYLINK	Century Link Aug 2020	182.13
P0108575	00204656	ASPECT SOFTWARE INC	Monthly Telestaff Fees/Fire	165.00
P0108579	00204665	COMCAST	Internet Charges/Fire	120.20
P0108578	00204665	COMCAST	Internet Charges/Fire	100.25
<i>Org Key: FR2100 - Fire Operations</i>				
P0106709	00204668	EPSCA	MONTHLY RADIO ACCESS FEES 49 R	1,111.00
P0108592	00204739	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	1,110.06

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PO #	Check #	Vendor:	Transaction Description	Check Amount
P0108592	00204751	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	1,110.06
P0106709	00204668	EPSCA	QTLY ACCESS FEE REBATE FIRE	-194.04
<i>Org Key: FR2500 - Fire Emergency Medical Svcs</i>				
P0108577	00204693	LIFE ASSIST INC	Aid Supplies	401.52
P0108580	00204693	LIFE ASSIST INC	Aid Supplies	373.50
P0108576	00204652	AIRGAS USA LLC	Oxygen/Fire	29.57
P0108580	00204693	LIFE ASSIST INC	Aid Supplies	8.23
<i>Org Key: GGM001 - General Government-Misc</i>				
P0108564	00204717	PROJECT A INC	Website Hosting Fee July 1-Sep	1,197.00
P0108564	00204717	PROJECT A INC	Sept 2020 Intranet Fee	250.00
P0108606	00204664	COMCAST	2020 COMCAST BUS. JULY/AUG	232.88
P0108582	00204683	KC TREASURY	Tax Due 531510-1235-02	32.68
<i>Org Key: GGM004 - Gen Govt-Office Support</i>				
	00204666	COMPLETE OFFICE	OFFICE SUPPLIES AUG 20	901.72
	00204666	COMPLETE OFFICE	OFFICE SUPPLIES AUG 20	309.55
<i>Org Key: GGM005 - Genera Govt-LI Retiree Costs</i>				
P0108642	00204707	MYERS, JAMES S	LEOFF1 Retiree Medical Expense	382.27
P0108643	00204681	JOHNSON, CURTIS	FRLEOFF1 Retiree Medical Expen	320.04
<i>Org Key: GGM100 - Emerg Incident Response</i>				
P0108625	00204736	UNITED SITE SERVICES	Portable restroom for Grovelan	364.92
P0108625	00204748	UNITED SITE SERVICES	Portable restroom for Grovelan	364.92
P0108556	00204735	UNITED REPROGRAPHICS	COVID TRAIL USER SIGNAGE	330.30
P0108556	00204747	UNITED REPROGRAPHICS	COVID TRAIL USER SIGNAGE	330.30
<i>Org Key: GGM150 - EOC - Port of Seattle Grant</i>				
P0108613	00204674	Hardwick Research	COVID-19 Business Survey Final	5,970.00
P0108515	00204735	UNITED REPROGRAPHICS	Priority food pickup covid-19	77.35
P0108515	00204747	UNITED REPROGRAPHICS	Priority food pickup covid-19	77.35
<i>Org Key: IGV012 - MW Pool Operation Subsidy</i>				
P0106607	00204702	MI SCHOOL DISTRICT #400	MI Pool Operation Subsidy	11,902.17
<i>Org Key: IGV011 - Chamber of Commerce</i>				
P0106841	00204699	MI CHAMBER OF COMMERCE	MONTHLY CHAMBER OF COMMERCE	600.00
<i>Org Key: IS2100 - IGS Network Administration</i>				
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	2,152.97
	00204661	CENTURYLINK	Century Link Aug 2020	696.99
P0108593	00204697	MAGNAS LLC	MONTHLY LONG DISTANCE SEPT 202	173.27
<i>Org Key: MT2100 - Roadway Maintenance</i>				
P0108555	00204659	CADMAN INC	5/8"-MINUS ROCK (129.68 TONS)	887.99
<i>Org Key: MT3000 - Water Service Upsizes and New</i>				
P0108555	00204659	CADMAN INC	5/8"-MINUS ROCK (129.68 TONS)	1,065.59
<i>Org Key: MT3100 - Water Distribution</i>				
P0108636	00204724	Royal Restrooms of Washington	2 UNIT MONTHLY RENTAL & PUMP	4,050.00
P0108555	00204659	CADMAN INC	5/8"-MINUS ROCK (129.68 TONS)	1,030.06

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: MT3150 - Water Quality Event</i>				
P0106535	00204728	SYBIS	CYBER LOCKS	1,108.80
P0107245	00204731	LINKO TECHNOLOGY INC	2020 CROSS CONNECTION WEB TEST	335.00
P0107500	00204654	AM TEST INC	2020 WATER QUALITY SAMPLES	300.00
<i>Org Key: MT3200 - Water Pumps</i>				
P0106535	00204728	SYBIS	CYBER LOCKS	1,108.80
	00204661	CENTURYLINK	Century Link Aug 2020	238.76
	00204661	CENTURYLINK	CENTURY LINK AUG 2020	119.38
<i>Org Key: MT3300 - Water Associated Costs</i>				
	00204691	LEYDE, CASEY	SR4018/4019 ALARM RESP	83.95
<i>Org Key: MT3400 - Sewer Collection</i>				
P0108636	00204724	Royal Restrooms of Washington	2 UNIT MONTHLY RENTAL & PUMP	4,050.00
P0106535	00204728	SYBIS	CYBER LOCKS	1,108.80
<i>Org Key: MT3500 - Sewer Pumps</i>				
	00204661	CENTURYLINK	CENTURY LINK AUG 2020	3,737.51
P0106535	00204728	SYBIS	CYBER LOCKS	1,108.80
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	380.69
	00204718	PUGET SOUND ENERGY	PSE SEPT 2020	207.22
<i>Org Key: MT4150 - Support Services - Clearing</i>				
P0108589	00204739	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	3,645.04
P0108589	00204751	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	3,645.04
P0106362	00204663	CINTAS CORPORATION #460	2020 PW COVERALL SERVICE	1,637.99
P0106555	00204738	UTILITIES UNDERGROUND LOCATION	2020 UTILITY LOCATES	297.99
P0106555	00204750	UTILITIES UNDERGROUND LOCATION	2020 UTILITY LOCATES	297.99
P0106709	00204668	EPSCA	MONTHLY RADIO ACCESS FEES 1 RA	25.25
P0106709	00204668	EPSCA	QTLY ACCESS FEE REBATE PUBLIC	-4.41
<i>Org Key: MT4200 - Building Services</i>				
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	3,675.84
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	1,450.22
<i>Org Key: MT4300 - Fleet Services</i>				
P0108497	00204701	MI SCHOOL DISTRICT	JULY FUEL CHARGES	7,014.58
P0108647	00204709	NELSON PETROLEUM	FUEL	1,538.15
P0105794	00204685	KIA MOTORS FINANCE	PW 2019 KIA NIRO PHEV LEASE	388.20
P0108562	00204708	NAPA AUTO PARTS	REPAIR PARTS	228.69
<i>Org Key: MT4501 - Water Administration</i>				
P0108584	00204725	SEATTLE PUBLIC UTILITIES	July Water Purchased	276,758.00
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	58.73
<i>Org Key: PO1100 - Administration (PO)</i>				
P0108591	00204739	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	730.16
P0108591	00204751	VERIZON WIRELESS	SEPT 2020 VERIZON WIRELESS	730.16
<i>Org Key: PO1350 - Police Emergency Management</i>				
P0106709	00204668	EPSCA	MONTHLY RADIO ACCESS FEES 13 R	328.25
P0106709	00204668	EPSCA	QTLY ACCESS FEE REBATE EMAC	-57.33

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: PO1650 - Regional Radio Operations</i>				
P0106709	00204668	EPSCA	MONTHLY RADIO ACCESS FEES 59 R	1,515.00
P0106709	00204668	EPSCA	QTLY ACCESS FEE REFUND POLICE	-264.60
<i>Org Key: PO4100 - Firearms Training</i>				
P0108526	00204721	RENTON FISH & GAME CLUB INC	Renton Range fee	25.00
<i>Org Key: PR0000 - Parks &amp; Recreation-Revenue</i>				
P0108574	00204705	MOGES, FASIKA	75% of gallery sales for Winte	67.50
<i>Org Key: PR4100 - Community Center</i>				
	00204666	COMPLETE OFFICE	OFFICE SUPPLIES AUG 20	684.16
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	56.37
<i>Org Key: PR6100 - Park Maintenance</i>				
P0106362	00204663	CINTAS CORPORATION #460	PARKS 2020 COVERALL SERVICE	117.36
<i>Org Key: PR6200 - Athletic Field Maintenance</i>				
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	91.28
	00204661	CENTURYLINK	Century Link Aug 2020	84.35
<i>Org Key: PR6500 - Luther Burbank Park Maint.</i>				
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	1,978.27
P0108565	00204714	PACIFIC AIR CONTROL INC	HVAC MAINT LB & CARETAKER HOUS	652.58
	00204661	CENTURYLINK	CENTURY LINK SEPT 2020	179.55
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	173.03
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	-43.27
<i>Org Key: PR6900 - Aubrey Davis Park Maintenance</i>				
P0108617	00204730	T2 SYSTEMS CANADA INC	Boat launch ticket machine mon	77.00
P0108623	00204729	T-MOBILE	Monthly service for boat launc	20.00
<i>Org Key: ST0001 - ST Traffic Safety Enhancements</i>				
P0106921	00204740	WA ST DEPT OF TRANSPORTATION	WMW TRAIL CROSSING PROJECT JZ0	1,937.29
P0106921	00204752	WA ST DEPT OF TRANSPORTATION	WMW TRAIL CROSSING PROJECT JZ0	1,937.29
P0106921	00204740	WA ST DEPT OF TRANSPORTATION	WMW TRAIL CROSSING PROJECT JZ0	652.35
P0106921	00204752	WA ST DEPT OF TRANSPORTATION	WMW TRAIL CROSSING PROJECT JZ0	652.35
<i>Org Key: ST0025 - ST Environmental</i>				
P0108620	00204655	ASPECT CONSULTING LLC	Invoice No. 38117 ST Long Term	10,346.74
<i>Org Key: WD140R - Drainage System Pipe Replacemt</i>				
P0107631	00204710	OCEANSIDE CONSTRUCTION INC	2020 WATER SYSTEM IMPROVEMENTS	884.88
<i>Org Key: WD722R - Sub Basin 3b.4 Watercourse</i>				
	00204672	GREENE, RICHARD B.	SB3B.4 INSPECTION	136.85
	00204672	GREENE, RICHARD B.	SB29.2 INSPECTION	84.53
<i>Org Key: WG101R - City Hall Building Repairs</i>				
P0108496	00204651	AA ASPHALTING INC	Sealcoating and crackfilling	24,131.25
<i>Org Key: WG104R - Thrift Shop Repairs</i>				
P0108199	00204713	Osborn Architects Inc.	Thrift Shop and Recycling Cent	8,790.69
<i>Org Key: WG105R - Community Center Bldg Repairs</i>				

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0108496	00204651	AA ASPHALTING INC	sealcoating and crackfilling	20,000.00
<i>Org Key: WP122R - Vegetation Management</i>				
P0102409	00204706	MOUNTAINS TO SOUND	2019-2020 Forest Restoration	323.75
<i>Org Key: WP720R - Recurring Park Projects</i>				
P0108628	00204651	AA ASPHALTING INC	Asphalt Work WO # 16199	19,500.00
<i>Org Key: WR101R - Residential Street Improvement</i>				
P0108504	00204690	LAKESIDE INDUSTRIES	pp#1	125,397.84
P0108634	00204688	KRAZAN & ASSOCIATES INC	ASPHALT TESTING & BATCH SAMPLI	1,600.00
P0108504	00204690	LAKESIDE INDUSTRIES	pp#1	215.00
<i>Org Key: WR110R - Arterial Street Preservation</i>				
P0108504	00204690	LAKESIDE INDUSTRIES	pp#1	17,218.26
<i>Org Key: WR918R - SE 40th St 76th to 78th</i>				
P0108504	00204690	LAKESIDE INDUSTRIES	pp#1	61,229.68
P0108634	00204688	KRAZAN & ASSOCIATES INC	REINFORCED CONCRETE INSPECTION	615.00
<i>Org Key: WW535D- Booster Chlorination Station</i>				
P0108114	00204660	CAROLLO ENGINEERS INC	BOOSTER CHLORINATION SYSTEM	2,749.50
<i>Org Key: WW717R- Main SE 22nd Street</i>				
P0108553	00204722	RINO CONSTRUCTION	Emergency Water Supply Repair	612.05
<i>Org Key: WW718R- Main 87th and 88th Ave SE</i>				
P0107631	00204710	OCEANSIDE CONSTRUCTION INC	2020 WATER SYSTEM IMPROVEMENTS	148,644.42
P0108510	00204654	AM TEST INC	Bacteriological 24 hours	90.00
<i>Org Key: WW914R- 96th 97th Ave and SE 34th Main</i>				
P0107631	00204710	OCEANSIDE CONSTRUCTION INC	2020 WATER SYSTEM IMPROVEMENTS	24,696.80
<i>Org Key: XP520R - Recreational Trail Connections</i>				
P0108555	00204659	CADMAN INC	5/8"-MINUS ROCK (129.68 TONS)	568.32
<i>Org Key: YF1100 - YFS General Services</i>				
P0108639	00204667	DATAQUEST LLC	Pre-employment Background Chec	26.50
<i>Org Key: YF1200 - Thrift Shop</i>				
	00204661	CENTURYLINK	Century Link Aug 2020	189.54
P0108595	00204719	RAINIER BUILDING SERVICES	AUG 2020 JANITORIAL SERVICE CI	175.99
Total				914,868.59

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204651	09/11/2020	AA ASPHALTING INC Sealcoating and crackfilling	P0108628	119831	08/26/2020	63,631.25
00204652	09/11/2020	AIRGAS USA LLC Oxygen/Fire	P0108576	9104420904	08/20/2020	29.57
00204653	09/11/2020	ALPENTAL VOLUNTEER SKI PATROL Refund for rental cancellation	P0108573	OH013764	09/09/2020	284.00
00204654	09/11/2020	AM TEST INC 2020 WATER QUALITY SAMPLES	P0108510	116960	08/12/2020	390.00
00204655	09/11/2020	ASPECT CONSULTING LLC Invoice No. 38117 ST Long Term	P0108620	38117	08/25/2020	10,346.74
00204656	09/11/2020	ASPECT SOFTWARE INC Monthly Telestaff Fees/Fire	P0108575	AS1061480	09/05/2020	165.00
00204657	09/11/2020	Beller, Catherine Refund for drop-in membership	P0108538	32468	09/09/2020	9.76
00204658	09/11/2020	Bin Li Refund for drop-in sports memb	P0108543	32498	09/09/2020	41.48
00204659	09/11/2020	CADMAN INC 5/8"-MINUS ROCK (129.68 TONS)	P0108555	570320/5703873	08/12/2020	3,551.96
00204660	09/11/2020	CAROLLO ENGINEERS INC BOOSTER CHLORINATION SYSTEM	P0108114	0189499	08/07/2020	2,749.50
00204661	09/11/2020	CENTURYLINK Century Link Aug 2020		OH013769	08/04/2020	9,160.11
00204662	09/11/2020	Cheng, Gong Refund for drop-in sports memb	P0108545	32500	09/09/2020	4.88
00204663	09/11/2020	CINTAS CORPORATION #460 2020 PW COVERALL SERVICE	P0106362	OH013761	08/31/2020	1,755.35
00204664	09/11/2020	COMCAST 2020 COMCAST BUS. JULY/AUG	P0108606	0060573-0820	08/12/2020	232.88
00204665	09/11/2020	COMCAST Internet Charges/Fire	P0108578	0024124-0917	09/17/2020	220.45
00204666	09/11/2020	COMPLETE OFFICE OFFICE SUPPLIES AUG 20		OH013768	09/01/2020	1,895.43
00204667	09/11/2020	DATAQUEST LLC Pre-employment Background Chec	P0108639	12801	08/31/2020	26.50
00204668	09/11/2020	EPSCA MONTHLY RADIO ACCESS FEES 49 R	P0106709	10167	09/01/2020	2,459.12
00204669	09/11/2020	Erick M Leithe Jr REFUND OVERPAY 0026628002		OH013781	09/02/2020	253.74
00204670	09/11/2020	Eriks, Elizabeth Refund for drop-in sports memb	P0108549	32508	09/09/2020	69.60
00204671	09/11/2020	GRAINGER INVENTORY PURCHASES	P0108560	9637891731	08/31/2020	320.57
00204672	09/11/2020	GREENE, RICHARD B. SB3B.4 INSPECTION		OH013786	09/03/2020	221.38
00204673	09/11/2020	Hamilton, Michele Refund for drop-in sports memb	P0108546	32502	09/09/2020	24.40
00204674	09/11/2020	Hardwick Research COVID-19 Business Survey Final	P0108613	301057	09/08/2020	5,970.00
00204675	09/11/2020	Hartung, Michael REFUND OVERPAY 00640160004		OH013783	09/02/2020	248.22
00204676	09/11/2020	Heady, Sarah Refund for fitness room member	P0108540	32471	09/09/2020	83.52

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204677	09/11/2020	Helen Saito REFUND OVERPAY 0083316003		OH013784	09/03/2020	468.77
00204678	09/11/2020	HONEYWELL, MATTHEW V Invoice No. 1170 Public Defen	P0108621	1169	09/01/2020	2,600.00
00204679	09/11/2020	Israel, Arthur Refund for drop-in sports memb	P0108547	32503	09/09/2020	31.72
00204680	09/11/2020	Jamison, Susan Refund for drop-in sports memb	P0108539	32470	09/09/2020	17.08
00204681	09/11/2020	JOHNSON, CURTIS FRLEOFF1 Retiree Medical Expen	P0108643	OH013777	09/10/2020	320.04
00204682	09/11/2020	K&L GATES LLP Invoice No. 3819856 Profession	P0108622	3819856	07/31/2020	3,339.60
00204683	09/11/2020	KC TREASURY Tax Due 531510-1235-02	P0108582	OH013756	09/09/2020	32.68
00204684	09/11/2020	KEATING BUCKLIN & MCCORMACK Code of Ethics Officer Service	P0108614	14600	09/02/2020	7,843.20
00204685	09/11/2020	KIA MOTORS FINANCE PW 2019 KIA NIRO PHEV LEASE	P0105794	OH013771	09/04/2020	388.20
00204686	09/11/2020	Kim, Jeong REFUND OVERPAY 00310300002		OH013782	09/02/2020	235.23
00204687	09/11/2020	KING CO PROSECUTING ATTORNEY 2019 COURT REMITTANCE KC CRIME	P0102958	OH013770	08/31/2020	73.52
00204688	09/11/2020	KRAZAN & ASSOCIATES INC ASPHALT TESTING & BATCH SAMPLI	P0108634	INV1617013-5832	07/31/2020	2,215.00
00204689	09/11/2020	Lai, Cassandra Refund for fitness room member	P0108542	32475	09/09/2020	47.16
00204690	09/11/2020	LAKESIDE INDUSTRIES pp#1	P0108504	PP#1	07/31/2020	204,060.78
00204691	09/11/2020	LEYDE, CASEY SR4018/4019 ALARM RESP		OH013787	08/31/2020	83.95
00204692	09/11/2020	Li, Xin Refund for drop-in sports memb	P0108550	32509	09/09/2020	21.96
00204693	09/11/2020	LIFE ASSIST INC Aid Supplies	P0108577	1031299	08/31/2020	783.25
00204694	09/11/2020	Louisse, Leni Refund for senior social punch	P0108571	32504	09/09/2020	120.00
00204695	09/11/2020	Luo, Yiteng Refund for drop-in sports memb	P0108548	32506	09/09/2020	39.04
00204696	09/11/2020	Madrona Law Group, PPLC Invoice No. 10380 Professional	P0108618	10381	09/02/2020	22,695.47
00204697	09/11/2020	MAGNAS LLC MONTHLY LONG DISTANCE SEPT 202	P0108593	OH013775	08/31/2020	173.27
00204698	09/11/2020	METROPRESORT AUG 2020 MONTHLY E-SERVICE HAR	P0108581	IN626670	09/04/2020	566.88
00204699	09/11/2020	MI CHAMBER OF COMMERCE MONTHLY CHAMBER OF COMMERCE	P0106841	OH013766	08/31/2020	600.00
00204700	09/11/2020	MI EMPLOYEES ASSOC PAYROLL EARLY WARRANTS		OH013779	09/11/2020	260.00
00204701	09/11/2020	MI SCHOOL DISTRICT JULY FUEL CHARGES	P0108497	2020-07.30FUEL	08/10/2020	7,014.58
00204702	09/11/2020	MI SCHOOL DISTRICT #400 MI Pool Operation Subsidy	P0106607	MIPOOLSUBSAUG2 0	08/01/2020	11,902.17



**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204703	09/11/2020	MILLER, CHRISTINE Refund for drop-in sports memb	P0108570	32501	09/09/2020	40.28
00204704	09/11/2020	MOBERLY AND ROBERTS Invoice 915 - Professional Ser	P0108619	915	09/01/2020	6,800.00
00204705	09/11/2020	MOGES, FASIKA 75% of gallery sales for Winte	P0108574	OH013763	09/09/2020	67.50
00204706	09/11/2020	MOUNTAINS TO SOUND 2019-2020 Forest Restoration	P0102409	3658	06/30/2020	323.75
00204707	09/11/2020	MYERS, JAMES S LEOFF1 Retiree Medical Expense	P0108642	OH013776	09/10/2020	382.27
00204708	09/11/2020	NAPA AUTO PARTS REPAIR PARTS	P0108562	OH013760	09/03/2020	228.69
00204709	09/11/2020	NELSON PETROLEUM FUEL	P0108647	0738465-IN	08/11/2020	1,538.15
00204710	09/11/2020	OCEANSIDE CONSTRUCTION INC 2020 WATER SYSTEM IMPROVEMENTS	P0107631	PP#3	08/31/2020	174,226.10
00204711	09/11/2020	ODEGARD, JOHN Refund for drop-in sports	P0108568	32466	09/09/2020	121.80
00204712	09/11/2020	OGDEN MURPHY WALLACE PLLC Invoice 842236 Professional	P0108471	842236	08/19/2020	1,167.00
00204713	09/11/2020	Osborn Architects Inc. Thrift Shop and Recycling Cent	P0108199	746	08/26/2020	8,790.69
00204714	09/11/2020	PACIFIC AIR CONTROL INC HVAC MAINT LB & CARETAKER HOUS	P0108565	33261	08/31/2020	652.58
00204715	09/11/2020	PALMBORG, RODNEY Refund for drop-in sports memb	P0108569	32469	09/09/2020	44.52
00204716	09/11/2020	Poppe, Lucinda Refund for drop-in sports memb	P0108541	32474	09/09/2020	43.92
00204717	09/11/2020	PROJECT A INC Sept 2020 Intranet Fee	P0108564	20-2019	07/01/2020	1,447.00
00204718	09/11/2020	PUGET SOUND ENERGY PSE SEPT 2020		OH013772	08/29/2020	207.22
00204719	09/11/2020	RAINIER BUILDING SERVICES AUG 2020 JANITORIAL SERVICE CI	P0108595	18-1355	08/31/2020	7,410.08
00204720	09/11/2020	Relf, James Refund for drop-in sports memb	P0108551	OH013765	09/09/2020	34.16
00204721	09/11/2020	RENTON FISH & GAME CLUB INC Renton Range fee	P0108526	RANGEUSE080520	08/05/2020	25.00
00204722	09/11/2020	RINO CONSTRUCTION Emergency Water Supply Repair	P0108553	19002EX	06/30/2020	612.05
00204723	09/11/2020	RKK CONSTRUCTION REF UNUSED SITE DEV DEPO		OH013788	09/08/2020	3,352.65
00204724	09/11/2020	Royal Restrooms of Washington 2 UNIT MONTHLY RENTAL & PUMP	P0108636	2007046	07/28/2020	8,100.00
00204725	09/11/2020	SEATTLE PUBLIC UTILITIES July Water Purchased	P0108584	OH013758	08/13/2020	276,758.00
00204726	09/11/2020	SOUND PUBLISHING INC Ntc. 2520160 Ord. 20C-17 8/12/	P0108612	7995682	08/31/2020	547.74
00204727	09/11/2020	STORIE, PENNY Refund for drop-in sports memb	P0108572	32507	09/09/2020	28.80
00204728	09/11/2020	SYBIS CYBER LOCKS	P0106535	1452	08/04/2020	4,435.20

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204729	09/11/2020	T-MOBILE Monthly service for boat launc	P0108623	519850018-0820	08/30/2020	20.00
00204730	09/11/2020	T2 SYSTEMS CANADA INC Boat launch ticket machine mon	P0108617	IRIS0000075537	08/26/2020	77.00
00204731	09/11/2020	LINKO TECHNOLOGY INC 2020 CROSS CONNECTION WEB TEST	P0107245	7477	08/26/2020	335.00
00204732	09/11/2020	TOWN SQUARE PUBLICATIONS Inv. 151158 MI Chamber of Comm	<b>VOID</b> P0108611	151158 <b>VOID</b>	07/06/2020	<b>VOID</b> 955.00
00204733	09/11/2020	TUGHAN ELECTRIC DUPLICATE PERMIT, INCORRECT		OH013778	08/13/2020	29.60
00204734	09/11/2020	U Cheong Li Refund for drop-in sports memb	P0108544	32499	09/09/2020	40.28
00204735	09/11/2020	UNITED REPROGRAPHICS Priority food pickup covid-19	P0108556	9097772-IN	07/02/2020	407.65
00204736	09/11/2020	UNITED SITE SERVICES Portable restroom for Grovelan	P0108625	114-10785522	08/14/2020	364.92
00204737	09/11/2020	UNITED STATES TREASURY PAYROLL EARLY WARRANTS		OH013780	09/11/2020	826.84
00204738	09/11/2020	UTILITIES UNDERGROUND LOCATION 2020 UTILITY LOCATES	P0106555	0080173	08/31/2020	297.99
00204739	09/11/2020	VERIZON WIRELESS SEPT 2020 VERIZON WIRELESS	P0108591	9861365587	08/23/2020	6,409.10
00204740	09/11/2020	WA ST DEPT OF TRANSPORTATION WMW TRAIL CROSSING PROJECT JZ0	P0106921	RE41JZ0644L006	08/17/2020	2,589.64
00204741	09/11/2020	WA ST TREASURER'S OFFICE AUG20 NC Court Remittance	P0108585	OH013759	08/31/2020	9,475.54
00204742	09/11/2020	WALTER E NELSON CO INVENTORY PURCHASES	P0108535	771075	08/12/2020	2,072.28
00204743	09/11/2020	Ward, Steve Refund for fitness room member	<b>VOID</b> P0108537	32467 <b>VOID</b>	09/09/2020	<b>VOID</b> 17.40
00204744	09/14/2020	TOWN SQUARE PUBLICATIONS Inv. 151158 MI Chamber of Comm	P0108611	151158	07/06/2020	955.00
00204745	09/14/2020	TUGHAN ELECTRIC DUPLICATE PERMIT, INCORRECT		OH013778	08/13/2020	29.60
00204746	09/14/2020	U Cheong Li Refund for drop-in sports memb	P0108544	32499	09/09/2020	40.28
00204747	09/14/2020	UNITED REPROGRAPHICS COVID TRAIL USER SIGNAGE	P0108515	9096698-IN	04/01/2020	407.65
00204748	09/14/2020	UNITED SITE SERVICES Portable restroom for Grovelan	P0108625	114-10785522	08/14/2020	364.92
00204749	09/14/2020	UNITED STATES TREASURY PAYROLL EARLY WARRANTS		OH013780	09/11/2020	826.84
00204750	09/14/2020	UTILITIES UNDERGROUND LOCATION 2020 UTILITY LOCATES	P0106555	0080173	08/31/2020	297.99
00204751	09/14/2020	VERIZON WIRELESS SEPT 2020 VERIZON WIRELESS	P0108591	9861365587	08/23/2020	6,409.10
00204752	09/14/2020	WA ST DEPT OF TRANSPORTATION WMW TRAIL CROSSING PROJECT JZ0	P0106921	RE41JZ0644L006	08/17/2020	2,589.64
00204753	09/14/2020	WA ST TREASURER'S OFFICE AUG20 NC Court Remittance	P0108585	OH013759	08/31/2020	9,475.54
00204754	09/14/2020	WALTER E NELSON CO INVENTORY PURCHASES	P0108535	771075	08/12/2020	2,072.28

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204755	09/14/2020	Ward, Steve Refund for fitness room member	P0108537	32467	09/09/2020	17.40
Total						<u>914,868.59</u>

CERTIFICATION OF CLAIMS

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Mercer Island, and that I am authorized to authenticate and certify to said claim.



\_\_\_\_\_  
Finance Director

I, the undersigned, do hereby certify that the City Council has reviewed the documentation supporting claims paid and approved all checks or warrants issued in payment of claims.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Date

<u>Report</u>	<u>Warrants</u>	<u>Date</u>	<u>Amount</u>
Check Register	204756 - 204831	9/18/2020	\$ 194,000.26
			\$ 194,000.26

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: 001000 - General Fund-Admin Key</i>				
P0108722	00204808	PORSCHE CLUB OF AMERICA	Refund for cancelled rentals d	498.50
P0108673	00204772	Dean, Sandy	Refund for personal training	248.52
P0108675	00204794	Leung, Pius	Refund for drop-in sports memb	109.80
P0108665	00204783	Goh, Cindy	Refund for drop-in sports memb	76.56
P0108667	00204811	Reding, Lance	Refund for drop-in sports memb	76.56
P0108656	00204815	SHEPERSON, STACY	Refund for drop-in sports memb	53.68
P0108661	00204761	Brousseau, Jan	Refund for drop-in sports memb	47.16
P0108674	00204760	Benito, Susana	Refund for drop-in sports memb	41.48
P0108672	00204831	Xia, Ken	Refund for drop-in sports memb	41.48
P0108676	00204817	Song, Joe	Refund for drop-in sports memb	36.60
P0108670	00204829	Wang, Timothy	Refund for drop-in sports memb	36.60
P0108668	00204828	Wang, Justin	Refund for drop-in sports memb	36.04
P0108669	00204762	Bui, Loan	Refund for drop-in sports memb	29.28
P0108663	00204804	Mitchell, Larry	Refund for drop-in sports memb	28.82
P0108666	00204787	Harrell, David	Refund for drop-in sports memb	26.84
P0102957	00204791	KC PET LICENSES	2019 KC PET LICENSE FEES COLLE	15.00
P0108664	00204768	Coski, Kathi	Refund for drop-in sports memb	14.64
P0108660	00204819	Story, Ken	Refund for drop-in sports memb	14.64
P0108671	00204793	Le, Michael	Refund for drop-in sports memb	4.24
<i>Org Key: 402000 - Water Fund-Admin Key</i>				
P0108599	00204785	H D FOWLER	INVENTORY PURCHASES	7,212.33
P0108723	00204814	SEATTLE PUBLIC UTILITIES	AUG 2020 SPU CHARGE FOR RETAIL	4,825.00
P0108723	00204814	SEATTLE PUBLIC UTILITIES	JULY 2020 SPU CHARGE FOR RETAI	3,744.00
P0108609	00204780	FERGUSON ENTERPRISES LLC	INVENTORY PURCHASES	3,211.56
P0108654	00204827	WALTER E NELSON CO	INVENTORY PURCHASES	1,515.05
P0108708	00204805	Nikolov, Jordan	REFUND WATER SERVICE DEPOSIT	299.15
P0108659	00204784	GRAINGER	INVENTORY PURCHASES	193.65
P0108686	00204784	GRAINGER	INVENTORY PURCHASES	65.89
P0108566	00204788	HOME DEPOT CREDIT SERVICE	INVENTORY PURCHASES	42.94
<i>Org Key: CM1100 - Administration (CM)</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	46.95
<i>Org Key: FR1100 - Administration (FR)</i>				
P0108721	00204822	SYSTEMS DESIGN WEST LLC	Transport Billing Fees 08/2020	1,210.85
P0108711	00204812	RICOH USA INC (FIRE)	Copier Rental/Fire	835.56
P0106836	00204767	COMCAST	FIRE STATION 92 FIBER CIRCUIT	432.84
P0108711	00204812	RICOH USA INC (FIRE)	Copier Rental/Fire	268.82
	00204764	CENTURYLINK	PSE SEPT 2020	180.71
P0108720	00204770	CULLIGAN SEATTLE WA	Water Service/Fire	166.79
P0108716	00204766	COMCAST	Internet Charges/Fire	62.39
<i>Org Key: FR2100 - Fire Operations</i>				
P0108718	00204776	EASTSIDE FIRE & RESCUE	Labor 4604	695.75
P0108718	00204776	EASTSIDE FIRE & RESCUE	Parts 4604	95.39
<i>Org Key: FR2500 - Fire Emergency Medical Svcs</i>				
P0108715	00204795	LIFE ASSIST INC	Aid Supplies	489.55
<i>Org Key: GGM001 - General Government-Misc</i>				

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0106836	00204767	COMCAST	CITY HALL BACKUP INTERNET	878.80
<i>Org Key: GGM005 - Genera Govt-LI Retiree Costs</i>				
P0108724	00204813	SCHOENTRUP, WILLIAM	FRLEOFF1 Retiree Medical Expen	415.12
P0108683	00204797	LOISEAU, LERI M	LEOFF1 Retiree Medical Expense	175.90
P0108725	00204777	ELSOE, RONALD	LEOFF1 Retiree Medical Expense	127.87
P0108641	00204816	SMITH, RICHARD	LEOFF1 Retiree Medical Expense	36.00
<i>Org Key: GGM100 - Emerg Incident Response</i>				
P0108680	00204800	MI HARDWARE - P&R	Misc. supplies for signage	36.28
<i>Org Key: IS2100 - IGS Network Administration</i>				
	00204764	CENTURYLINK	PSE SEPT 2020	735.49
<i>Org Key: MT2100 - Roadway Maintenance</i>				
P0108629	00204756	AA ASPHALTING INC	Concrete work WO # 12252	26,000.00
P0108649	00204756	AA ASPHALTING INC	ASPHALT WORK ORDER BUNDLE	8,105.00
P0108630	00204756	AA ASPHALTING INC	Concrete Work WO # 13676	7,480.00
	00204809	PUGET SOUND ENERGY	PSE SEPT 2020	4,076.87
P0108631	00204756	AA ASPHALTING INC	Asphalt Work WO # 13676	1,870.00
P0108627	00204756	AA ASPHALTING INC	Asphalt Work WO # 14770	1,340.00
P0108626	00204756	AA ASPHALTING INC	Asphalt Work WO # 14071	550.00
P0108658	00204788	HOME DEPOT CREDIT SERVICE	POST HOLE DIGGER	54.98
<i>Org Key: MT2300 - Planter Bed Maintenance</i>				
P0108607	00204803	MI UTILITY BILLS	AUG 2020 PAYMENT OF UTILITY BI	233.09
<i>Org Key: MT3100 - Water Distribution</i>				
P0108615	00204802	MI HARDWARE - UTILITY	MISC. HARDWARE FOR THE MONTH O	13.45
<i>Org Key: MT3150 - Water Quality Event</i>				
P0107245	00204824	LINKO TECHNOLOGY INC	2020 CROSS CONNECTION WEB TEST	1,014.00
<i>Org Key: MT3200 - Water Pumps</i>				
	00204764	CENTURYLINK	PSE SEPT 2020	238.76
P0108615	00204802	MI HARDWARE - UTILITY	MISC. HARDWARE FOR THE MONTH O	124.53
<i>Org Key: MT3400 - Sewer Collection</i>				
P0108600	00204774	DUKE'S ROOT CONTROL INC	SEWER ROOT CONTROL 6" & 8" (29	5,422.70
<i>Org Key: MT3500 - Sewer Pumps</i>				
P0107892	00204779	EVOQUA WATER TECHNOLOGIES LLC	ANNUAL BIOXIDE	5,720.00
P0108616	00204810	PUMPTECH INC	EMERGENCY SEWER PUMP REPAIR AT	5,922.12
P0108645	00204784	GRAINGER	BLOCK HEATER FOR PUMP STATION	158.16
P0108615	00204802	MI HARDWARE - UTILITY	MISC. HARDWARE FOR THE MONTH O	63.40
P0108607	00204803	MI UTILITY BILLS	AUG 2020 PAYMENT OF UTILITY BI	38.85
<i>Org Key: MT3800 - Storm Drainage</i>				
P0108633	00204782	FRUHLING INC	Dump Fee - Mixed load	12,081.56
P0108649	00204756	AA ASPHALTING INC	ASPHALT WORK ORDER BUNDLE	7,200.00
P0108598	00204778	EVERGREEN TRACTOR	EXCAVATOR RENTAL	2,621.36
P0108624	00204756	AA ASPHALTING INC	Asphalt Work contract # 14767	1,200.00
P0108653	00204788	HOME DEPOT CREDIT SERVICE	CORDLESS CUTOFF SAW & BLADES	998.70
P0108652	00204775	DUNN LUMBER COMPANY	SDS HAMMER DRILL	683.35

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0108597	00204792	LAKESIDE INDUSTRIES	CLASS B MODIFIED ASPHALT (TONS	171.09
P0108596	00204801	MI HARDWARE - ROW	MISC. HARDWARE FOR THE MONTH O	49.45
<i>Org Key: MT4150 - Support Services - Clearing</i>				
P0106363	00204830	XEROX CORPORATION	2020 COPIER CHARGES	356.73
P0106697	00204769	CRYSTAL AND SIERRA SPRINGS	PW WATER DELIVERY	21.32
<i>Org Key: MT4200 - Building Services</i>				
P0108707	00204820	SUPPRESSION SYSTEMS INC	SEMI ANNUAL & ANNUAL PMS OF CI	1,694.00
P0108685	00204781	FIRE PROTECTION INC	FS91 ANNUAL INSPECTIONS	1,386.00
P0108684	00204781	FIRE PROTECTION INC	FS92 ANNUAL INSPECTIONS	946.00
P0108684	00204781	FIRE PROTECTION INC	FS92 REPAIR	695.20
P0108607	00204803	MI UTILITY BILLS	AUG 2020 PAYMENT OF UTILITY BI	688.51
P0108650	00204806	PACIFIC AIR CONTROL INC	HVAC MAINT PW BLDG 4/1/20-6/30	435.60
P0108601	00204823	THYSSENKRUPP ELEVATOR CORP	FS92 ELEVATOR MAINT 9/1/20-11/	236.45
P0108705	00204820	SUPPRESSION SYSTEMS INC	CITY HALL BATTERIES INSTALLED	121.00
P0108687	00204788	HOME DEPOT CREDIT SERVICE	4' TABLE	43.98
<i>Org Key: MT4300 - Fleet Services</i>				
P0108638	00204807	PACIFIC GOLF & TURF	REPAIR PARTS FOR VEC. 467	654.42
P0106772	00204757	AMERIGAS-1400	2020 PROPANE DELIVERY	545.94
P0108640	00204798	MERCER ISLAND CHEVRON	FUEL	335.32
P0108610	00204758	AUTONATION INC	FLEET PARTS	295.97
P0108646	00204784	GRAINGER	2032 COIN CELL BATTERY (5 PKG)	7.23
P0108610	00204758	AUTONATION INC	CREDIT- RETURNED FLEET PARTS	-232.00
<i>Org Key: PR0000 - Parks &amp; Recreation-Revenue</i>				
P0108587	00204821	Susan Lally-Chiu	75% of Gallery Sales for Winte	420.00
P0108588	00204765	Chery R. Long	75% of gallery sales for Winte	262.50
<i>Org Key: PR1100 - Administration (PR)</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	121.97
<i>Org Key: PR1500 - Urban Forest Management</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	51.47
<i>Org Key: PR2100 - Recreation Programs</i>				
P0108682	00204771	DATAQUEST LLC	Pre-employment background chec	26.50
<i>Org Key: PR4100 - Community Center</i>				
	00204809	PUGET SOUND ENERGY	PSE SEPT 2020	2,760.27
P0108707	00204820	SUPPRESSION SYSTEMS INC	SEMI ANNUAL & ANNUAL PMS OF CI	1,694.00
<i>Org Key: PR6100 - Park Maintenance</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	573.72
P0108688	00204799	MI HARDWARE - MAINT	MISC. HARDWARE FOR THE MONTH O	7.91
<i>Org Key: PR6200 - Athletic Field Maintenance</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	97.62
	00204764	CENTURYLINK	PSE SEPT 2020	84.35
<i>Org Key: PR6500 - Luther Burbank Park Maint.</i>				
P0108707	00204820	SUPPRESSION SYSTEMS INC	SEMI ANNUAL & ANNUAL PMS OF CI	1,694.00
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	111.34

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<i>Org Key: PR6600 - Park Maint-School Related</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	15.66
<i>Org Key: PR6800 - Trails Maintenance</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	41.95
<i>Org Key: PR6900 - Aubrey Davis Park Maintenance</i>				
P0108608	00204796	LLOYD ENTERPRISES INC	PLAYFIELD SAND (61.34 TONS)	1,613.97
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	113.28
<i>Org Key: WG101B - Building Access Control</i>				
P0108586	00204759	Bellingham Lock & Safe	BUILDING ACCESS CONTROL SYSTEM	45,326.40
<i>Org Key: WG101R - City Hall Building Repairs</i>				
P0108649	00204756	AA ASPHALTING INC	ASPHALT WORK ORDER BUNDLE	1,780.00
<i>Org Key: WG105R - Community Center Bldg Repairs</i>				
P0108649	00204756	AA ASPHALTING INC	ASPHALT WORK ORDER BUNDLE	550.00
<i>Org Key: WG110T - Computer Equip Replacements</i>				
P0108602	00204789	ISSQUARED INC.	WATCHGUARD FOR FIREBOX	319.37
<i>Org Key: WG550R - Fuel Clean Up</i>				
P0108607	00204803	MI UTILITY BILLS	AUG 2020 PAYMENT OF UTILITY BI	1,207.38
<i>Org Key: WPI22R - Vegetation Management</i>				
	00204825	VERIZON WIRELESS	2020 VERIZON AUG	41.95
<i>Org Key: YF1100 - YFS General Services</i>				
	00204786	HARNISH, CHRISTOPHER JAMES	Counselor/ Substance Use Cert.	342.50
	00204773	DeBron, Pauline	Clinical License Renew Polly D	116.00
P0108719	00204826	VERIZON WIRELESS	Cell Charges/YFS	81.96
	00204790	Johnson, Karlene	Counseling Resource	46.74
<i>Org Key: YF1200 - Thrift Shop</i>				
P0108707	00204820	SUPPRESSION SYSTEMS INC	SEMI ANNUAL & ANNUAL PMS OF CI	1,694.00
P0108644	00204818	SOUND ROOF SERVICES INC	THRIFT STORE ROOF REPAIR JAN 2	964.34
	00204764	CENTURYLINK	PSE SEPT 2020	190.45
P0108657	00204781	FIRE PROTECTION INC	FIRE ALARM LABOR THRIFT STORE	148.50
<i>Org Key: YF2850 - Federal SPF Grant</i>				
P0108717	00204763	CADCA	Membership Renewal/Franklin	400.00
Total				194,000.26



**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204756	09/18/2020	AA ASPHALTING INC ASPHALT WORK ORDER BUNDLE	P0108649	OH013809	09/01/2020	56,075.00
00204757	09/18/2020	AMERIGAS-1400 2020 PROPANE DELIVERY	P0106772	3111250711	09/04/2020	545.94
00204758	09/18/2020	AUTONATION INC FLEET PARTS	P0108610	OH013791	08/27/2020	63.97
00204759	09/18/2020	Bellingham Lock & Safe BUILDING ACCESS CONTROL SYSTEM	P0108586	286184	08/31/2020	45,326.40
00204760	09/18/2020	Benito, Susana Refund for drop-in sports memb	P0108674	32515	09/16/2020	41.48
00204761	09/18/2020	Brousseau, Jan Refund for drop-in sports memb	P0108661	32523	09/16/2020	47.16
00204762	09/18/2020	Bui, Loan Refund for drop-in sports memb	P0108669	32530	09/16/2020	29.28
00204763	09/18/2020	CADCA Membership Renewal/Franklin	P0108717	OH013803	09/01/2020	400.00
00204764	09/18/2020	CENTURYLINK PSE SEPT 2020		OH013798	09/01/2020	1,429.76
00204765	09/18/2020	Chery R. Long 75% of gallery sales for Winte	P0108588	OH013789	09/04/2020	262.50
00204766	09/18/2020	COMCAST Internet Charges/Fire	P0108716	0005511-0920	09/01/2020	62.39
00204767	09/18/2020	COMCAST FIRE STATION 92 FIBER CIRCUIT	P0106836	107524874	09/01/2020	1,311.64
00204768	09/18/2020	Coski, Kathi Refund for drop-in sports memb	P0108664	25918	09/16/2020	14.64
00204769	09/18/2020	CRYSTAL AND SIERRA SPRINGS PW WATER DELIVERY	P0106697	1455831-090520	09/05/2020	21.32
00204770	09/18/2020	CULLIGAN SEATTLE WA Water Service/Fire	P0108720	202009672721	08/31/2020	166.79
00204771	09/18/2020	DATAQUEST LLC Pre-employment background chec	P0108682	12557	07/31/2020	26.50
00204772	09/18/2020	Dean, Sandy Refund for personal training	P0108673	32513	09/16/2020	248.52
00204773	09/18/2020	DeBron, Pauline Clinical License Renew Polly D		OH013799	09/01/2020	116.00
00204774	09/18/2020	DUKE'S ROOT CONTROL INC SEWER ROOT CONTROL 6" & 8" (29	P0108600	17814	08/25/2020	5,422.70
00204775	09/18/2020	DUNN LUMBER COMPANY SDS HAMMER DRILL	P0108652	7442182	09/08/2020	683.35
00204776	09/18/2020	EASTSIDE FIRE & RESCUE Parts 4604	P0108718	3588	09/01/2020	791.14
00204777	09/18/2020	ELSOE, RONALD LEOFF1 Retiree Medical Expense	P0108725	OH013806	09/17/2020	127.87
00204778	09/18/2020	EVERGREEN TRACTOR EXCAVATOR RENTAL	P0108598	18255	08/25/2020	2,621.36
00204779	09/18/2020	EVOQUA WATER TECHNOLOGIES LLC ANNUAL BIOXIDE	P0107892	904584495	08/31/2020	5,720.00
00204780	09/18/2020	FERGUSON ENTERPRISES LLC INVENTORY PURCHASES	P0108609	0907216	08/31/2020	3,211.56
00204781	09/18/2020	FIRE PROTECTION INC FS92 REPAIR	P0108657	57987	08/28/2020	3,175.70

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204782	09/18/2020	FRUHLING INC Dump Fee - Mixed load	P0108633	31297	08/17/2020	12,081.56
00204783	09/18/2020	Goh, Cindy Refund for drop-in sports memb	P0108665	32526	09/16/2020	76.56
00204784	09/18/2020	GRAINGER INVENTORY PURCHASES	P0108646	9645819419	09/09/2020	424.93
00204785	09/18/2020	H D FOWLER INVENTORY PURCHASES	P0108599	I5554167/461/632	08/27/2020	7,212.33
00204786	09/18/2020	HARNISH, CHRISTOPHER JAMES Counselor/ Substance Use Cert.		OH013801	09/02/2020	342.50
00204787	09/18/2020	Harrell, David Refund for drop-in sports memb	P0108666	32527	09/16/2020	26.84
00204788	09/18/2020	HOME DEPOT CREDIT SERVICE INVENTORY PURCHASES	P0108687	9111008	09/15/2020	1,140.60
00204789	09/18/2020	ISSQUARED INC. WATCHGUARD FOR FIREBOX	P0108602	001861	08/27/2020	319.37
00204790	09/18/2020	Johnson, Karlene Counseling Resource		OH013800	09/02/2020	46.74
00204791	09/18/2020	KC PET LICENSES 2019 KC PET LICENSE FEES COLLE	P0102957	OH013811	09/01/2020	15.00
00204792	09/18/2020	LAKESIDE INDUSTRIES CLASS B MODIFIED ASPHALT (TONS)	P0108597	135167	08/31/2020	171.09
00204793	09/18/2020	Le, Michael Refund for drop-in sports memb	P0108671	32511	09/16/2020	4.24
00204794	09/18/2020	Leung, Pius Refund for drop-in sports memb	P0108675	25874	09/16/2020	109.80
00204795	09/18/2020	LIFE ASSIST INC Aid Supplies	P0108715	1033079	09/04/2020	489.55
00204796	09/18/2020	LLOYD ENTERPRISES INC PLAYFIELD SAND (61.34 TONS)	P0108608	3320875/874	09/02/2020	1,613.97
00204797	09/18/2020	LOISEAU, LERI M LEOFF1 Retiree Medical Expense	P0108683	OH013808	09/15/2020	175.90
00204798	09/18/2020	MERCER ISLAND CHEVRON FUEL	P0108640	OH013793	07/17/2020	335.32
00204799	09/18/2020	MI HARDWARE - MAINT MISC. HARDWARE FOR THE MONTH O	P0108688	OH013804	08/31/2020	7.91
00204800	09/18/2020	MI HARDWARE - P&R Misc. supplies for signage	P0108680	OH013797	08/31/2020	36.28
00204801	09/18/2020	MI HARDWARE - ROW MISC. HARDWARE FOR THE MONTH O	P0108596	OH013795	08/31/2020	49.45
00204802	09/18/2020	MI HARDWARE - UTILITY MISC. HARDWARE FOR THE MONTH O	P0108615	OH013792	08/31/2020	201.38
00204803	09/18/2020	MI UTILITY BILLS AUG 2020 PAYMENT OF UTILITY BI	P0108607	OH013794	08/30/2020	2,167.83
00204804	09/18/2020	Mitchell, Larry Refund for drop-in sports memb	P0108663	32525	09/16/2020	28.82
00204805	09/18/2020	Nikolov, Jordan REFUND WATER SERVICE DEPOSIT	P0108708	1909-148	09/16/2020	299.15
00204806	09/18/2020	PACIFIC AIR CONTROL INC HVAC MAINT PW BLDG 4/1/20-6/30	P0108650	33633	09/10/2020	435.60
00204807	09/18/2020	PACIFIC GOLF & TURF REPAIR PARTS FOR VEC. 467	P0108638	02-102215	08/24/2020	654.42

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204808	09/18/2020	PORSCHE CLUB OF AMERICA Refund for cancelled rentals d	P0108722	32588	09/16/2020	498.50
00204809	09/18/2020	PUGET SOUND ENERGY PSE SEPT 2020		OH013796	09/03/2020	6,837.14
00204810	09/18/2020	PUMPTECH INC EMERGENCY SEWER PUMP REPAIR AT	P0108616	0160136-IN	08/26/2020	5,922.12
00204811	09/18/2020	Reding, Lance Refund for drop-in sports memb	P0108667	32528	09/16/2020	76.56
00204812	09/18/2020	RICOH USA INC (FIRE) Copier Rental/Fire	P0108711	104039252	08/21/2020	1,104.38
00204813	09/18/2020	SCHOENTRUP, WILLIAM FRLEOFF1 Retiree Medical Expen	P0108724	OH013807	09/17/2020	415.12
00204814	09/18/2020	SEATTLE PUBLIC UTILITIES JULY 2020 SPU CHARGE FOR RETAI	P0108723	OH013802	07/01/2020	8,569.00
00204815	09/18/2020	SHEPERSON, STACY Refund for drop-in sports memb	P0108656	32514	08/19/2020	53.68
00204816	09/18/2020	SMITH, RICHARD LEOFF1 Retiree Medical Expense	P0108641	OH013810	09/10/2020	36.00
00204817	09/18/2020	Song, Joe Refund for drop-in sports memb	P0108676	32517	09/16/2020	36.60
00204818	09/18/2020	SOUND ROOF SERVICES INC THRIFT STORE ROOF REPAIR JAN 2	P0108644	20-078	02/25/2020	964.34
00204819	09/18/2020	Story, Ken Refund for drop-in sports memb	P0108660	32522	09/16/2020	14.64
00204820	09/18/2020	SUPPRESSION SYSTEMS INC SEMI ANNUAL & ANNUAL PMS OF CI	P0108707	19742	06/24/2020	6,897.00
00204821	09/18/2020	Susan Lally-Chiu 75% of Gallery Sales for Winte	P0108587	OH013790	09/04/2020	420.00
00204822	09/18/2020	SYSTEMS DESIGN WEST LLC Transport Billing Fees 08/2020	P0108721	20201802	09/15/2020	1,210.85
00204823	09/18/2020	THYSSENKRUPP ELEVATOR CORP FS92 ELEVATOR MAINT 9/1/20-11/	P0108601	3005472642	09/01/2020	236.45
00204824	09/18/2020	LINKO TECHNOLOGY INC 2020 CROSS CONNECTION WEB TEST	P0107245	7066.01	04/30/2020	1,014.00
00204825	09/18/2020	VERIZON WIRELESS 2020 VERIZON AUG		OH013805	08/23/2020	1,215.91
00204826	09/18/2020	VERIZON WIRELESS Cell Charges/YFS	P0108719	9861365593	08/23/2020	81.96
00204827	09/18/2020	WALTER E NELSON CO INVENTORY PURCHASES	P0108654	775103	09/09/2020	1,515.05
00204828	09/18/2020	Wang, Justin Refund for drop-in sports memb	P0108668	32529	09/16/2020	36.04
00204829	09/18/2020	Wang, Timothy Refund for drop-in sports memb	P0108670	32531	09/16/2020	36.60
00204830	09/18/2020	XEROX CORPORATION 2020 COPIER CHARGES	P0106363	011294224	09/01/2020	356.73
00204831	09/18/2020	Xia, Ken Refund for drop-in sports memb	P0108672	32512	09/16/2020	41.48
					Total	194,000.26

CERTIFICATION OF CLAIMS

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Mercer Island, and that I am authorized to authenticate and certify to said claim.



\_\_\_\_\_  
Finance Director

I, the undersigned, do hereby certify that the City Council has reviewed the documentation supporting claims paid and approved all checks or warrants issued in payment of claims.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Date

<u>Report</u>	<u>Warrants</u>	<u>Date</u>	<u>Amount</u>
Check Register	204832-204930	9/25/2020	\$ 275,197.72
			\$ 275,197.72

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
<b>Org Key: 001000 - General Fund-Admin Key</b>				
P0108749	00204917	URAKAWA, BRYAN	Refund for picnic rental FA-45	350.00
P0108749	00204917	URAKAWA, BRYAN	Refund for picnic rental FA-45	350.00
P0108753	00204903	Ridolfi, Callie	Refund for fitness room member	126.68
P0108754	00204849	CONRAD, RICHARD	Refund for fitness room member	76.56
P0108693	00204841	Bataquin, Cristine	Refund for drop-in sports memb	61.00
P0108699	00204876	Klein, Beth	Refund for fitness room member	59.16
P0108694	00204882	Li, Mingju	Refund for drop-in sports memb	53.68
P0108690	00204912	Tat, Le	Refund for drop-in sports memb	43.92
P0108704	00204870	Hoeke, Mark	Refund for drop-in sports memb	43.20
P0108691	00204909	Shiao, Chang	Refund for drop-in sports memb	42.40
P0108752	00204847	COHEN, ROBERT	Refund for drop-in sports memb	39.30
P0108700	00204893	O'Neill, Dave	Refund for drop-in sports memb	39.04
P0108697	00204901	Reid, Barbara	Refund for drop-in sports memb	36.60
P0108703	00204840	Barry, Mark	Refund for drop-in sports memb	29.28
P0108692	00204860	Fang, Victor	Refund for drop-in sports memb	26.84
P0108702	00204924	Weltyk, Steven	Refund for drop-in sports memb	24.36
P0108695	00204930	Zhang, Allen	Refund for drop-in sports memb	23.40
P0108701	00204920	Vukovic, Ljiljana	Refund for drop-in sports memb	21.96
P0108698	00204864	Gerwe, Brian	Refund for drop-in sports memb	19.08
P0108689	00204873	Johnson, Deirdre	Refund for drop-in sports memb	4.88
<b>Org Key: 402000 - Water Fund-Admin Key</b>				
P0108764	00204859	EXCEL SUPPLY COMPANY	INVENTORY PURCHASES	856.90
P0108751	00204866	GRAINGER	INVENTORY PURCHASES	424.35
P0108750	00204866	GRAINGER	INVENTORY PURCHASES	284.03
P0108709	00204866	GRAINGER	INVENTORY PURCHASES	134.16
<b>Org Key: 814074 - Garnishments</b>				
	00204916	UNITED STATES TREASURY	Payroll Early Warrants	826.84
<b>Org Key: 814075 - Mercer Island Emp Association</b>				
	00204887	MI EMPLOYEES ASSOC	Payroll Early Warrants	245.00
<b>Org Key: 814076 - City &amp; Counties Local 21M</b>				
	00204927	WSCCCE AFSCME AFL-CIO	Payroll Early Warrants	2,417.10
<b>Org Key: 814077 - Police Association</b>				
	00204896	POLICE ASSOCIATION	Payroll Early Warrants	2,334.83
<b>Org Key: CM1100 - Administration (CM)</b>				
P0108731	00204858	Emily Moon, Consultant	Fire Service Study Finalizatio	750.00
<b>Org Key: CM1200 - City Clerk</b>				
	00204918	US BANK CORP PAYMENT SYS	Clerk supplies	74.87
<b>Org Key: CR1100 - Human Resources</b>				
	00204918	US BANK CORP PAYMENT SYS	Recruitment advertising	50.00
	00204918	US BANK CORP PAYMENT SYS	Recruitment advertising	50.00
	00204918	US BANK CORP PAYMENT SYS	Recruitment advertising	50.00
	00204918	US BANK CORP PAYMENT SYS	Recruitment advertising	45.00
<b>Org Key: DS0000 - Development Services-Revenue</b>				



**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	71.20
P0108776	00204897	POT O' GOLD INC	Water cooler	27.50
<i>Org Key: GGM004 - Gen Govt-Office Support</i>				
P0108775	00204928	XEROX CORPORATION	Print & Copy charges for CM co	377.77
P0108735	00204875	KELLEY IMAGING SYSTEMS	PAPER FOR PLOTTER	242.64
<i>Org Key: GGM005 - Genera Govt-LI Retiree Costs</i>				
P0108789	00204921	WALLACE, THOMAS	LEOFF1 LTC Expenses	6,000.00
	00204869	HILTNER, PETER	LEOFF1 Medicare Reimb	556.00
	00204910	SMITH, RICHARD	LEOFF1 Medicare Reimb	231.70
	00204839	BARNES, WILLIAM	LEOFF1 Medicare Reimb	222.40
	00204852	DEEDS, EDWARD G	LEOFF1 Medicare Reimb	222.40
	00204905	SCHOENTRUP, WILLIAM	LEOFF1 Medicare Reimb	222.40
	00204865	GOODMAN, J C	LEOFF1 Medicare Reimb	211.90
	00204885	LYONS, STEVEN	LEOFF1 Medicare Reimb	199.90
	00204913	THOMPSON, JAMES	LEOFF1 Medicare Reimb	196.40
	00204926	WHEELER, DENNIS	LEOFF1 Medicare Reimb	181.70
	00204854	DEVENY, JAN P	LEOFF1 Medicare Reimb	177.20
	00204879	KUHN, DAVID	LEOFF1 Medicare Reimb	177.20
	00204844	BOOTH, GLENDON D	LEOFF1 Medicare Reimb	177.10
	00204857	ELSOE, RONALD	LEOFF1 Medicare Reimb	176.70
	00204838	AUGUSTSON, THOR	LEOFF1 Medicare Reimb	175.90
	00204845	CALLAGHAN, MICHAEL	LEOFF1 Medicare Reimb	175.90
	00204892	MYERS, JAMES S	LEOFF1 Medicare Reimb	175.90
	00204833	ADAMS, RONALD E	LEOFF1 Medicare Reimb	175.60
	00204855	DOWD, PAUL	LEOFF1 Medicare Reimb	173.10
	00204921	WALLACE, THOMAS	LEOFF1 Medicare Reimb	170.10
	00204832	ABBOTT, RICHARD	LEOFF1 Medicare Reimb	165.50
P0108787	00204921	WALLACE, THOMAS	LEOFF1 Retiree Medical Expense	163.92
	00204874	JOHNSON, CURTIS	LEOFF1 Medicare Reimb	163.70
	00204904	RUCKER, MANORD J	LEOFF1 Medicare Reimb	162.90
P0108788	00204879	KUHN, DAVID	LEOFF1 Retiree Medical Expense	162.21
	00204868	HAGSTROM, JAMES	LEOFF1 Medicare Reimb	158.80
	00204884	LOISEAU, LERI M	LEOFF1 Medicare Reimb	157.80
	00204862	FORSMAN, LOWELL	LEOFF1 Medicare Reimb	144.60
	00204923	WEGNER, KEN	LEOFF1 Medicare Reimb	144.60
	00204900	RAMSAY, JON	LEOFF1 Medicare Reimb	136.20
<i>Org Key: GGM100 - Emerg Incident Response</i>				
	00204918	US BANK CORP PAYMENT SYS	4Culture Creative Consultancy	2,873.06
	00204918	US BANK CORP PAYMENT SYS	Additional work for Sneeze Gua	1,291.29
	00204918	US BANK CORP PAYMENT SYS	COVID lighting for mercerdale	1,181.78
	00204918	US BANK CORP PAYMENT SYS	Hood inspection at MICEC	657.80
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	539.00
	00204918	US BANK CORP PAYMENT SYS	Disinfecting Wipes for facilit	474.40
	00204918	US BANK CORP PAYMENT SYS	spray mist bottles for hand sa	332.48
	00204918	US BANK CORP PAYMENT SYS	spray mist bottles for hand sa	312.55
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	246.33
P0108796	00204834	ALL CITY FENCE CO	RENTAL OF FENCE FOR GROVELAND	222.75
	00204918	US BANK CORP PAYMENT SYS	Professional Services	148.46

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
	00204918	US BANK CORP PAYMENT SYS	spray bottles for cleaning sol	142.90
	00204918	US BANK CORP PAYMENT SYS	heavy duty spray bottles	92.25
	00204918	US BANK CORP PAYMENT SYS	Simple Green labels	61.77
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	45.53
<i>Org Key: GGM150 - EOC - Port of Seattle Grant</i>				
P0108732	00204880	L+B Design	Marketing Campaign and Retaine	5,250.00
<i>Org Key: GGM606 - Excess Retirement-Fire</i>				
	00204839	BARNES, WILLIAM	LEOFF1 Excess Benefit	1,932.13
	00204850	COOPER, ROBERT	LEOFF1 Excess Benefit	1,890.52
	00204874	JOHNSON, CURTIS	LEOFF1 Excess Benefit	1,065.12
	00204905	SCHOENTRUP, WILLIAM	LEOFF1 Excess Benefit	988.66
	00204900	RAMSAY, JON	LEOFF1 Excess Benefit	574.01
<i>Org Key: IGVO02 - ARCH</i>				
P0108772	00204842	BELLEVUE, CITY OF	Quarterly ARCH contributions	12,555.50
<i>Org Key: IGVO06 - Puget Sound Regional Council</i>				
P0108728	00204899	PUGET SOUND REGIONAL COUNCIL	FY21 MEMBERSHIP DUES	17,757.00
<i>Org Key: IS1100 - IGS Mapping</i>				
	00204918	US BANK CORP PAYMENT SYS	Printing	439.99
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	35.35
<i>Org Key: IS2100 - IGS Network Administration</i>				
	00204918	US BANK CORP PAYMENT SYS	Computer Supplies	62.37
	00204918	US BANK CORP PAYMENT SYS	Professional Services	23.12
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	13.20
	00204918	US BANK CORP PAYMENT SYS	Professional Services	13.20
	00204918	US BANK CORP PAYMENT SYS	Professional Services	6.34
	00204918	US BANK CORP PAYMENT SYS	Credit	-13.20
<i>Org Key: MT2100 - Roadway Maintenance</i>				
P0108785	00204871	HOME DEPOT CREDIT SERVICE	LATE FEES	20.00
<i>Org Key: MT3100 - Water Distribution</i>				
P0108729	00204866	GRAINGER	LED FLASHLIGHTS	235.72
P0108795	00204866	GRAINGER	FACESHEILD LENS	3.35
<i>Org Key: MT3400 - Sewer Collection</i>				
P0108726	00204835	ALLIED BODY WORKS INC	6 DRAWER UNIT FOR VEC. #501	1,653.30
P0108756	00204867	H D FOWLER	6" ADS SOLID CORRUGATED, ASTM	693.00
<i>Org Key: MT3500 - Sewer Pumps</i>				
P0108312	00204872	IBS INC	3/4" BRASS FLAT WASHERS (164)	656.47
P0106461	00204837	AT&T MOBILITY	2020 TELEMETRY	400.40
<i>Org Key: MT4150 - Support Services - Clearing</i>				
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	275.00
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	176.22
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	158.36
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	132.50
P0108784	00204894	OCCUPATIONAL HEALTH CTRS OF WA	DOT PHYSICAL FOR SCOTT HEATH	109.00



**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0106497	00204848	COMCAST	2020 PW WIFI SERVICE	76.39
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	33.64
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	16.48
<i>Org Key: MT4200 - Building Services</i>				
P0108766	00204866	GRAINGER	DEWALT CORDLESS KIT 20 V	731.68
P0108730	00204866	GRAINGER	FIRE EXTINGUISHER (5 LB)	55.34
<i>Org Key: MT4300 - Fleet Services</i>				
P0106928	00204890	MI SCHOOL DISTRICT #400	2020 MISD SCHOOL DISTRICT FUEL	7,156.26
P0106928	00204890	MI SCHOOL DISTRICT #400	2020 MISD SCHOOL DISTRICT FUEL	7,014.58
P0108792	00204907	SEATTLE BOAT COMPANY	Boat Fuel:	6,382.75
P0108793	00204898	PRIORITY MARINE	Patrol 11 Service - 5/20/2020	2,766.13
	00204918	US BANK CORP PAYMENT SYS	Fuel - MI-100	33.71
	00204918	US BANK CORP PAYMENT SYS	Fuel MI-100	31.90
<i>Org Key: PO1100 - Administration (PO)</i>				
P0108778	00204837	AT&T MOBILITY	August Cell Phone Service - In	522.17
	00204918	US BANK CORP PAYMENT SYS	Updated Labor Law Poster sets	172.00
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	87.99
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	57.44
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	43.64
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	23.96
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	20.99
	00204918	US BANK CORP PAYMENT SYS	Supplies employee recognition	5.99
<i>Org Key: PO1350 - Police Emergency Management</i>				
P0108761	00204902	REMOTE SATELLITE SYSTEMS INT'L	EMAC Sat Cell Service - Invoic	54.00
<i>Org Key: PO1800 - Contract Dispatch Police</i>				
P0108769	00204881	LEXIPOL LLC	Annual Law Enforcement Policy	8,892.00
P0108768	00204842	BELLEVUE, CITY OF	I-Base Application - Regional	1,504.47
<i>Org Key: PO1900 - Jail/Home Monitoring</i>				
P0108779	00204906	SCORE	Jail Housing August 2020 - Inv	986.00
<i>Org Key: PO2100 - Patrol Division</i>				
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	1,215.39
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	984.50
P0108762	00204851	CORRECTIONAL INDUSTRIES ACCTG	Parking Infraction Books - Inv	304.04
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	230.89
P0108777	00204929	ZEE MEDICAL	Medical Cabinet Supplies - Inv	214.93
	00204918	US BANK CORP PAYMENT SYS	Repair/Replace key fobs	161.93
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	115.49
P0108763	00204889	MI REPORTER/JOURNAL AMERICAN	MI Reporter Subscription - Inv	100.00
P0108767	00204846	CLEANERS PLUS 1	Uniform Cleaning - August	97.90
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	31.85
P0108786	00204878	KROESENS UNIFORM COMPANY	Uniforms and equipment for new	29.56
<i>Org Key: PO2200 - Marine Patrol</i>				
	00204918	US BANK CORP PAYMENT SYS	Replacement seats for patrol 1	2,715.54
P0108781	00204908	SEATTLE MARINE & FISHING SUPPL	MP supplies - Invoice # 144501	249.99
P0108765	00204888	MI HARDWARE - POLICE	Buoy Supplies - Invoice(s): 14	159.61

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0108783	00204861	FISHERIES SUPPLY	MP Supplies - Invoice # 523728	120.05
P0108782	00204925	WEST MARINE PRO	MP Supplies - Invoice # 4792	48.36
<i>Org Key: PO3100 - Investigation Division</i>				
	00204918	US BANK CORP PAYMENT SYS	Toner for CIS printer	160.59
<i>Org Key: PO4300 - Police Training</i>				
	00204918	US BANK CORP PAYMENT SYS	Use of Force virtual conferenc	395.00
	00204918	US BANK CORP PAYMENT SYS	NTOA virtual conference/legal	279.00
	00204918	US BANK CORP PAYMENT SYS	ICAP virtual conference/legal	200.00
P0108794	00204922	WASPC	WASPC Dues	75.00
<i>Org Key: PR1100 - Administration (PR)</i>				
	00204918	US BANK CORP PAYMENT SYS	literature holder for Luther o	48.64
	00204918	US BANK CORP PAYMENT SYS	Rubber cement for sign repair	8.79
<i>Org Key: PR1500 - Urban Forest Management</i>				
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	195.00
<i>Org Key: PR2100 - Recreation Programs</i>				
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	33.86
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	32.99
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	15.81
<i>Org Key: PR4100 - Community Center</i>				
P0108266	00204928	XEROX CORPORATION	Monthly lease charges for colo	323.37
P0108266	00204928	XEROX CORPORATION	Monthly lease charges for colo	293.88
<i>Org Key: PR6200 - Athletic Field Maintenance</i>				
P0108706	00204883	LLOYD ENTERPRISES INC	PLAYFIELD SAND (64.06 TONS)	842.78
<i>Org Key: PR6500 - Luther Burbank Park Maint.</i>				
P0108755	00204867	H D FOWLER	2' BURY YARD HYDRANT	100.91
<i>Org Key: PR6900 - Aubrey Davis Park Maintenance</i>				
P0108706	00204883	LLOYD ENTERPRISES INC	PLAYFIELD SAND (64.06 TONS)	842.77
P0106552	00204915	UNITED SITE SERVICES	Aubrey Davis & Lid Parking Are	645.07
P0106552	00204915	UNITED SITE SERVICES	Lid Parking Boat Launch - 2020	205.23
P0108790	00204911	T-MOBILE	Monthly service for boat launc	20.00
P0108790	00204911	T-MOBILE	Monthly service for boat launc	20.00
P0108790	00204911	T-MOBILE	Monthly service for boat launc	20.00
<i>Org Key: WG110T - Computer Equip Replacements</i>				
P0108201	00204853	DELL MARKETING L.P.	Dell R640 Server	14,654.80
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	1,837.00
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	1,639.00
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	656.65
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	142.50
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	52.78
	00204918	US BANK CORP PAYMENT SYS	Capital-Computer Equipment	4.38
<i>Org Key: WG134E - Police Equipment</i>				
P0108552	00204919	Vigilant Solutions LLC.	ALPR System for 3 patrol vehic	80,717.00
<i>Org Key: WPI22P - Open Space - Pioneer/Engstrom</i>				

**Accounts Payable Report by GL Key**

PO #	Check #	Vendor:	Transaction Description	Check Amount
P0106552	00204915	UNITED SITE SERVICES	Pioneer Park - 2020 Portable T	151.66
<i>Org Key: WP122R - Vegetation Management</i>				
	00204918	US BANK CORP PAYMENT SYS	Lunch for crew (Shop Clean-Up	145.13
	00204918	US BANK CORP PAYMENT SYS	Online irrigation control	29.90
<i>Org Key: WP710C - Street End - Lincoln Landing</i>				
P0095391	00204895	PND ENGINEERS INC	Lincoln Landing Design Enginee	3,452.50
<i>Org Key: WP915R - LB Docks New Floating Docks</i>				
P0107597	00204877	KPFF CONSULTING ENGINEERS	Floating Docs - Luther Burbank	350.00
<i>Org Key: XP710R - Luther BB Minor Capital LEVY</i>				
P0107597	00204877	KPFF CONSULTING ENGINEERS	Fixed Pier - Luther Burbank Do	1,335.00
P0106467	00204836	ANCHOR QEA LLC	South Shoreline Trail Plan Set	552.50
<i>Org Key: YF1100 - YFS General Services</i>				
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	55.00
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	17.83
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	7.49
<i>Org Key: YF1200 - Thrift Shop</i>				
P0108746	00204914	THYSSENKRUPP ELEVATOR CORP	THRIFT STORE ELEVATOR REPAIR 2	9,256.50
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	174.83
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	21.10
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	15.05
	00204918	US BANK CORP PAYMENT SYS	Operating Supplies	15.05
<i>Org Key: YF2600 - Family Assistance</i>				
	00204918	US BANK CORP PAYMENT SYS	Food Pantry Purchases	1,000.00
	00204918	US BANK CORP PAYMENT SYS	Food Pantry Purchases	1,000.00
	00204918	US BANK CORP PAYMENT SYS	Food Pantry Purchases	950.00
	00204918	US BANK CORP PAYMENT SYS	Misc-Emergency Assistance	631.83
	00204918	US BANK CORP PAYMENT SYS	Misc-Emergency Assistance	200.00
	00204918	US BANK CORP PAYMENT SYS	Misc-Emergency Assistance	185.73
	00204918	US BANK CORP PAYMENT SYS	Misc-Emergency Assistance	135.92
	00204918	US BANK CORP PAYMENT SYS	Misc-Emergency Assistance	121.75
<i>Org Key: YF2850 - Federal SPF Grant</i>				
	00204891	Montgomery, Rachel	Canva Posters	179.52
Total				275,197.72

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204832	09/25/2020	ABBOTT, RICHARD LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	165.50
00204833	09/25/2020	ADAMS, RONALD E LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	175.60
00204834	09/25/2020	ALL CITY FENCE CO RENTAL OF FENCE FOR GROVELAND	P0108796	115809	09/23/2020	222.75
00204835	09/25/2020	ALLIED BODY WORKS INC 6 DRAWER UNIT FOR VEC. #501	P0108726	94355	09/15/2020	1,653.30
00204836	09/25/2020	ANCHOR QEA LLC South Shoreline Trail Plan Set	P0106467	69715	09/16/2020	552.50
00204837	09/25/2020	AT&T MOBILITY 2020 TELEMETRY	P0108778	X08192020	08/19/2020	922.57
00204838	09/25/2020	AUGUSTSON, THOR LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	175.90
00204839	09/25/2020	BARNES, WILLIAM LEOFF1 Medicare Reimb		OCT2020A	10/01/2020	2,154.53
00204840	09/25/2020	Barry, Mark Refund for drop-in sports memb	P0108703	32558	09/18/2020	29.28
00204841	09/25/2020	Bataquin, Cristine Refund for drop-in sports memb	P0108693	32538	09/18/2020	61.00
00204842	09/25/2020	BELLEVUE, CITY OF Quarterly ARCH contributions	P0108768	36891	08/06/2020	14,059.97
00204843	09/25/2020	BELLEVUE, CITY OF Q3 MBP charges	P0108773	37107	08/28/2020	9,978.93
00204844	09/25/2020	BOOTH, GLENDON D LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	177.10
00204845	09/25/2020	CALLAGHAN, MICHAEL LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	175.90
00204846	09/25/2020	CLEANERS PLUS 1 Uniform Cleaning - August	P0108767	73092	09/01/2020	97.90
00204847	09/25/2020	COHEN, ROBERT Refund for drop-in sports memb	P0108752	32557	09/18/2020	39.30
00204848	09/25/2020	COMCAST 2020 PW WIFI SERVICE	P0106497	0365550-0920	09/07/2020	76.39
00204849	09/25/2020	CONRAD, RICHARD Refund for fitness room member	P0108754	32532	09/18/2020	76.56
00204850	09/25/2020	COOPER, ROBERT LEOFF1 Excess Benefit		OCT2020A	10/01/2020	1,890.52
00204851	09/25/2020	CORRECTIONAL INDUSTRIES ACCTG Parking Infraction Books - Inv	P0108762	45-131626	09/03/2020	304.04
00204852	09/25/2020	DEEDS, EDWARD G LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	222.40
00204853	09/25/2020	DELL MARKETING L.P. Dell R640 Server	P0108201	10413619510	08/03/2020	14,654.80
00204854	09/25/2020	DEVENY, JAN P LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	177.20
00204855	09/25/2020	DOWD, PAUL LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	173.10
00204856	09/25/2020	EA ENG SCIENCE AND TECH INC Peer Review for SEP17-020	P0108774	139457	08/20/2020	13,953.70
00204857	09/25/2020	ELSOE, RONALD LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	176.70

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204858	09/25/2020	Emily Moon, Consultant Fire Service Study Finalizatio	P0108731	1	08/07/2020	750.00
00204859	09/25/2020	EXCEL SUPPLY COMPANY INVENTORY PURCHASES	P0108764	125039	09/16/2020	856.90
00204860	09/25/2020	Fang, Victor Refund for drop-in sports memb	P0108692	32539	09/18/2020	26.84
00204861	09/25/2020	FISHERIES SUPPLY MP Supplies - Invoice # 523728	P0108783	5237289	04/30/2020	120.05
00204862	09/25/2020	FORSMAN, LOWELL LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	144.60
00204863	09/25/2020	Galt, John Hearing Examiner for CAO15-001	P0108757	3146	09/04/2020	3,552.50
00204864	09/25/2020	Gerwe, Brian Refund for drop-in sports memb	P0108698	32533	09/18/2020	19.08
00204865	09/25/2020	GOODMAN, J C LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	211.90
00204866	09/25/2020	GRAINGER INVENTORY PURCHASES	P0108766	9657287141	09/18/2020	1,868.63
00204867	09/25/2020	H D FOWLER 6" ADS SOLID CORRUGATED, ASTM	P0108755	I5583622	09/11/2020	793.91
00204868	09/25/2020	HAGSTROM, JAMES LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	158.80
00204869	09/25/2020	HILTNER, PETER LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	556.00
00204870	09/25/2020	Hoeke, Mark Refund for drop-in sports memb	P0108704	32524	09/18/2020	43.20
00204871	09/25/2020	HOME DEPOT CREDIT SERVICE LATE FEES	P0108785	FCH-007245872	09/09/2020	20.00
00204872	09/25/2020	IBS INC 3/4" BRASS FLAT WASHERS (164)	P0108312	734865-1	08/25/2020	656.47
00204873	09/25/2020	Johnson, Deirdre Refund for drop-in sports memb	P0108689	32543	09/18/2020	4.88
00204874	09/25/2020	JOHNSON, CURTIS LEOFF1 Medicare Reimb		OCT2020A	10/01/2020	1,228.82
00204875	09/25/2020	KELLEY IMAGING SYSTEMS PAPER FOR PLOTTER	P0108735	IN721119	09/09/2020	242.64
00204876	09/25/2020	Klein, Beth Refund for fitness room member	P0108699	32564	09/18/2020	59.16
00204877	09/25/2020	KPFF CONSULTING ENGINEERS Floating Docs - Luther Burbank	P0107597	330106.01	06/19/2020	1,685.00
00204878	09/25/2020	KROESENS UNIFORM COMPANY Uniforms and equipment for new	P0108786	61341	09/16/2020	2,607.68
00204879	09/25/2020	KUHN, DAVID LEOFF1 Retiree Medical Expense		OCT2020B	10/01/2020	339.41
00204880	09/25/2020	L+B Design Marketing Campaign and Retaine	P0108732	OH013820	08/24/2020	5,250.00
00204881	09/25/2020	LEXIPOL LLC Annual Law Enforcement Policy	P0108769	INV5743	09/01/2020	8,892.00
00204882	09/25/2020	Li, Mingju Refund for drop-in sports memb	P0108694	32537	09/18/2020	53.68
00204883	09/25/2020	LLOYD ENTERPRISES INC PLAYFIELD SAND (64.06 TONS)	P0108706	3320989/3320990	09/09/2020	1,685.55

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204884	09/25/2020	LOISEAU, LERI M LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	157.80
00204885	09/25/2020	LYONS, STEVEN LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	199.90
00204886	09/25/2020	METROPRESORT SEPT 2020 PRINTING & MAILING O	P0108733	IN627007	09/17/2020	395.23
00204887	09/25/2020	MI EMPLOYEES ASSOC Payroll Early Warrants		OH013817	09/25/2020	245.00
00204888	09/25/2020	MI HARDWARE - POLICE Buoy Supplies - Invoice(s): 14	P0108765	142556/142632	08/31/2020	159.61
00204889	09/25/2020	MI REPORTER/JOURNAL AMERICAN MI Reporter Subscription - Inv	P0108763	MI-167093-AUG	08/12/2020	100.00
00204890	09/25/2020	MI SCHOOL DISTRICT #400 2020 MISD SCHOOL DISTRICT FUEL	P0106928	2020-07.30FUEL	08/10/2020	14,170.84
00204891	09/25/2020	Montgomery, Rachel Canva Posters		OH013821	08/01/2020	179.52
00204892	09/25/2020	MYERS, JAMES S LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	175.90
00204893	09/25/2020	O'Neill, Dave Refund for drop-in sports memb	P0108700	32562	09/18/2020	39.04
00204894	09/25/2020	OCCUPATIONAL HEALTH CTRS OF WA DOT PHYSICAL FOR SCOTT HEATH	P0108784	68902870	09/02/2020	109.00
00204895	09/25/2020	PND ENGINEERS INC Lincoln Landing Design Enginee	P0095391	200847	08/27/2020	3,452.50
00204896	09/25/2020	POLICE ASSOCIATION Payroll Early Warrants		OH013818	09/25/2020	2,334.83
00204897	09/25/2020	POT O' GOLD INC Water cooler	P0108776	0267871	09/07/2020	27.50
00204898	09/25/2020	PRIORITY MARINE Patrol 11 Service - 5/20/2020	P0108793	052020	05/20/2020	2,766.13
00204899	09/25/2020	PUGET SOUND REGIONAL COUNCIL FY21 MEMBERSHIP DUES	P0108728	2021049	09/14/2020	17,757.00
00204900	09/25/2020	RAMSAY, JON LEOFF1 Medicare Reimb		OCT2020A	10/01/2020	710.21
00204901	09/25/2020	Reid, Barbara Refund for drop-in sports memb	P0108697	32534	09/18/2020	36.60
00204902	09/25/2020	REMOTE SATELLITE SYSTEMS INT'L EMAC Sat Cell Service - Invoic	P0108761	00108421	09/18/2020	54.00
00204903	09/25/2020	Ridolfi, Callie Refund for fitness room member	P0108753	32560	09/18/2020	126.68
00204904	09/25/2020	RUCKER, MANORD J LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	162.90
00204905	09/25/2020	SCHOENTRUP, WILLIAM LEOFF1 Medicare Reimb		OCT2020A	10/01/2020	1,211.06
00204906	09/25/2020	SCORE Jail Housing August 2020 - Inv	P0108779	4759	09/10/2020	986.00
00204907	09/25/2020	SEATTLE BOAT COMPANY Boat Fuel:	P0108792	OH013815	09/22/2020	6,382.75
00204908	09/25/2020	SEATTLE MARINE & FISHING SUPPL MP supplies - Invoice # 144501	P0108781	1445019	09/01/2020	249.99
00204909	09/25/2020	Shiao, Chang Refund for drop-in sports memb	P0108691	32540	09/18/2020	42.40

**Accounts Payable Report by Check Number**

Check No	Check Date	Vendor Name/Description	PO #	Invoice #	Invoice Date	Check Amount
00204910	09/25/2020	SMITH, RICHARD LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	231.70
00204911	09/25/2020	T-MOBILE Monthly service for boat launc	P0108790	519850018-AUG	08/01/2020	60.00
00204912	09/25/2020	Tat, Le Refund for drop-in sports memb	P0108690	32542	09/18/2020	43.92
00204913	09/25/2020	THOMPSON, JAMES LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	196.40
00204914	09/25/2020	THYSSENKRUPP ELEVATOR CORP THRIFT STORE ELEVATOR REPAIR 2	P0108746	6000455262	07/21/2020	9,256.50
00204915	09/25/2020	UNITED SITE SERVICES Lid Parking Boat Launch - 2020	P0106552	114-10855135	08/26/2020	1,001.96
00204916	09/25/2020	UNITED STATES TREASURY Payroll Early Warrants		OH013819	09/25/2020	826.84
00204917	09/25/2020	URAKAWA, BRYAN Refund for picnic rental FA-45	P0108749	31231	09/21/2020	700.00
00204918	09/25/2020	US BANK CORP PAYMENT SYS Clerk supplies		5539SEPT20	09/07/2020	25,275.42
00204919	09/25/2020	Vigilant Solutions LLC. ALPR System for 3 patrol vehic	P0108552	35953R1	09/18/2020	80,717.00
00204920	09/25/2020	Vukovic, Ljiljana Refund for drop-in sports memb	P0108701	32561	09/18/2020	21.96
00204921	09/25/2020	WALLACE, THOMAS LEOFF1 Retiree Medical Expense		OCT2020B	10/01/2020	6,334.02
00204922	09/25/2020	WASPC WASPC Dues	P0108794	DUES2020-00575	09/01/2020	75.00
00204923	09/25/2020	WEGNER, KEN LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	144.60
00204924	09/25/2020	Weltyk, Steven Refund for drop-in sports memb	P0108702	32559	09/18/2020	24.36
00204925	09/25/2020	WEST MARINE PRO MP Supplies - Invoice # 4792	P0108782	4792	09/18/2020	48.36
00204926	09/25/2020	WHEELER, DENNIS LEOFF1 Medicare Reimb		OCT2020B	10/01/2020	181.70
00204927	09/25/2020	WSCCCE AFSCME AFL-CIO Payroll Early Warrants		OH013816	09/25/2020	2,417.10
00204928	09/25/2020	XEROX CORPORATION Print & Copy charges for CM co	P0108266	011294223	08/01/2020	995.02
00204929	09/25/2020	ZEE MEDICAL Medical Cabinet Supplies - Inv	P0108777	68406832	08/03/2020	214.93
00204930	09/25/2020	Zhang, Allen Refund for drop-in sports memb	P0108695	32536	09/18/2020	23.40
					Total	<u>275,197.72</u>

CERTIFICATION OF CLAIMS

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Mercer Island, and that I am authorized to authenticate and certify to said claim.



\_\_\_\_\_  
Finance Director

I, the undersigned, do hereby certify that the City Council has reviewed the documentation supporting claims paid and approved all checks or warrants issued in payment of claims.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Date

Report	Date	Amount
EFT Payments	August 2020	<b>\$1,997,132.64</b>



## Accounts Payable EFT Report

Date	Type	Vendor Name/Description	Amount
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL ADP PAYROLL FEESADP - FEES	ADP Payroll Services <b>1,478.58</b>
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL ADP PAYROLL FEESADP - FEES	ADP Payroll Services <b>2,066.82</b>
Aug 19, 2020	Outgoing Money Transfer	KROGER - Bulk Grocery Card Purchase	Emergency Assistance - Food Pantry <b>4,800.00</b>
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL Vimly Benefit SoVimly Bene <i>Employee (payroll withholding)</i> <i>Employer Portion</i>	Employee Insurance Premiums \$17,094.00 \$128,258.06 <b>145,352.06</b>
Aug 03, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WASHINGTON-DSHS	Employee Withholding - Payroll <b>599.99</b>
Aug 06, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NAVIA BENEFIT SOFLEXIBLE B	Employee Withholding - Payroll <b>633.52</b>
Aug 10, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NAVIA BENEFIT SOFLEXIBLE B	Employee Withholding - Payroll <b>124.50</b>
Aug 13, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NAVIA BENEFIT SOFLEXIBLE B	Employee Withholding - Payroll <b>253.34</b>
Aug 14, 2020	Outgoing Money Transfer	IAFF Dues	Employee Withholding - Payroll <b>2,313.38</b>
Aug 14, 2020	Outgoing Money Transfer	VEBA	Employee Withholding - Payroll <b>5,934.18</b>
Aug 14, 2020	Outgoing Money Transfer	ICMA	Employee Withholding - Payroll <b>30,847.46</b>
Aug 14, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NATIONWIDE PAYMENTS	Employee Withholding - Payroll <b>990.00</b>
Aug 14, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NATIONWIDE PAYMENTS	Employee Withholding - Payroll <b>11,664.21</b>
Aug 17, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WASHINGTON-DSHS	Employee Withholding - Payroll <b>599.99</b>
Aug 20, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NAVIA BENEFIT SOFLEXIBLE B	Employee Withholding - Payroll <b>231.44</b>
Aug 27, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NAVIA BENEFIT SOFLEXIBLE B	Employee Withholding - Payroll <b>1,820.31</b>
Aug 28, 2020	Outgoing Money Transfer	IAFF Dues	Employee Withholding - Payroll <b>2,313.38</b>
Aug 28, 2020	Outgoing Money Transfer	VEBA	Employee Withholding - Payroll <b>5,935.59</b>
Aug 28, 2020	Outgoing Money Transfer	ICMA	Employee Withholding - Payroll <b>31,050.35</b>
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NATIONWIDE PAYMENTS	Employee Withholding - Payroll <b>1,090.00</b>

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description	Amount
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL NATIONWIDE PAYMENTS	Employee Withholding - Payroll <b>11,611.02</b>
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL UNUM INSURANCE	Employee Withholding - Payroll <b>190.50</b>
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL UNUM INSURANCE	Employee Withholding - Payroll <b>202.40</b>
Aug 31, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL AFLAC INSURANCE	Employee Withholding - Payroll <b>777.39</b>
Aug 31, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WASHINGTON-DSHS	Employee Withholding - Payroll <b>599.99</b>
Aug 03, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL LABOR&INDUSTRIESL&I ELF	L&I Taxes - Quarter 3 <b>2,208.80</b>
Aug 03, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL LABOR&INDUSTRIESL&I ELF	L&I Taxes - Quarter 3 <b>85,995.65</b>
Aug 03, 2020	Preauthorized ACH Debit	BOFA MERCH SVCS FEE 430134750159294	Merchant Fee - Boat Launch <b>597.71</b>
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL AUTHNET GATEWAY BILLING	Merchant Fee - Boat Launch <b>30.00</b>
Aug 03, 2020	Preauthorized ACH Debit	BOFA MERCH SVCS FEE 430134260026874	Merchant Fee - City Hall <b>298.40</b>
Aug 03, 2020	Preauthorized ACH Debit	MERCHANT SVCS MERCH FEE 000000000259217	Merchant Fee - MyBuildingPermit.com <b>1,846.49</b>
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL AUTHNET GATEWAY BILLING	Merchant Fee - MyBuildingPermit.com <b>81.25</b>
Aug 05, 2020	Preauthorized ACH Debit	VANTIV_INTG_PYMTBILLNG 295483290884	Merchant Fee - Parks & Recreation <b>279.90</b>
Aug 05, 2020	Preauthorized ACH Debit	VANTIV_INTG_PYMTBILLNG 295483291882	Merchant Fee - Parks & Recreation <b>56.85</b>
Aug 05, 2020	Preauthorized ACH Debit	VANTIV_INTG_PYMTBILLNG 295483292880	Merchant Fee - Parks & Recreation <b>31.90</b>
Aug 03, 2020	Preauthorized ACH Debit	MERCHANT SERVICEMERCH FEES930553411164783	Merchant Fee - Thrift Shop <b>72.32</b>
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL CAYAN HOLDINGS LPAYMENT	Merchant Fee - Thrift Shop <b>101.59</b>
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL CAYAN LLC PROC INV	Merchant Fee - Thrift Shop <b>4.95</b>
Aug 03, 2020	Preauthorized ACH Debit	DIRECT DEPOSIT BANKCARD 948908660000035	Merchant Fee - Utility Billing <b>3,836.92</b>
Aug 03, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA TRX FEES	Merchant Fee - Utility Billing <b>1.90</b>

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description		Amount
Aug 03, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	2.85
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	10.00
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	4.75
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	7.60
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	17.10
Aug 06, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	1.90
Aug 06, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	6.65
Aug 06, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	6.65
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	INVOICE CLOUD INVOICE CL Merchant Fee - Utility Billing	75.00
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	1.90
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	3.80
Aug 10, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	11.40
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	5.70
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	5.70
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	6.65
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	6.65

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description		Amount
Aug 11, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	43.70
		TRX FEES		
Aug 12, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	8.55
		TRX FEES		
Aug 13, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	15.00
		REJECT FEE		
Aug 13, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
		TRX FEES		
Aug 13, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	3.80
		TRX FEES		
Aug 14, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
		TRX FEES		
Aug 14, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	2.85
		TRX FEES		
Aug 14, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	36.10
		TRX FEES		
Aug 17, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	15.00
		REJECT FEE		
Aug 17, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	8.55
		TRX FEES		
Aug 17, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	22.80
		TRX FEES		
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
		TRX FEES		
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	2.85
		TRX FEES		
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	3.80
		TRX FEES		
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	8.55
		TRX FEES		
Aug 18, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	37.05
		TRX FEES		
Aug 19, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	3.80
		TRX FEES		
Aug 20, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	0.95
		TRX FEES		
Aug 20, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	3.80
		TRX FEES		
Aug 20, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL	PAYA Merchant Fee - Utility Billing	4.75
		TRX FEES		

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description	Amount
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	0.95
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	1.90
Aug 21, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	2.85
Aug 24, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	1.90
Aug 24, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	52.25
Aug 25, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	0.95
Aug 25, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	1.90
Aug 25, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	3.80
Aug 25, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	4.75
Aug 25, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	6.65
Aug 27, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	3.80
Aug 27, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	6.65
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility REJECT FEE Billing	15.00
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	2.85
Aug 28, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	9.50
Aug 31, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility REJECT FEE Billing	15.00
Aug 31, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL PAYA Merchant Fee - Utility TRX FEES Billing	4.75
Aug 03, 2020	Preauthorized ACH Debit	BOFA MERCH SVCS FEE 430134260026879 Merchant Fee - VOICE	6.45
Aug 04, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL AUTHNET GATEWAY BILLING Merchant Fee - VOICE	25.00
Aug 03, 2020	Preauthorized ACH Debit	BOFA MERCH SVCS FEE 430134260026884 Merchant Fee - YFS LB	6.45

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description	Amount
Aug 12, 2020	Outgoing Money Transfer	ADP PAYROLL	Net Payroll 8-14-2020 <b>449,396.37</b>
Aug 26, 2020	Outgoing Money Transfer	ADP PAYROLL	Net Payroll 8-28-2020 <b>459,254.45</b>
Aug 13, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL ADP Tax ADP Tax <i>Employee (payroll withholding)</i> <i>Employer Portion</i>	Payroll Taxes  <i>\$117,262.73</i> <i>\$42,084.43</i> <b>159,347.25</b>
Aug 27, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL ADP Tax ADP Tax <i>Employee (payroll withholding)</i> <i>Employer Portion</i>	Payroll Taxes  <i>\$118,101.50</i> <i>\$43,202.33</i> <b>161,303.76</b>
Aug 03, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>350.00</b>
Aug 04, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>429.51</b>
Aug 05, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>3,737.75</b>
Aug 06, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>83.75</b>
Aug 10, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>115.50</b>
Aug 13, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>2,576.76</b>
Aug 17, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>13.90</b>
Aug 21, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>65.50</b>
Aug 26, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>1,075.00</b>
Aug 27, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>199.00</b>
Aug 28, 2020	Preauthorized ACH Debit	5 3 BANKCARD SYSNET SETLMT295483290884	Refunds - Parks & Recreation <b>39.00</b>
Aug 26, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WA DEPT REVENUE TAX PYMT <i>Water Utility</i> <i>Sewer Utility</i> <i>Stormwater Utility</i> <i>Thrift Shop</i> <i>Parks and Recreation</i>	Remit ExciseTax  <i>\$58,238.41</i> <i>\$23,127.15</i> <i>\$3,800.81</i> <i>\$14.70</i> <i>\$381.16</i> <b>85,562.23</b>
Aug 20, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WA DEPT REVENUE TAX PYMT	Remit Leasehold Excise Tax <b>6,285.52</b>

## Accounts Payable EFT Report

Date	Type	Vendor Name/Description	Amount
Aug 07, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WA DEPT RET SYS DRS EPAY <i>Employee (payroll withholding)</i> <i>Employer Portion</i>	Remit Retirement  \$55,084.39 \$62,904.55 <b>117,988.95</b>
Aug 19, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL WA DEPT RET SYS DRS EPAY <i>Employee (payroll withholding)</i> <i>Employer Portion</i>	Remit Retirement  \$53,935.32 \$62,378.16 <b>116,313.49</b>
Aug 27, 2020	Preauthorized ACH Debit	DIRECT WITHDRAWAL STATE OF WA-ESD ESD ACH 6	Unemployment Costs - Q2 2020 <b>73,493.72</b>
<b>Total</b>			<b>\$ 1,997,132.64</b>




# CITY OF MERCER ISLAND CERTIFICATION OF PAYROLL

**PAYROLL PERIOD ENDING** **9.18.2020**  
**PAYROLL DATED** **9.25.2020**

Net Cash	\$	501,746.52
Net Voids/Manuals	\$	-
<b>Net Total</b>	<b>\$</b>	<b>501,746.52</b>
Federal Tax Deposit - Key Bank	\$	87,770.26
Social Security and Medicare Taxes	\$	38,260.87
Medicare Taxes Only (Fire Fighter Employees)	\$	3,211.36
State Tax (Massachusetts)	\$	-
Public Employees Retirement System 2 (PERS 2)	\$	24,034.84
Public Employees Retirement System 3 (PERS 3)	\$	5,042.81
Public Employees Retirement System (PERSJM)	\$	870.75
Public Safety Employees Retirement System (PSERS)	\$	250.59
Law Enforc. & Fire fighters System 2 (LEOFF 2)	\$	32,287.92
Regence & LEOFF Trust - Medical Insurance	\$	10,758.47
Domestic Partner/Overage Dependand - Insurance	\$	235.32
Group Health Medical Insurance	\$	742.41
Health Care - Flexible Spending Accounts	\$	1,667.37
Dependent Care - Flexible Spending Accounts	\$	594.23
ICMA Deferred Compensation	\$	33,280.30
Fire 457 Nationwide	\$	10,114.36
Roth - ICMA	\$	475.00
Roth - Nationwide	\$	940.00
Tax Levy	\$	826.84
Child Support	\$	599.99
Mercer Island Employee Association	\$	245.00
Cities & Towns/AFSCME Union Dues	\$	2,417.10
Police Union Dues	\$	2,334.83
Fire Union Dues	\$	2,155.12
Fire Union - Supplemental Dues	\$	160.00
Standard - Supplemental Life Insurance	\$	317.90
Unum - Long Term Care Insurance	\$	196.45
AFLAC - Supplemental Insurance Plans	\$	413.28
Coffee Fund	\$	116.00
Transportation	\$	56.67
HRA - VEBA	\$	5,695.06
Nationwide Extra	\$	666.66
<b>Tax &amp; Benefit Obligations Total</b>	<b>\$</b>	<b>266,737.76</b>

<b>TOTAL GROSS PAYROLL</b>	<b>\$ 768,484.28</b>
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I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Mercer Island, and that I am authorized to authenticate and certify to said claim.

  
 \_\_\_\_\_  
 Finance Director

I, the undersigned, do hereby certify that the City Council has reviewed the documentation supporting claims paid and approved all checks or warrants issued in payment of claims.

\_\_\_\_\_  
 Mayor Date





# BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

**AB 5756**  
**October 6, 2020**  
**Consent Calendar**

## AGENDA BILL INFORMATION

<b>TITLE:</b>	AB 5756: Arbor Day Proclamation No.257	<input type="checkbox"/> Discussion Only <input checked="" type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
<b>RECOMMENDED ACTION:</b>	Proclaim the third Saturday of October as Arbor Day in the City of Mercer Island.	

<b>DEPARTMENT:</b>	Public Works
<b>STAFF:</b>	Hannah Van Pelt, Right of Way Arborist
<b>COUNCIL LIAISON:</b>	n/a
<b>EXHIBITS:</b>	1. Arbor Day Proclamation
<b>CITY COUNCIL PRIORITY:</b>	n/a

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

## SUMMARY

The City of Mercer Island first obtained Tree City USA designation in 2017, and the Arbor Day proclamation is an annual requirement for maintaining this designation. Tree City USA certification recognizes the many ways the City of Mercer Island values and supports a robust urban forest management program. In addition, active Tree City USA status makes the City eligible for certain urban forestry grant programs.

Tree City USA designation recognizes a community’s commitment to caring for its urban forests, and since the program’s creation in 1976, more than 3,500 communities nationwide have gained this recognition. To qualify for the Tree City USA program, four core standards of sound urban forestry management must be met:

1. Maintaining a tree board or department,
2. Adopting a tree care ordinance,
3. An annual budget of at least \$2 per capita dedicated to community forestry, and
4. An annual Arbor Day observance and proclamation.

The City of Mercer Island currently meets these criteria in the following ways:

- Urban forestry programs are well-established within the Parks and Right-of-Way divisions of the Public Works Department and include extensive tree planting and systematic tree assessments along the City’s park, open space, and arterial boundaries. This work is supported by seven staff ISA-certified arborists.

- The tree chapter of the Mercer Island Municipal Code was updated in 2017, demonstrating the City's ongoing commitment to protecting and enhancing this vital natural resource.
- Calculations of expenditure on all aspects of tree care indicate that the City has continued to exceed the per capita requirement over tenfold in 2019. These expenditures include all plant materials, installation, maintenance, and risk management, as well as ongoing training for staff arborists.

This proclamation, designating the third Saturday in October as Arbor Day in the City of Mercer Island, fulfills the final requirement needed to maintain Tree City USA qualification. Further, the annual Arbor Day celebration creates a platform from which the City of Mercer Island can celebrate its triumphs, raise awareness of the challenges facing its urban tree canopy, and educate citizens on ways in which they can contribute to a healthy urban forest.

The 2020 Arbor Day celebration will be held on October 17, 2020. Due to COVID-19 restrictions, this event will differ from year's past, though maintain the same spirit of encouraging native tree planting, recognizing our community volunteers, and engaging citizens of all ages to be good forest stewards in our parks and their own backyards. City staff will launch a social media Countdown to Arbor Day including Facebook and Instagram posts which highlight the City's efforts to improve the health of Mercer Island's urban forests and share ideas of how residents can contribute on their own properties. In addition to the Countdown, there will be a small volunteer event held on Arbor Day at Pioneer Park, with the aid of EarthCorps. Volunteers will work in shifts to reduce exposure, with a break in between for City staff and official(s) to plant a ceremonial tree and say a few remarks. The community is encouraged to participate, whether at a volunteer event or from home, in support of the City's efforts to foster a healthier, greener Mercer Island.

## RECOMMENDATION

Proclaim the third Saturday in October as Arbor Day in the City of Mercer Island.



City of Mercer Island, Washington

Proclamation

WHEREAS, protecting, enhancing, and maintaining trees are key community values expressed in the Mercer Island comprehensive plan; and

WHEREAS, the City recognizes that trees contribute to the residential character on Mercer Island, providing health benefits, ecological services, and natural beauty to our neighborhoods; and

WHEREAS, trees play a vital role in the stabilization of geologically hazardous areas, improve surface water quality and control, benefit Lake Washington, and reduce noise and air pollution; and

WHEREAS, Arbor Day, a world-wide observance that encourages tree planting and care, is one of many ways the City of Mercer Island and its residents declare their commitment to fostering healthy, resilient urban forests and street trees vital to the community’s present and future welfare.

NOW, THEREFORE, I, Benson Wong, Mayor of the City of Mercer Island, do hereby proclaim the third Saturday in October as

ARBOR DAY

in the City of Mercer Island and urge all citizens to support efforts to protect and nurture our trees and urban forests not just for the beauty they offer but for the benefits they provide our residents and community.

APPROVED, this 6th day of October 2020



\_\_\_\_\_  
Mayor Benson Wong

Proclamation No. 257



**BUSINESS OF THE CITY COUNCIL  
CITY OF MERCER ISLAND**

**AB 5762  
October 6, 2020  
Consent Calendar**

**AGENDA BILL INFORMATION**

<b>TITLE:</b>	AB 5762: Affordable Housing Week Proclamation No. 258	<input type="checkbox"/> Discussion Only <input checked="" type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
<b>RECOMMENDED ACTION:</b>	Proclaim October 12-16, 2020 as Affordable Housing Week in the City of Mercer Island.	

<b>DEPARTMENT:</b>	City Council
<b>STAFF:</b>	Deborah Estrada, City Clerk on behalf of Mayor Benson Wong
<b>COUNCIL LIAISON:</b>	
<b>EXHIBITS:</b>	1. Proclamation No. 258
<b>CITY COUNCIL PRIORITY:</b>	n/a

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

**SUMMARY**

**BACKGROUND**

After three decades, the [Housing Development Consortium](#) (HDC) members now encompasses all of the major nonprofit housing developers in King County as well as financial institutions, consultants, architects, building contractors, attorneys, accountants, service providers, local housing authorities, and government agencies. Since 2016, the HDC of Seattle-King County has partnered with its diverse membership body to coordinate [Affordable Housing Week](#), aimed at recognizing the need to preserve and increase affordable housing in King County communities. Mercer Island has partnered with its member cities three out of the last four years and recognized Affordable Housing Week in the City of Mercer Island.

**AFFORDABLE HOUSING WEEK 2020**

On the morning of January 24, 2020, there were an estimated 11,751 individuals experiencing homelessness in Seattle/King County. This represents an increase of 5% from 2019. Of those 11,751 counted in 2020, approximately 53% were sheltered and 47% were unsheltered. Since January, the COVID-19 pandemic has exacerbated many existing financial constraints for low- and moderate-income households. In response, Governor Inslee extended a residential eviction moratorium through October 15, 2020 to prevent families and individuals from losing their housing due to non-payment. These challenges are touching every corner, every city, and every school district of the County.

Despite all the challenges 2020 has presented, the HDC is going digital and the official dates for Affordable Housing Week are October 12-16, 2020. This year's theme is "Know Your Zone." It is an opportunity to tie lessons and challenges presented in the HDC's online events and apply it to learning about the housing policies in your backyard. HDC will be sharing a Know Your Zone scavenger hunt soon (and possibly some other zoning-related mini-games). In getting to "Know Your Zone," participants will get to know the housing programs and policies impacting neighbors, businesses, and organizations in their community.

## **RECOMMENDATION**

Mayor proclaims October 12-16, 2020 as Affordable Housing Week in the City of Mercer Island.



City of Mercer Island, Washington

Proclamation

WHEREAS, the COVID-19 pandemic has exacerbated many existing financial constraints for low- and moderate-income households; and

WHEREAS, Governor Inslee has extended a residential eviction moratorium through October 15th, 2020 to prevent families and individuals from losing their housing due to non-payment; and

WHEREAS, housing stability and staying socially distant from those outside of our household has become our state’s core public health strategy; and

WHEREAS, everyone benefits from affordable housing, including the people who reside in these properties, their neighbors, businesses, employers, and the community as a whole; and

WHEREAS, the need for affordable homes across King County prior to the COVID-19 pandemic and the number of people experiencing homelessness had remained at crisis levels; and

WHEREAS, Affordable Housing Week calls attention to the severe challenges of homelessness and the lack of affordable housing in King County.

WHEREAS, by increasing attention to this issue and by working together, across communities and across sectors, we can turn the tide to ensure all people have access to a safe, healthy, affordable home.

NOW, THEREFORE, I, Benson Wong, Mayor of the City of Mercer Island, do hereby proclaim October 12-16, 2020 as

AFFORDABLE HOUSING WEEK

in the City of Mercer Island and the City endorses the goals, objectives, and purposes of Affordable Housing Week, and in doing so, recommits itself to ensuring that our community recovers equitable from the crises at hand, and that all people in the City of Mercer Island live with dignity in safe, healthy, and affordable homes.

APPROVED, this 6th day of October 2020



Mayor Benson Wong

Proclamation No. 258



**BUSINESS OF THE CITY COUNCIL  
CITY OF MERCER ISLAND**

**AB 5759  
October 6, 2020  
Regular Business**

**AGENDA BILL INFORMATION**

<b>TITLE:</b>  <b>RECOMMENDED ACTION:</b>	AB 5759: Extend Comprehensive Plan and Code Amendment Application Period	<input type="checkbox"/> Discussion Only <input checked="" type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
	Adopt Ordinance No. 20-15 to extend the Comprehensive Plan and code amendment application period	

<b>DEPARTMENT:</b>	Community Planning and Development
<b>STAFF:</b>	Alison Van Gorp, Deputy Director
<b>COUNCIL LIAISON:</b>	n/a
<b>EXHIBITS:</b>	1. Ordinance No. 20-15
<b>CITY COUNCIL PRIORITY:</b>	n/a

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

**SUMMARY**

The purpose of this agenda bill is to extend the deadline to submit proposed Comprehensive Plan amendments and code amendments from October 1, 2020 to November 2, 2020. Staff are recommending this extension, with an immediate effective date, to correct a staff error in a public notice issued in August and to allow additional time for the public to submit proposed amendments.

**BACKGROUND**

The City has an established process for reviewing proposed amendments to the Comprehensive Plan. Amendments are proposed and compiled into a “docket” which is reviewed no more frequently than once per year. This process is consistent with the requirements of RCW 36.70A.130(2). Last year, the City Council amended the code to add a process for reviewing proposed code amendments as well ([MICC 19.15.250](#)). Both code amendments and Comprehensive Plan amendments proposed for the docket are invited each year during the month of September as described in [MICC 19.15.230\(D\)\(1\)](#). Amendment requests are then placed on the docket for initial consideration by the Planning Commission and City Council. The City Council decides which amendments on the docket will receive further review in the coming year.

This year, public notice of the docketing period was issued in the City’s permit bulletin on August 10, 2020 and in the newspaper on August 19, 2020. These published notices, however, inadvertently omitted the term

“code amendment”, indicating that only *comprehensive plan* amendments, not *code* amendments were being invited. Staff were alerted to this omission toward the end of September.

Given this error, staff recommends that the City Council take action to extend the deadline to November 2, 2020 (for 2020 only) for submitting comprehensive plan and code amendments proposals. This extension cannot be made administratively because the City Code specifies the dates during which docket items are accepted. An ordinance is required to modify the date.

Exhibit 1, Ordinance No. 20-15, is an emergency ordinance that, if approved by a majority plus one of the whole City Council, will immediately extend the docketing period to November 2. A Public Hearing will be required within 60 days and will be scheduled at a future City Council meeting, tentatively scheduled for November 2, 2020.

## **RECOMMENDATION**

Adopt emergency Ordinance No. 20-15 to extend the Comprehensive Plan and code amendment application deadline to November 2, 2020.



**CITY OF MERCER ISLAND  
ORDINANCE NO. 20-15**

**AN ORDINANCE OF THE CITY OF MERCER ISLAND, WASHINGTON, EXTENDING THE 2020 DEADLINE TO SUBMIT PROPOSED COMPREHENSIVE PLAN AND CODE AMENDMENTS; PROVIDING FOR A PUBLIC HEARING; DECLARING AN EMERGENCY; AND ESTABLISHING AN IMMEDIATE EFFECTIVE DATE.**

**WHEREAS**, each year the City is required to notice by September 1<sup>st</sup> its annual comprehensive plan and code amendment cycle for the following calendar year; and

**WHEREAS**, comprehensive plan and code amendment proposals from the public must be received by October 1<sup>st</sup> in order to be considered for the following year's comprehensive plan and code amendment process; and

**WHEREAS**, the notice that the City issued in 2020, which occurred by September 1<sup>st</sup>, notified the public that the City had to receive proposed amendments to the comprehensive plan by October 1<sup>st</sup>, without mentioning that proposed amendments to the development code were also being accepted until October 1<sup>st</sup>; and

**WHEREAS**, this error of omission by the City may have deterred the public from submitting proposed amendments, limiting the public's ability to participate fully in the City's comprehensive plan and code amendment process as set forth in the Growth Management Act; and

**WHEREAS**, deterring the public's ability to propose amendments to the comprehensive plan and development code would result in harm to public health, safety, property, and welfare in Mercer Island; and

**WHEREAS**, to prevent the potential harm to public health, safety, property, and welfare, the City Council concludes that the City immediately needs an extension of the October 1<sup>st</sup> deadline for accepting proposed amendments from the public; and

**WHEREAS**, the City is authorized under RCW 35A.63.220, 36.70A.390 to pass an interim zoning and official control ordinance for up to six months, provided it holds a public hearing on the same within sixty days after passage; and

**WHEREAS**, consistent with the provisions of RCW 35A.63.220 and RCW 36.70A.390, it is appropriate for the City Council to hold a public hearing and adopt additional findings of fact, if necessary, supporting and justifying the interim zoning and official control ordinance within at least sixty days of its passage; NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF MERCER ISLAND, WASHINGTON, DO ORDAIN AS FOLLOWS:

**Section 1. Whereas Clauses Adopted.** The "Whereas Clauses" set forth in the recital of this Ordinance are hereby adopted as the preliminary findings and conclusions of the City Council for passing this Ordinance.

**Section 2. Declaration of Emergency.** As set forth in the “Whereas Clauses” adopted in Section 1 of this Ordinance, the City Council hereby declares that an emergency exists necessitating that this Ordinance take effect immediately upon passage by a majority plus one of the whole membership of the City Council.

**Section 3. Deadline Extended.** The deadlines in MICC 19.15.230(D)(1) notwithstanding, the deadline in 2020 for the public to submit proposed amendments to the comprehensive plan and development code will be November 2, 2020. Proposed amendment requests received after November 2, 2020 will not be considered for 2021’s comprehensive plan and code amendment process, but will be held for the next eligible process. Soon after this Ordinance takes effect, the City will issue notice of this year’s extension to submit proposed comprehensive plan and code amendments.

**Section 4. Public Hearing.** Pursuant to RCW 35A.63.220 and RCW 36.70A.390, a public hearing shall be scheduled within 60 days of this Ordinance passage, in order to hear and consider the comments and testimony of those wishing to speak at such public hearing regarding the interim zoning and official controls approved by this Ordinance, and to consider adopting further findings of fact, if necessary.

**Section 5. Duration of Interim Zoning and Official Controls.** The interim zoning and official controls approved by this Ordinance shall become effective immediately, on the date hereof, and shall continue in effect for an initial period of six months, unless repealed, extended or modified by the City Council after subsequent public hearing(s), entry of appropriate findings of fact, and or development of a work plan for related studies pursuant to RCW 35A.63.220 and RCW 36.70A.390.

**Section 6. Severability.** If any section, sentence, clause, or phrase of this Ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, or its application held inapplicable to any person, property, or circumstance, such invalidity or unconstitutionality shall not affect the validity of any other section, sentence, clause, or phrase of this Ordinance or its application to any other person, property or circumstance.

**Section 7. Effective Date.** This Ordinance, as a public emergency ordinance necessary for the protection of the public health, safety, property, and welfare, shall take effect immediately upon passage by a majority plus one of the whole membership of the City Council.

Passed at least by a majority plus one of the City Council of the City of Mercer Island, Washington, at its regular meeting on the 6<sup>th</sup> day of October 2020 and signed in authentication of its passage.

CITY OF MERCER ISLAND

\_\_\_\_\_  
Benson Wong, Mayor

Approved as to Form:

ATTEST:

\_\_\_\_\_  
Bio Park, City Attorney

\_\_\_\_\_  
Deborah A. Estrada, City Clerk

Date of Publication:

# Extend Comprehensive Plan and Code Amendment Application Period

AB 5759 | October 6, 2020



# Summary

- City Code requires that the City accept Comprehensive Plan and development code amendment proposals each year during the month of September.
- Staff omitted the term “code amendment” from the public notices issued in August – only Comprehensive Plan amendments were specifically solicited
- Recommend Council action to extend the submission deadline from October 1 to November 2, 2020 to correct the notice and allow additional time for submissions



# Next Steps

- Emergency code amendment to immediately extend the deadline
- Requires Council majority+1 approval
- Public hearing to be held within 60 days – scheduled November 2



# Recommended Action

1. Adopt Ordinance No. 20-15 extending the Comprehensive Plan and code amendment application deadline to November 2, 2020





# BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

**AB 5757**  
**October 6, 2020**  
**Regular Business**

## AGENDA BILL INFORMATION

<b>TITLE:</b>	AB 5757: ARCH 2021 Work Plan and Budget	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
<b>RECOMMENDED ACTION:</b>	Discuss the ARCH 2021 Work Plan and Administrative Budget and the 2021-2022 Contributions to the ARCH Housing Trust Fund.	

<b>DEPARTMENT:</b>	Community Planning and Development
<b>STAFF:</b>	Alison Van Gorp, Deputy Director
<b>COUNCIL LIAISON:</b>	n/a
<b>EXHIBITS:</b>	1. ARCH 2020 Budget and Work Program Memo
<b>CITY COUNCIL PRIORITY:</b>	n/a

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

## SUMMARY

The purpose of this agenda bill is to provide the City Council with an overview of A Regional Coalition for Housing’s (ARCH) 2021 budget and work plan. The [ARCH interlocal agreement](#) (ILA) requires each member city to approve the budget and work plan each year. In addition, this agenda bill provides a preview of the 2021-2022 proposed budget for ARCH, giving the City Council an opportunity to review and discuss the administrative budget as well as the City’s contribution to the Housing Trust Fund (HTF) in advance of the larger city budget review.

### BACKGROUND

ARCH was created in 1993 by an Interlocal Agreement. Member jurisdictions include Beaux Arts Village, Bellevue, Bothell, Clyde Hill, Hunts Point, Issaquah, Kenmore, King County, Kirkland, Medina, Mercer Island, Newcastle, Redmond, Sammamish, Woodinville, and Yarrow Point. By participating in ARCH, member cities are part of a joint and cooperative undertaking to collectively plan for and provide affordable housing in East King County communities. Under the terms of the ARCH Interlocal Agreement, each member city must approve the ARCH Administrative Budget and Work Program annually.

Like other local government members, Mercer Island contributes annually to ARCH to provide administrative support for the organization’s housing activities. The coordinated approach used by ARCH provides for an



efficient use of resources in fulfilling each member city's obligations under the Washington State Growth Management Act (GMA) to make adequate provisions for the existing and projected housing needs of all economic segments of the population (RCW 36.70A.070(2)), as well as in sharing resources with regional partners in the provision and administration of affordable housing.

The ARCH Housing Trust Fund (HTF) enables the member jurisdictions to pool resources to directly fund affordable housing development and preservation projects. The HTF typically funds projects that create housing that is affordable for households earning 60% area median income or less.

Mercer Island also receives direct support from ARCH staff in implementing affordable housing policies and programs locally, including monitoring of the affordable units created through the incentive program in Town Center. In addition, when Mercer Island begins to update the Comprehensive Plan (scheduled to begin in 2022), ARCH staff will provide support in terms of research, data analysis, and policy development related to updating the Housing Element.

The [ARCH Annual Report](#) provides an overview of ARCH's work and accomplishments in 2019.

### **ARCH ORGANIZATIONAL IMPROVEMENTS**

Exhibit 1 includes an update (see pages 6-7) outlining the actions ARCH has taken to implement recommendations identified in a 2019 consultant evaluation. Chief among these actions was expanding the ARCH staff by 2.0 FTEs in mid-2019, which has provided more capacity to oversee ARCH's large portfolio of rental and homeownership units. In addition, more than a dozen actions have been taken across the Rental and Homeownership Programs to improve documentation, policies and procedures, data collection and training (further detail is provided in Exhibit 1).

### **ARCH 2021 BUDGET AND WORK PROGRAM**

#### Administrative Budget

Each year, the ARCH Executive Board develops and approves a work program and administrative budget that is advanced to member city councils for approval. The administrative budget supports the staffing and other costs associated with implementing the 2021 work program (summarized below).

The 2021 ARCH Administrative Budget (see Exhibit 1) totals \$1,155,261, which is essentially no increase over the 2020 budget. There is one modest increase in revenue (\$45,064), from a new administrative fee that has been added to transactions in the Homeownership Program to help cover the cost of operating the program. Member city contributions have been held flat at 2020 levels. Each ARCH member city pays a share of the administrative budget, based on population. In 2021, Mercer Island's share of the operating budget is \$50,222 or 4.3% of the total ARCH budget.

#### Housing Trust Fund (HTF) Budget

In addition to providing administrative support to ARCH, the City also contributes to the HTF to directly support the creation of affordable housing. These contributions play an important role in helping to meet the rapidly growing demand for affordable housing in East King County.

In 2019, HTF applications totaled \$19 million and ARCH was able to fund \$5 million based on available funds from 2018-2019. In the 2019-2020 Biennium, the City budgeted \$100,000 (\$50,000 per year) to contribute to the HTF. The 2020 contribution was later reduced from \$50,000 to \$33,768 and the difference was

reallocated to the Rental Assistance program operated by Youth and Family Services, to mitigate the local economic impacts of the COVID-19 Pandemic.

In 2019, the state legislature authorized a new sales tax credit to support affordable housing. This measure, known as HB 1406, authorizes jurisdictions to implement a sales tax of 0.0073% that is credited back from the state's portion of the sales tax revenue. The City Council authorized this tax in 2019 ([AB 5621](#)) and began collecting the additional tax revenue on January 1, 2020. The HB 1406 revenue is authorized for uses related to the construction or preservation of affordable housing and for the provision of rental assistance for low income households. Earlier in 2020, the Council made the decision to direct all of the HB 1406 revenue to support the Rental Assistance program. In the future, as needs change post-Pandemic, the City Council may consider reallocating some or all this revenue from the Rental Assistance program to the HTF.

The ARCH Executive Board has adopted "Parity Goals" to assist jurisdictions in identifying HTF contributions in a way that fosters equitable investment across the member jurisdictions. The Parity Goals represent a range of suggested contribution amounts that is calculated based on population and projected employment and housing in each jurisdiction. The goals are updated annually based on the Consumer Price Index (CPI). Each city's contribution to the HTF remains voluntary and at the discretion of the respective city council. Mercer Island's Parity Goal range for 2020 is \$18,146 to \$150,045.

#### Work Program

The ARCH Work Program (see Exhibit 1, beginning on page 28) was adopted in April 2020 by the ARCH Executive Board and includes the following priorities for 2020:

- Provide excellent stewardship of affordable housing assets
- Finalize and begin reporting on measurable goals for production and preservation of affordable housing across ARCH member communities
- Continue to support proposals for dedicated revenue sources for the Housing Trust Fund to expand production of affordable housing.
- Recommend options for expanding ARCH's capacity to accomplish its broader mission.
- Seek opportunities to advance projects and programs with high potential impact and facilitate projects in the pipeline to the greatest extent possible.
- Respond to emerging needs identified by local communities and member jurisdictions.

The ARCH Work Program includes five core areas of work, summarized below:

#### **I. AFFORDABLE HOUSING INVESTMENT**

Managing the HTF program, including providing technical assistance to prospective applicant projects and coordinating with other public and private funders. Special projects including transit-oriented development, utilization of surplus properties, supporting efforts to expand shelter capacity, preservation of at-risk affordable housing and investing in predevelopment analysis of potential projects.

#### **II. HOUSING POLICY AND PLANNING**

Assisting member cities with housing policy and planning, including Housing Element updates and Housing Strategy Plans, as well as coordinating inter-local, regional and state planning and legislative activities.

**III. HOUSING PROGRAM IMPLEMENTATION**

Administering local housing incentive and inclusionary programs, including development agreements, multi-family tax exemption (MFTE) programs, inclusionary requirements and voluntary density bonus programs Long-term monitoring and oversight of rental and homeownership housing, including enforcement of affordability requirements, resale restrictions and owner-occupancy requirements. This includes continued implementation of recommendations from the 2019 consultant assessment.

**IV. EDUCATION AND OUTREACH**

Hosting public events, providing information to the public and engaging communities in understanding and supporting affordable housing efforts. Providing assistance to community members seeking affordable housing, including maintaining a list of interested households and advertising available housing opportunities to the list. Identifying underserved communities and working to increase access to affordable housing for these communities.

**V. ADMINISTRATION**

Maintaining cost effective administration of ARCH's programs and services. In 2021 this will also include an organizational assessment of ARCH's structure, staffing and capital resources to assess options for expanding organizational capacity.

The ARCH Work Program was prepared in early 2020, including Attachment A, which summarizes the work ARCH plans to do to support each of the member cities. The Mercer Island section includes work items that have seen significant changes since the work plan was drafted. For example, there is a reference to reviewing the City's MFTE program, which has since been repealed. City staff are coordinating with ARCH as our needs evolve and ARCH staff have flexibility to adapt to our needs. City staff also continue to coordinate with ARCH staff around items I., II., III., and IV. of the ARCH Work Program.

**NEXT STEPS**

The City Council will need to allocate funds for the ARCH administrative budget and the HTF contribution in the coming weeks as a part of the biennial budget process. The City Council is also required to approve the ARCH Work Plan and Administrative Budget per the terms of the ARCH ILA. This approval is tentatively scheduled for the November 17, 2020 City Council meeting.

**RECOMMENDATION**

1. Discuss the ARCH 2021 Work Plan and Administrative Budget.
2. Discuss the 2021-2022 contributions to the ARCH Housing Trust Fund.

**MEMORANDUM**

Date: May 29, 2020  
From: Lindsay Masters, ARCH Executive Manager  
To: ARCH Member Councils  
Subject: ARCH 2021 Budget and Work Program

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Please find attached the 2021 ARCH Budget and Work Program, which was for adopted for recommendation by a unanimous vote of the ARCH Executive Board on April 20, 2020. This memo provides an overview of the recommendation, including the key principles that guided the proposal, highlights from the budget and work program, and information on ARCH’s ongoing work to facilitate affordable housing projects and planning.

**Background and Principles**

In accordance with the ARCH Interlocal Agreement, each year the ARCH Executive Board is responsible for delivering a recommended budget and work program to member councils by June 1 for the following calendar year. In light of the extraordinary challenges currently facing ARCH member communities, the proposed Budget and Work Program for 2021 was developed with the following core principles in mind:

- Acknowledge and prepare for fiscal impacts from the current public health crisis.
- Preserve existing assets to ensure no net loss of affordable housing.
- Continue to make progress on current projects and planning to the greatest extent possible.

These principles recognize the very real economic hardships faced by local governments, while also demonstrating a continued commitment to creating and preserving safe, stable and affordable housing for members of the community also suffering from economic impacts. Now more than ever, we recognize the value of safe, stable and affordable homes for all members of the community.

## **2021 Administrative Budget and Work Program**

The recommended 2021 Administrative Budget and Work Program are shown in **Attachments 1 and 2.**

### *Administrative Budget*

- Member dues are held constant at 2020 levels
- Planned expenses are limited to the minimum necessary to preserve current operations and staffing
- New administrative fees are established to cover any inflation in costs from 2020 and help replenish operating reserves while mitigating any impacts to member dues

### *Work Program*

- ARCH's core services are maintained, including critical monitoring and stewardship functions that will ensure preservation of existing affordable housing assets.
- Priorities established in 2020 are carried over into 2021, reflecting an ongoing commitment to preserve and expand housing opportunities to the greatest extent possible, including:
  - Provide excellent stewardship of affordable housing assets
  - Finalize and begin reporting on measurable goals for production and preservation of affordable housing across ARCH member communities
  - Continue to support proposals for dedicated revenue sources for the Housing Trust Fund to expand production of affordable housing.
  - Recommend options for expanding ARCH's capacity to accomplish its broader mission.
  - Seek opportunities to advance projects and programs with high potential impact and facilitate projects in the pipeline to the greatest extent possible.
  - Respond to emerging needs identified by local communities and member jurisdictions.

## **Continued Improvements to Monitor and Steward Affordable Units**

ARCH is continuing to make significant improvements in monitoring and stewardship of existing affordable housing to ensure long-term preservation of these valuable community resources. Based on a consultant evaluation in 2019, the ARCH Executive Board approved and member councils concurred with the decision to dedicate two new staff positions to these functions.

The staffing levels established in 2019 were the minimum amount deemed necessary to carry out essential responsibilities, given the major growth in the portfolio overseen by ARCH without any growth in staffing since the early-2000s. The value of this portfolio is now immense, saving renter households roughly \$50 million annually in rent, and bringing ownership opportunities below market by roughly \$375 million to create a pathway to homeownership for many low to middle income households.

The addition of staff capacity, together with a continuing commitment by ARCH's board and management on preserving and strengthening existing programs, has resulted in the following improvements:

### *Rental Program*

- Developed written policies and standard forms to ensure consistent documentation and procedures for verifying income eligibility
- Established procedures for routine on-site file audits to verify compliance data submitted in annual reports
- Expanded data collection and analysis to evaluate program outcomes, and developed a dashboard to track program metrics
- Developed web-based training and resources to train property managers on compliance requirements

### *Homeownership Program*

- Established a comprehensive database to track affordable homes
- Adopted procedures for annual monitoring of owner occupancy requirements
- Conducted in-depth analysis of resale data and adopted a standardized resale formula that, together with modifications to initial home pricing, will better preserve long-term affordability
- Developed a program manual of policies and procedures to ensure clear and consistent implementation of program rules
- Refined income eligibility requirements to ensure affordable homes go to buyers without significant assets
- Adopted a priority policy for buyer selection to target newly developed homes based on income, household size, first time homebuyer status and residency or employment within the community
- Adopted procedures to extend the term of affordability when homes are re-sold
- Adopted administrative fees to strengthen the financial sustainability of the program
- Began tracking demographic information of buyers and applicants on the waitlist, and developed a dashboard to report on key demographic measures

In addition to the above improvements, ARCH staff have stepped up efforts to respond to the growing number of community members in need, providing assistance and referrals to renters and homeowners to a range of resources.

### **Housing Trust Fund Contributions / HB 1406 Sales Tax**

Separate from contributions to ARCH's administrative budget, each year ARCH member jurisdictions are encouraged to contribute on a voluntary basis toward the ARCH Housing Trust Fund (see **Attachment 3** for updated Parity Goals for each jurisdiction). The Trust Fund is a critical program with a long and successful track record of financing local affordable housing projects, which are developed by mission-driven agencies and carefully vetted by a Citizen Advisory Board each year.

The need and demand for these resources remains urgent. In 2019, ARCH received applications for a record \$19 million in funding for development of affordable housing, and

was able to recommend approximately \$5 million based on available funds from 2018 and 2019. These awards will have an important impact in expanding both the production of affordable homes and emergency shelter capacity on the Eastside, but left some projects partially funded with the intent of providing full funding in subsequent funding rounds. In addition, ARCH is working with multiple jurisdictions to ensure affordable housing is included within transit-oriented development projects. These opportunities are also dependent on securing critical public investment.

In 2019, ARCH provided a recommendation memo encouraging all members to implement the sales tax authorized by HB 1406, which allows local jurisdictions to retain a portion of the state's sales tax for affordable housing and related uses. Recognizing the significant impacts to local general funds already materializing from the current public health crisis, ARCH urges all member jurisdictions to ensure timely passage of the required ordinance by the deadline of July 27, 2020 to ensure this valuable revenue stays with local communities.

### **Conclusion**

The ARCH coalition continues to serve an incredible need on the Eastside. The affordable homes created through cooperative local actions and funding over the last three decades are more valuable than ever, as the need for homes that provide stability and affordability is growing dramatically. ARCH remains committed to preserving these assets for the community long-term, and seeking strategic opportunities to continue facilitating additional housing opportunities for the growing number of households in need.

### **Attachments:**

1. 2021 ARCH Administrative Budget
2. 2021 ARCH Work Program
3. Housing Trust Fund Parity Goals

# Attachment 1

## 2021 ARCH Administrative Budget

*Final Adopted by Executive Board*

*April 2020*

	<b>2020 Budget</b>	<b>Final 2021 Budget</b>	
	<b>2020 Approved Budget</b>	<b>2021 Recommended Budget</b>	<b>% Change</b>
<b>I. TOTAL EXPENSES</b>	<b>\$ 1,110,097</b>	<b>\$ 1,155,261</b>	<b>4.1%</b>
<b>A. Personnel</b>	<b>\$ 1,003,399</b>	<b>\$ 1,039,303</b>	<b>3.6%</b>
Salary and Benefits (7.0 FTEs, 2 part-time interns)	\$ 1,003,399	\$ 1,039,303	3.6%
<b>B. Operating</b>	<b>\$ 67,195</b>	<b>\$ 76,456</b>	<b>13.8%</b>
Rent & Utilities	\$ 24,780	\$ 24,780	0.0%
Telephone	\$ 4,586	\$ 5,500	19.9%
Travel/Training	\$ 2,600	\$ 2,730	5.0%
Auto Mileage	\$ 3,500	\$ 3,605	3.0%
Copier/Printing Costs	\$ 1,803	\$ 1,893	5.0%
Office Supplies	\$ 3,100	\$ 3,255	5.0%
Internet/Website Fees	\$ 2,215	\$ 2,326	5.0%
Postage	\$ 1,500	\$ 1,575	5.0%
Periodical/Membership	\$ 4,112	\$ 4,317	5.0%
Misc. (events, etc.)	\$ 2,000	\$ 2,100	5.0%
Equipment Replacement	\$ 2,000	\$ 3,000	50.0%
Database/software licensing	\$ 15,000	\$ 18,375	22.5%
Relocation Costs		\$ 3,000	N/A
<b>C. In-Kind Admin/Services</b>	<b>\$ 19,503</b>	<b>\$ 19,503</b>	<b>0%</b>
Insurance	\$ 9,660	\$ 9,660	
IT Services	\$ 9,843	\$ 9,843	
<b>D. Grants and Consultant Contracts</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>0%</b>
Consultant Contracts	\$ 20,000	\$ 20,000	0%



	<b>2020 Approved Budget</b>	<b>2021 Recommended Budget</b>	<b>% Change</b>
		City Per Capita \$1.98	
		KC Per Capita \$0.93	
<b>II. TOTAL INCOME</b>	<b>\$ 1,110,097</b>	<b>\$ 1,155,261</b>	<b>4.1%</b>
<b>A. Member Contributions</b>	<b>\$ 1,103,897</b>	<b>\$ 1,103,897</b>	<b>0.0%</b>
Beaux Arts Village	\$ 2,000	\$ 2,000	0.0%
Bellevue	\$ 281,876	\$ 281,876	0.0%
Bothell	\$ 89,384	\$ 89,384	0.0%
Clyde Hill	\$ 6,551	\$ 6,551	0.0%
Hunts Point	\$ 2,000	\$ 2,000	0.0%
Issaquah	\$ 72,244	\$ 72,244	0.0%
Kenmore	\$ 44,921	\$ 44,921	0.0%
Kirkland	\$ 175,946	\$ 175,946	0.0%
Medina	\$ 6,523	\$ 6,523	0.0%
Mercer Island	\$ 50,222	\$ 50,222	0.0%
Newcastle	\$ 23,006	\$ 23,006	0.0%
Redmond	\$ 123,104	\$ 123,104	0.0%
Sammamish	\$ 127,494	\$ 127,494	0.0%
Woodinville	\$ 23,673	\$ 23,673	0.0%
Yarrow Point	\$ 2,401	\$ 2,401	0.0%
King County	\$ 75,000	\$ 75,000	0.0%
<b>Bellevue Detail</b>	<b>\$ 281,876</b>	<b>\$ 281,876</b>	<b>0%</b>
Cash Contributions	\$ 86,673	\$ 86,173	
In-Kind Contributions	\$ 195,203	\$ 195,703	
Personnel	\$ 175,700	\$ 176,200	
Insurance	\$ 9,660	\$ 9,660	
IT Services	\$ 9,843	\$ 9,843	
<b>B. Other Income</b>	<b>\$ 6,200</b>	<b>\$ 51,364</b>	<b>728.5%</b>
<i>New Homeownership Program Fees</i>	\$ -	\$ 45,064	
Existing Administrative Fees	\$ 4,200	\$ 4,200	
Interest Earned	\$ 2,000	\$ 2,100	

**III. RESERVES, CONTINGENT INCOME AND EXPENSES**

*Note: This section expresses intended use of any excess revenues above levels needed to cover basic operating costs.*

**A. Contingent Expenses**

<i>Replenish operating reserves</i>	\$ -	\$ 150,936	N/A
Homeownership Program Staffing/Expenses	\$ 150,000	\$ -	-100%
Other Staffing/Services	\$ 150,000	\$ -	-100%

**B. Contingent Revenue**

Excess Administrative Fees	\$ 150,000	\$ 150,936	1%
Service Fees	\$ 150,000	\$ -	-100%

# Attachment 2

## ARCH WORK PROGRAM: 2021

### 2021 Priorities

In 2021, ARCH will elevate the following priorities in its Work Program:

- Provide excellent stewardship of affordable housing assets
- Finalize and begin reporting on measurable goals for production and preservation of affordable housing in the ARCH region
- Continue to support proposals for dedicated revenue sources for affordable housing
- Recommend options for expanding ARCH's capacity to accomplish its broader mission
- Seek opportunities to advance projects and programs with high potential impact and facilitate projects in the pipeline to the greatest extent possible
- Respond to emerging needs identified by local communities and member jurisdictions

## I. AFFORDABLE HOUSING INVESTMENT

### A. ARCH Housing Trust Fund

Parity Goals. Develop updated goals for member investments through the ARCH HTF.

Annual Funding Round. Develop funding priorities and evaluation criteria for the annual funding round. Advertise available funds and manage a competitive process on behalf of member cities. Review funding applications and develop recommendations through the Citizen Advisory Board (CAB), with input from member staff. Develop final recommendations by the ARCH Executive Board and facilitate final funding allocations through member councils.

Public Funding Coordination. Work collaboratively with public funders at the State and local levels to promote shared affordable housing goals and equitable geographic distribution of resources. Review and provide input to other funders for Eastside projects that apply for County (HOF, RAHP, HOME, TOD, etc.) and State (Tax Credit, State Housing Trust Fund) funds. Provide input to the King County Joint Recommendations Committee (JRC) on behalf of participating Eastside jurisdictions. Assist N/E consortium members with evaluating and making a recommendation to the County regarding CDBG allocations to affordable housing.

Private Funding Coordination. Work with private investors and lenders to maximize leverage of public investment into affordable housing. Negotiate maximum public benefits from investment of housing funds into private projects.

Project Pipeline Management. Work with member cities and project sponsors to develop a robust pipeline of projects to be funded over the next five years (see related work on Transit Center sites, below). Actively vet potential HTF projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.

Contract Development and Monitoring. Prepare contract documents and distribute funds for awarded projects. Monitor funded projects including evaluating performance and tracking loan payments. Monitor for long term sustainability of previously funded projects.

Centralized Trust Fund Reporting. Work with Administering Agency (Bellevue) to maintain records and produce regular financial reports for the ARCH Trust Fund accounts.

## B. Special Projects

Transit-Oriented Development Sites. Assist cities with advancing and coordinating affordable housing projects near transit. Partner with Sound Transit, King County Metro and other public agencies to maximize opportunities on public property. Current opportunities include sites in Bel-Red, Overlake, Downtown Redmond, Issaquah, Kirkland, Bothell, and Kenmore.

Surplus Property/Underdeveloped Property. Assist with evaluation of public surplus or underutilized private property (e.g. faith community properties) for suitability of affordable housing. Provide technical assistance to property owners interested in supporting affordable housing. Develop an inventory of promising public and nonprofit property and begin to engage owners to gauge interest in disposition for housing.

Eastside Shelter Capacity. Support efforts by Eastside shelter providers, Eastside Human Services Forum, and member cities to implement an East King County sub-regional strategic approach to shelter and related services for homeless adults and families. Support the construction of a permanent year-round men's shelter, and support efforts by member jurisdictions to fund long-term operations of shelter for men, women, families, youth and young adults.

Preservation of At Risk Affordable Housing. Work with member cities to facilitate acquisitions or other strategies to preserve existing housing where affordability is at risk of being lost, including at-risk manufactured housing communities. As needed, assist with responding to notices of sale of HUD assisted properties received by member cities, or other information indicating an impending loss of existing affordable housing.

Strategic Predevelopment Investment. With approval of the Executive Board invest in predevelopment studies to investigate feasibility and financial efficiency of special projects.

## II. HOUSING POLICY AND PLANNING

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### A. Local Policy, Planning and Code Development

ARCH provides assistance directly to member cities on a range of local planning efforts. Local planning efforts with individual member cities may be found in *Attachment A*. These efforts may take different forms, such as:

- **Housing Element Updates.** Work with members to update comprehensive plan housing elements.
  - Prepare an east King County housing needs analysis with focused analyses for each city—including projected affordable housing needs—to fulfill GMA requirements.
  - Coordinate local and ARCH affordable housing goals with King County Affordable Housing Committee and Countywide Planning Policies.
  - Assist with policy writing, outreach, presentations, etc. as needed.
- **Housing Strategy Plans.** Assist members to prepare housing strategies to implement housing elements and create council work plans. Cities with recently completed strategy plans include Bellevue, Issaquah, Kenmore, Bothell, Kirkland, Redmond, and Sammamish.
- **Incentive Program Design.** Provide economic analysis and policy and program development support to design housing incentive programs, including land use, property tax, impact fee waivers and other incentives.
- **Land Use Code Amendments.** Assist city staff on land use and other code amendments in order to implement comprehensive plan policies.
- **Other Support.** Other areas in which ARCH could provide support to member cities include preservation of valuable community housing assets, assistance to households displaced by development activity, or negotiation of agreements for specific development proposals. ARCH views this as a valuable service to its members and will continue to accommodate such requests to the extent they do not jeopardize active work program items.

### B. Inter-Local / Eastside Planning Activities

Interlocal planning activities are coordinated by ARCH for the benefit of multiple members.

ARCH Regional Affordable Housing Goals and Reporting. Work with member staff and the ARCH Executive Board to report on adopted goals for production and preservation of affordable housing across ARCH member communities.

Eastside Equitable Transit-Oriented Development Plan. Partner with transit agencies and other stakeholders to plan for equitable transit-oriented development on the Eastside. Define shared policy goals and strategies, establish numerical goals for affordable unit production, advance specific site opportunities and manage the affordable housing funding pipeline.

Long-Term Funding/Dedicated Revenue Strategy. Continue work on a long-term funding strategy for the ARCH Trust Fund. Facilitate conversations with member cities on identifying and exploring dedicated sources of revenue for affordable housing at the local and regional level (e.g., REET, property tax levy, 0.1% sales tax, etc.). Provide relevant data and develop options for joint or individual revenue approaches across ARCH member cities and determine any shared state legislative priorities to authorize local options for funding.

Eastside Housing Data Analysis. On an annual basis, provide local housing and demographic data as available. Make information available to members for planning efforts and incorporate into ARCH educational materials.

Housing Diversity/Accessory Dwelling Units (ADUs). Continue to support a diversity of housing options among member cities:

- Accessory Dwelling Units (ADUs): Explore outreach and other ways to promote ADU development (e.g., improve online resources, provide connections to financing options). Explore partnership with eCityGov Alliance to increase accessibility of ADU permitting (e.g., update tip sheets and create streamlined portal through MyBuildingPermit.com). Explore a centralized system for tracking ADU production.
- Facilitate sharing of best practices for encouraging “missing middle” housing types.
- Help jurisdictions develop strategies and codes to address emerging housing types, like micro-housing, small efficiency dwelling units, and others.

## C. State Legislative Activities

The ARCH Executive Board will discuss and explore shared legislative priorities for advancing affordable housing in the region. ARCH staff will track relevant state (and, where feasible, federal) legislation. As needed, staff will report to the Executive Board and members, and coordinate with relevant organizations (e.g. AWC, SCA, WLIHA, HDC) to advance shared legislative priorities.

## D. Regional/Countywide Planning Activities

ARCH participates in regional planning efforts to advance Eastside priorities and ensure that perspectives of communities in East King County are voiced in regional housing and homelessness planning.

King County GMPC Affordable Housing Committee / Housing Inter-Jurisdictional Team (HIJT). Support efforts to advance the five-year action plan developed by the Regional Affordable Housing Task Force (RAHTF) in 2018. ARCH will help staff the HIJT, which provides support to the Growth Management Planning Council’s Affordable Housing Committee (AHC).

Regional Affordable Housing Task Force Action Plan. In addition to staffing the GMPC committee, pursue other opportunities to advance strategies called for in the RAHTF Action Plan. Facilitate discussions as needed with members and the Executive Board to consider actions recommended in the five-year plan.

All Home/ Eastside Homeless Advisory Committee (EHAC). Collaborate with All Home, EHAC and other relevant organizations and initiatives to advance shared work on homelessness. Coordinate allocation of resources, and work on specific initiatives (e.g., coordinated entry and assessment for all populations).

Explore Collaboration with Cities in North and East King County. As requested, engage cities interested in supporting affordable housing in north and east King County that are not currently members of ARCH. Explore collaboration that provides benefits for additional cities and current ARCH member cities.

### III. HOUSING PROGRAM IMPLEMENTATION

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#### A. Administration of Housing Incentive and Inclusionary Programs

ARCH partners with member cities to administer local housing incentive and inclusionary programs, including mandatory inclusionary, voluntary density bonus, multifamily tax exemption (MFTE) and other programs. Specific programs administered by ARCH include:

<b>Jurisdiction</b>	<b>Incentive/Inclusionary Programs</b>
Bellevue	Voluntary density bonuses, MFTE, impact fee waivers.
Bothell	Inclusionary housing.
Issaquah	Development agreements, voluntary and inclusionary programs, impact and permit fee waivers.
Kenmore	Voluntary density bonuses, MFTE, impact fee waivers.
Kirkland	Inclusionary program, MFTE.
Mercer Island	Voluntary density bonus, MFTE.
Newcastle	Inclusionary program, impact fee waivers.
Redmond	Inclusionary program, MFTE.
Sammamish	Inclusionary and voluntary density bonuses, impact fee waivers.
Woodinville	MFTE.
King County	Development agreements.

ARCH roles and responsibilities will typically include:

- Communicate with developers/applicants and city staff to establish applicability of codes and policies to proposed developments
- Review and approve proposed affordable housing (unit count, location/distribution, bedroom mix, and quality)
- Review and recommend approval of MFTE applications.
- Review and recommend approval of alternative compliance proposals
  - For fee in lieu projects, provide invoices and receipts for developer payments
- Develop contracts and covenants containing affordable housing requirements
- Ensure implementation of affordable housing requirements during sale/lease-up
- Register MFTE certificates with County Assessor and file annual MFTE reports with state Commerce.
- On-going compliance monitoring (see Stewardship, below).

[MyBuildingPermit.com](#). Explore feasibility of using MyBuildingPermit.com to take in, review, and process projects (covenants) using land use and/or MFTE programs.

## B. Stewardship of Affordable Housing Assets

ARCH provides long-term oversight of affordable housing created through city policies and investment to ensure stewardship of these critical public assets for residents, owners and the broader community.

Affordable Rental Housing Monitoring. Enforce ongoing compliance with affordability requirements in rental housing projects created through direct assistance (e.g. Trust Fund allocation, land donations) from member jurisdictions, and through incentive and inclusionary programs. For Trust Fund projects, monitor project income and expenses to determine cash flow payments, and conduct long-term sustainability monitoring of projects and owners. Proactively problem-solve financial and/or organizational challenges in partnership with project owners and other funders.

Administer a robust compliance monitoring program, including:

- Ensure compliance with rent and income restrictions through timely annual report reviews and supplemental on-site file audits
- Provide training and technical assistance for property managers
- Maintain written standards for eligibility, leasing and other program requirements
- Implement standard remedies for non-compliance
- Respond to tenant issues and questions

In addition, work with cities to implement fee structures that build more sustainable monitoring efforts, and develop formal MOUs with other funders to govern shared monitoring responsibilities. To the extent feasible, establish working relationship with other public organizations that can help assess how well properties are maintained and operated (e.g. code compliance, police, and schools).

ARCH Homeownership Program Stewardship. Provide effective administration to ensure ongoing compliance with affordability and other requirements in ARCH ownership housing, including enforcement of resale restrictions, buyer income requirements, and owner occupancy requirements. Implement adopted policies and procedures for monitoring and work with cities to address non-compliance.

Continue to implement long-term recommendations in the 2019 Program Assessment from Street Level Advisors that support the program objective of preserving long-term affordability, including:

- Work with member planning and legal staff to make improvements to boilerplate legal documents, in consultation with key stakeholders and outside counsel, as needed
- Develop strategies to preserve homes at risk of foreclosure
- Preserve expiring units and pursue strategies to re-capture lost affordability
- Pursue offering brokerage services to provide cost-savings to homebuyers and diversify program revenue
- Plan for additional staff capacity as the number of ARCH homes continues to grow.
- Implement program fees to ensure program financial sustainability

Program Database Development. Continue to improve and refine use of new ARCH Homeownership Program database to collect critical program data and evaluation, compliance monitoring, communication with program participants, and other key functions. Continue to improve and streamline data systems for ARCH Rental Program.

## IV. EDUCATION AND OUTREACH

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### A. Housing 101/Education Efforts

Housing 101. Develop educational tools and conduct or support events to inform councils, member staff and the broader community of current housing conditions, and of successful housing programs. Build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues. Plan and conduct a Housing 101 event to occur no later than the end of 2021.

Private Sector Engagement. Support efforts by ARCH member cities to engage employers and private sector entities in discussions around the need for more affordable housing and identifying options for public-private partnerships.

Share media coverage on topics related to affordable housing in East King County, including work done by cities/ARCH.

### B. Information and Assistance for the Public

ARCH Website. Update information on the ARCH website on a regular basis, including information related to senior housing opportunities. Maintain the ARCH web site and update the community outreach portion by incorporating information from Housing 101 East King County, as well as updated annual information, and links to other sites with relevant housing information (e.g. All Home, HDC). Add information to the website on ARCH member affordable incentive programs and fair housing.

Assist Community Members Seeking Affordable Housing. Maintain up-to-date information on affordable housing in East King County (rental and ownership) and distribute to people looking for affordable housing. Continue to maintain a list of households interested in affordable ownership and rental housing and advertise newly available housing opportunities.

Work with other community organizations and public agencies to develop appropriate referrals for different types of inquiries received by ARCH (e.g., rapid re-housing, eviction prevention, landlord tenant issues, building code violations, fair housing complaints, etc.).

### C. Equitable Access to Affordable Housing in East King County

Collect and analyze data on existing programs to determine potential gaps in access by different populations, such as communities of color, immigrant and refugee communities, homeless individuals and families, and workers in EKC commuting from other communities. Pursue strategies to increase access to affordable housing in EKC by underserved communities. Develop outreach and marketing efforts to maximize awareness of affordable housing opportunities in East King County, and build partnerships with diverse community organizations.



## V. ADMINISTRATION

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### A. Administrative Procedures

Maintain administrative procedures that efficiently and transparently provide services to both members of ARCH and community organizations utilizing programs administered through ARCH. Activities include:

- Prepare the Annual Budget and Work Program and ensure equitable allocation of administrative costs among ARCH members.
- Prepare quarterly budget performance and work program progress reports, Trust Fund monitoring reports, and monitor expenses to stay within budget.
- Manage the ARCH Citizen Advisory Board, including recruiting and maintaining membership that includes broad geographic representation and a wide range of housing and community perspectives.
- Staff the Executive Board.
- Work with Administering Agency to streamline financial systems.
- Review and update bylaws and ensure timely renewal of the ARCH Interlocal Agreement.

### B. Organizational Assessment and Planning

The ARCH Executive Board will continue to evaluate ARCH's organizational capacity to accomplish its Work Program and broader mission. The Board will review ARCH's organizational structure, staffing resources, capital resources and other foundational aspects of the organization to determine any gaps, and assess options for expanding organizational capacity. The assessment will result in recommendations for the following year's work program and budget.

*Attachment A  
Local Planning Efforts by City*

ARCH staff plan to assist members' staff, planning commissions, and elected councils in the following areas:

**Bellevue**

Implementing Bellevue's Affordable Housing Strategy, including:

- Increasing development potential on suitable land owned by public agencies, faith-based groups, and non-profits housing entities.
- Reviewing parking requirements and other code changes to encourage micro-apartments around light rail stations.
- Updating Wilburton and East Main neighborhood plans, including affordable housing density incentives.
- Developing funding strategy for affordable housing on suitable public lands in proximity to transit hubs including 130th TOD parcels and TOD parcels at the OMFE.

**Bothell**

Implementing its Housing Strategy Plan.

Establishing an MFTE program.

Evaluating affordable housing provisions related to zoning and other code amendments and implementing those adopted.

Work related to affordable housing component of the city's LIFT program in their downtown areas. Includes assisting with any reporting requirements and potentially exploring additional opportunities for affordable housing on private and city owned properties in the downtown revitalization area.

Evaluating the updated state legislation regarding impact fee waivers for affordable housing and explore potential revisions to local regulations related to impact fee waivers for affordable housing.

Evaluating and implementing affordable housing strategies in its Canyon Park plan.

Supporting updates to policies and codes for affordable housing options, including ADUs, micro-housing, small efficiency dwelling units, and "missing middle" housing.

**Issaquah**

Preparing the annual Affordable Housing Report Card/Analysis.

Updating and consolidating Title 18 and Central Issaquah Development and Design Standards.

Evaluating and, as needed, implementing development standards and regulations related to the housing policies adopted in the Central Issaquah Plan and Central Issaquah Standards, including inclusionary zoning.

Evaluating and strategizing sequencing potential projects/opportunities such as those near transit facilities, including coordination with potentially utilizing the King County TOD funds.

Initial work on high priority strategies identified in the Housing Strategy Work Plan including:

- Improving marketing and the understanding of ADUs and the development process.
- Facilitating development of a TOD.
- Amending codes to increase allowed diverse housing types such as SROs and cottage housing.
- Supporting housing options and services to assist people experiencing housing insecurity and those with barriers to independent living.

Marketing and maximizing awareness of affordable housing opportunities in Issaquah.

### **Kenmore**

Implementing a high priority item identified in the Housing Strategy Plan.

Completing the Preservation of Affordable Housing/Mobile Home Park project started in 2018, including assistance with developing regulations to implement Council's policy direction on land use and other strategies.

Assisting with technical questions, provide supporting data as needed, and:

- Review proposed code provisions for "missing middle" housing.
- Negotiating agreements where affordable housing is proposed including the Transit Oriented District (TOD) overlay.

Reviewing and developing options and opportunities for partnerships to incorporate affordable housing into transit projects including the siting of parking structures in Kenmore for the Sound Transit ST3 proposal.

### **Kirkland**

Implementing programs to encourage construction of more ADUs.

Housing-related issues in on-going neighborhood plan updates.

Developing regulations to promote transit-oriented development (TOD) at the Kingsgate Park and Ride, including affordable housing.

Housing issues that come before Council Planning and Economic Development Committee and resulting initiatives.

Housing issues related to Station Area Plan (I-405/NE 85th Street).

Affordable housing preservation efforts and initiatives.

Scoping potential affordable housing levy options.

### **Mercer Island**

Reviewing the City's MFTE program and evaluating options for a fee-in-lieu alternative to land use requirements.

Updating the Housing Strategy Plan.

Reviewing components of residential development standards that are associated with housing stock diversity.

### **Newcastle**

Updating the Housing Strategy Plan.

Outreach efforts related to ADUs.

### **Redmond**

Implementing strategies to increase the level of affordability for new housing in Overlake and Southeast Redmond as part of the development of master plans and development agreements, including exploring ways to leverage other resources.

Promoting affordable housing and other programs available to Redmond residents and developers, e.g., Accessory Dwelling Units (ADUs).

Implementing other high priority items identified in the City Council's 2019 Strategic Plan.

Updating the Strategic Housing Plan and the Affordable Housing Strategies Work Plan of June 2016, such as encouraging public/private partnerships to promote the development of affordable housing in urban centers.

### **Sammamish**

Implementing the Housing Strategy Plan.

Finalizing resale requirements and other tasks related to the affordability provisions for site donated to Habitat.

Exploring impacts to and solutions for affordable housing related to code and policy updates during legislative review.

Promoting available housing assistance and affordable housing programs to Sammamish's workforce and residents.

### **Woodinville**

Updating the Housing Strategy Plan.

Reviewing and updating affordable housing and accessory dwelling unit programs and regulations.

Evaluating and developing incentives for affordable housing as provided for in the Downtown/Little Bear Creek Master Plan area.

Reviewing components of residential development standards that are associated with housing stock diversity.

### **King County**

Monitoring affordable housing in the Northridge/Blakely Ridge and Redmond Ridge Phase II affordable housing development agreements.

## Attachment 3

### ARCH Housing Trust Fund Parity Goals (May 2020)

Parity goals are voluntary goals established to foster equitable distribution of investment in affordable housing across ARCH member cities. Goals are calculated using cities' population, projected employment and housing, with updates based on the most recent annual Consumer Price Index.

City	Low Goal	High Goal
Beaux Arts Village	\$54	\$1,855
Bellevue	\$696,389	\$1,076,709
Bothell	\$177,102	\$320,955
Clyde Hill	\$0	\$18,825
Hunts Point	\$0	\$2,596
Issaquah	\$174,597	\$355,511
Kenmore	\$54,437	\$183,257
Kirkland	\$351,271	\$539,345
Medina	\$0	\$20,062
Mercer Island	\$18,146	\$150,045
Newcastle	\$13,337	\$76,722
Redmond	\$302,535	\$626,475
Sammamish	\$32,662	\$392,392
Woodinville	\$57,799	\$154,876
Yarrow Point	\$0	\$6,584
Total	\$1,878,329	\$3,926,210

# 2021 ARCH Budget and Work Plan

AB 5757 | October 6, 2020



# Objectives

- Review the ARCH budget and work plan, which must be approved each year by the member cities
  - In past years this approval came after the start of the year; this year ARCH providing the work plan and budget in advance of city budget processes
- During the budget process, the City Council will need to appropriate funds for the ARCH administrative budget and the Housing Trust Fund (HTF)



# ARCH Organizational Update

- Added 2.0 FTE in additional staff mid-2019
  - Additional capacity for oversight of Homeownership and Rental programs
- Taken over a dozen actions to improve documentation, policies and procedures, data collection and training





# Administrative Budget

- Funds staffing and other costs associated with implementing the work plan
- 2021 Administrative Budget totals \$1,155,261
- Member city contributions held flat at 2020 levels
- Mercer Island's share is \$50,222



# Housing Trust Fund Budget

- The HTF enables member cities to pool resources to directly fund affordable housing development and preservation
- The ARCH Executive Board adopted Parity Goals to foster equitable investments across member cities
  - Mercer Island's Parity Goal range is \$18,146 - \$150,045
- Past contributions have ranged between \$30,000 - \$96,000 per year



# Work Plan

The ARCH Work Plan includes 5 core areas or work:

- I. Affordable Housing Investment
- II. Housing Policy and Planning
- III. Housing Program Implementation
  - a. Administering local housing incentive and inclusionary programs
  - b. Long term monitoring and oversight of rental and homeownership housing
- IV. Education and Outreach
- V. Administration



# Next Steps

- Allocate funds for the ARCH administrative budget and HTF in the 2021-2022 budget process
- Approve the ARCH 2021 Work Plan and Administrative Budget – scheduled for November 17, 2020



# Recommended Action

1. Discuss the 2021 ARCH Budget and Work Program
2. Discuss the 2021-2022 budget contribution to the ARCH HTF





# BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

**AB 5760**  
**October 6, 2020**  
**Regular Business**

## AGENDA BILL INFORMATION

<b>TITLE:</b>	AB 5760: Additional Coronavirus Relief Funds Allocation for EOC Costs & Small Business Grant Program	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
<b>RECOMMENDED ACTION:</b>	Discuss and provide feedback and direction to staff.	

<b>DEPARTMENT:</b>	City Manager	
<b>STAFF:</b>	Merrill Thomas-Schadt, EOC Timekeeping/Grants Coordinator Sarah Bluvas, EOC Small Business Liaison	
<b>COUNCIL LIAISON:</b>	Jake Jacobson	Craig Reynolds
<b>EXHIBITS:</b>	n/a	
<b>CITY COUNCIL PRIORITY:</b>	4. Provide emergency response services related to the COVID-19 Pandemic.	

<b>AMOUNT OF EXPENDITURE</b>	\$ 367,050
<b>AMOUNT BUDGETED</b>	\$ 0
<b>APPROPRIATION REQUIRED</b>	\$ 367,050

## SUMMARY

The purpose of this agenda bill is to seek City Council feedback and direction on the administration of a small business grant program, funded through the CARES Act.

### BACKGROUND

On May 18, 2020, the City of Mercer Island was awarded \$734,100 through Washington State’s Coronavirus Relief Fund (“CRF”), made available by the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”). The City Council accepted this funding and appropriated the full amount to support the City’s emergency operation in response to the COVID-19 Pandemic (“Pandemic”) through December 31, 2020.

On September 2, 2020, the City of Mercer Island was awarded an additional \$367,050 through the Washington State CRF, also made available by the CARES Act.

### RECOMMENDED ALLOCATION OF ADDITIONAL CARES ACT FUNDS

Staff recommends allocating approximately \$100,000 for ongoing and future emergency response functions through December 2020 related to the Pandemic. Expenses include technology supplies and software fees; Personal Protective Equipment (PPE); ongoing facility modifications to comply with Health Department directives; and payroll expenses for staff dedicated to the City’s Pandemic response.

Staff recommends the balance of the CARES Act funds, approximately \$267,000, be allocated to a small business grant program to support local business impacted by the Pandemic. The outline of the grant program is provided in the following sections and staff are seeking initial feedback and input from the City Council.

### **MERCER ISLAND COVID-19 RELIEF FOR SMALL BUSINESS GRANT PROGRAM**

Staff are developing a small business grant program to provide direct support to small businesses on Mercer Island. Funds for small business grants are an eligible expenditure under the CRF program. The grant program scope includes:

- A transparent and accessible process;
- Clear eligibility criteria and a defined cap on award amounts;
- An application review committee comprised of City Council, City staff, and community members;
- An accelerated timeline for application, review, contract execution, and distribution of funds; and,
- Established measures for auditing and compliance.

The City of Mercer Island grant program is modeled after several other city grant programs in the Puget Sound region.

### **GRANT PROGRAM OVERVIEW**

The Mercer Island COVID-19 Relief for Small Businesses Grant Program intends to assist organizations who have been significantly impacted by the Pandemic. The program will be funded entirely through the CRF program. The high-level framework for the program is outlined below:

- Grants will be awarded in amounts ranging from \$5,000 to a maximum of \$10,000. Staff anticipate the bulk of the grant awards will be at the \$5,000 amount.
- Applications will be reviewed by a City Council-appointed committee, who will review for eligibility requirements, COVID-19 impact, and intended use of funds. The committee will make recommendations to the City Council, and the City Council will determine final grant awards.
- Eligible expenses are those that occurred from March 1, 2020 to November 30, 2020 and must be directly related to addressing impacts from the Pandemic.
- Once awarded, grant recipients will be required to enter into a Subrecipient Agreement with the City.

The City will maintain the Subrecipient Agreement for future auditing needs. Grantees will be instructed to keep the appropriate documentation (receipts, rent invoices, etc.) for future auditing by the City and/or the State. Only one application will be accepted from each business or organization.

### **ELIGIBILITY CRITERIA**

With limited available funds, the focus is on providing a grant program that will support Mercer Island businesses most impacted by the Pandemic. Staff drafted the following eligibility criteria:

- Be a for-profit business or nonprofit organization.
- Have a brick-and-mortar location within Mercer Island city limits (the grant program excludes home-occupancy organizations and national chains.)
- Have been in operation as of March 1, 2019.
- Have an active City of Mercer Island business license and be in good standing with the City of Mercer Island and the State of Washington.
- Have no more than 25 full-time equivalent employees (FTE) and gross 2019 receipts under \$2 million.

- Demonstrate hardship due to the Pandemic, such as revenue loss, requirement to purchase PPE etc.
- Describe how the grant award will be used in the immediate term to stabilize/sustain the business (ex. to pay rent, to purchase PPE to safely reopen location, etc.)

These criteria align with eligibility requirements included in similar grant programs in the region and attempt to narrow the applicant field to target the businesses most impacted by the Pandemic. Under these criteria, approximately 200 local retailers, restaurants, salons, service providers, and other businesses will be eligible to apply for a grant.

#### **APPLICATION REVIEW PROCESS & COMMITTEE**

A committee consisting of five to seven reviewers will be appointed by the City Council. Staff recommend this committee be comprised of the following:

- Up to two City Council members
- Up to two City staff members
- Up to three Mercer Island residents

Reviewers will be instructed to evaluate applications based on the grant criteria previously described. Priority will be given to businesses in general customer service categories (retail, food/beverage service, fitness, hair & beauty services, etc.), which serve as a draw to Mercer Island business districts and have been heavily impacted by the Pandemic.

The City aims to distribute funds equitably and to as many businesses as possible using the limited funds available.

#### **TIMELINE & OUTREACH**

Staff suggest the following schedule:

- October 20, 2020 – City Council approval of the grant program, criteria, and the evaluation committee
- October 21 - 26, 2020 – Application Period
- October 27 - 29, 2020 – Committee Review
- November 2, 2020 – City Council approval and authorization to fund the Grant Awards
- November 3, 2020 – Award Announcement

This is a very aggressive timeline as the funds must be spent by November 30, 2020 and the deadline for the City to submit the reimbursement request to Department of Commerce is December 15, 2020.

Once the grant program is approved by the City Council staff will immediately reach out to businesses directly using the City's business e-mail contact list (850+ businesses) and post the grant program and application on Let's Talk. Staff will also use the Mercer Island Chamber of Commerce and the *Mercer Island Reporter* to cross-promote the program.

### **RECOMMENDATION**

Discuss and provide feedback and direction on the administration of a Small Business Grant program using Coronavirus Relief Funds. The City Council will have an opportunity to formally approve the grant program and accept the funds at the October 20, 2020 City Council meeting.





# AB 5760

## Coronavirus Relief Funds & Small Business Support

October 6, 2020

# ADDITIONAL FUNDS: \$367,050

- \$734,100 received May 18, 2020
  - Allocated to Emergency Operations Center operations, staff team, and supplies
- \$367,050 received September 2, 2020
  - Focus on Small Business Support on Mercer Island



# CRF PROGRAM: ECONOMIC SUPPORT

- Cash Grant structure
  - City establishes criteria for eligibility
  - Businesses apply for grant funding
  - Awarded businesses sign agreement with the City that they meet the criteria and will use funds for eligible expenses
  - This agreement serves as invoicing for reimbursement to the State Department of Commerce
- Period of Performance
  - Funds may only be used for business interruptions in response to the Coronavirus from March 1 - November 30, 2020



# PROGRAM OVERVIEW



- Council-appointed review committee of Council, staff, and community members
- Awards in amounts from \$5,000-\$10,000
- Recipients will enter a Subrecipient Agreement with the City
- Recipients must comply with documentation and auditing requested by the City





# PROGRAM OVERVIEW

- Established eligibility criteria, including:
  - For-profit business or nonprofit organization
  - Operate a brick-and-mortar location within Mercer Island city limits
  - In operation as of March 1, 2019
  - No more than 25 full-time employees and gross 2019 receipts under \$2 million
  - Demonstrate hardship due to COVID-19 pandemic
  - Explanation of how grant award will be used



# TIMELINE

- October 20, 2020 – City Council approves grant program, criteria, and evaluation committee
- October 21 - 26, 2020 – Application Period
- October 27 - 29, 2020 – Committee Review
- November 2, 2020 – City Council approves and authorizes the Grant Awards
- November 3, 2020 – Award Announcement



# QUESTIONS & DISCUSSION





# BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

**AB 5761**  
**October 6, 2020**  
**Regular Business**

## AGENDA BILL INFORMATION

<b>TITLE:</b>	AB 5761: PSERN Operator Interlocal Agreement	<input type="checkbox"/> Discussion Only
<b>RECOMMENDED ACTION:</b>	Approve Resolution No. 1583, authorizing the City Manager to sign the Puget Sound Emergency Radio Network (PSERN) Operator Interlocal Agreement.	<input checked="" type="checkbox"/> Action Needed: <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input checked="" type="checkbox"/> Resolution

<b>DEPARTMENT:</b>	Police
<b>STAFF:</b>	Dave Jokinen, Police Commander
<b>COUNCIL LIAISON:</b>	n/a
<b>EXHIBITS:</b>	1. Resolution No. 1583 2. Puget Sound Emergency Radio Network (PSERN) Operator Interlocal Agreement
<b>CITY COUNCIL PRIORITY:</b>	n/a

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

## SUMMARY

The purpose of this agenda bill is to review and approve the Puget Sound Emergency Radio Network Operator (PSERN) Interlocal Agreement.

### BACKGROUND

The **Eastside Public Safety Communications Agency (“EPSCA”)** is one of four owners of the current public safety emergency radio communications system in King County. The other three are Valley Com, Seattle, and King County. In 1992, EPSCA was formed as a separate nonprofit corporation by interlocal agreement, whose members are the five cities of Bellevue, Issaquah, Kirkland, Mercer Island, and Redmond (the “Principals”) and Issaquah joined in 1993. Each of the five Principals has a seat on the Executive Board which has final decision-making authority on policy issues and oversees the work of the Executive Director.

EPSCA’s primary responsibilities are to maintain the public safety 800 MHz radio system in the north and east King County area, and to maintain the handheld radio sets and public safety dispatch consoles that communicate via that system. The EPSCA portion of the 800 MHz system is interoperable with the Seattle, King County, and Valley Com portions, but maintenance decisions are separately controlled by the four owners.

The current system was initially funded by a 1993 county wide property tax levy.



The **Puget Sound Emergency Radio Network (“PSERN”)** is the successor to the current emergency radio communications system. Instead of four separate public owners, a single public owner/operator will be created - the “PSERN Agency”- which, like EPSCA will be a nonprofit corporation whose members are local governments (cities and the County). PSERN was approved by nearly two-thirds of King County voters in April 2015. The project cost is \$273 million, or 7 cents per \$1,000 in assessed property value over nine years.

The new PSERN system is currently under construction. Construction is being managed by King County under terms of the “*PSERN Implementation Period ILA*” to which all five EPSCA Principals are party. The City of Mercer Island signed the ILA in January of 2015.

The new system will operate on the 800 MHz spectrum. Motorola is building the new system and providing the new radio technology. Motorola will no longer maintain the 800MHz system technology used in the current radio system, which was a major impetus for the PSERN project.

The new PSERN system is expected to be fully operational at the end of 2022. The new PSERN Agency will assume ownership and control of the new system at the point the system is accepted – “Full System Acceptance.” At this point EPSCA’s system will no longer operate, and it will be fully replaced by the countywide PSERN system.

The PSERN Agency does not yet exist. It is proposed to be created one year before anticipated “Full System Acceptance” of the new system. The current project schedule anticipates creation of the PSERN Agency in June 2021. The PSERN Agency will be structured, funded, and governed in accordance with the “*PSERN Operations Period ILA*.” The parties to the *Operations Period ILA* are proposed to be the same entities that are party to the current *Implementation Period ILA*.

The basic terms of the *Operations Period ILA* were approved back in 2015 as part of the negotiations to fund the new system. The *Operations Period ILA* terms have been finalized and fully vetted by a team of county and city attorneys. The EPSCA Principals and other Parties have been asked to approve the *Operations Period ILA* in the Fall of 2020.

### **PSERN AGENCY GOVERNANCE**

The new PSERN Agency will be governed by an Executive Board with similar membership to the current PSERN Joint Board. There will be four voting members, each with one vote. All voting members must agree for the Board to act, with limited exceptions (acting in event of repeat unexcused absence of a Board member; removing a Board member; calling for development of a plan to dissolve the agency).

The four Executive Board members are (1) the Mayor of Seattle or his/her designee, (2) the King County Executive or his/her designee, (3) “a mayor or city manager representing the five EPSCA Principal Cities or his/her designee, selected in a manner agreed to by all EPSCA Cities”, and (4) a mayor or city manager representing the five Valley Com cities or his/her designee, selected in a manner agreed to by all Valley Com cities.

There will continue to be two non-voting PSERN Executive Board members, one appointed by the King County Police Chiefs Association and one selected jointly by the King County Fire Commissioners’ Association and King County Fire Chiefs Association. Each appointing agency is also responsible for providing the name of an alternate board member.

Powers of the PSERN Agency Executive Board will be similar to those of the EPSCA Board.

**RADIO RATES (COSTS)**

Radio rates for PSERN agencies are expected to be within the range of rates previously charged by EPSCA, King County, Seattle, and Valley Comm. The cost allocation model for PSERN was adopted by the 12 owner agencies of the current King County Emergency Radio Communications System (KCERCS) through the Implementation Period Interlocal Agreement (IPILA).

**RECOMMENDATION**

Approve Resolution No. 1583, authorizing the City Manager to sign the Puget Sound Emergency Radio Network (PSERN) Operator Interlocal Agreement creating the PSERN Operator, which will undertake the ownership, operations, maintenance, management and ongoing upgrades/replacement of the PSERN System.

**CITY OF MERCER ISLAND, WASHINGTON  
RESOLUTION NO. 1583**

**A RESOLUTION OF THE CITY OF MERCER ISLAND AUTHORIZING AND  
DIRECTING THE CITY MANAGER TO SIGN ON BEHALF OF THE CITY,  
THE PUGET SOUND EMERGENCY RADIO NETWORK OPERATOR  
INTERLOCAL COOPERATION AGREEMENT.**

WHEREAS, King County currently has a countywide emergency public safety radio network. The King County Emergency Radio Communication System (“KCERCS”) supports over seventeen thousand radios and nearly two hundred separate police, fire, emergency medical and other governmental agencies.

WHEREAS, portions of KCERCS are separately owned by the Eastside Public Safety Communications Agency, Valley Communications Center, the City of Seattle, and King County with a jointly owned switch controlling the entire network.

WHEREAS, KCERCS is over twenty years old and is increasingly unsupported by the supplier of the system’s equipment, software, and related parts.

WHEREAS, the cities of Auburn, Bellevue, Federal Way, Issaquah, Kent, Kirkland, Mercer Island, Redmond, Renton, Seattle, and Tukwila and King County (“Parties”) determined that it is in the public interest that a new public safety radio system, referred to as the Puget Sound Emergency Radio System (“PSERN”), be implemented to provide public safety agencies and other user groups in the region with improved coverage and capacity, as well as uniformly high-quality radio communications.

WHEREAS, the Parties entered into the Puget Sound Emergency Radio Implementation Period Interlocal Cooperation Agreement (“Implementation Period ILA”) that designates King County as the lead agency for planning, procurement, financing, implementation, and limited operation of PSERN. The Implementation Period ILA also establishes a Joint Board to oversee the PSERN Project implementation.

WHEREAS, the Parties each gave 800 MHz frequencies to the PSERN Project that will become the new PSERN system and will eventually be owned by the PSERN Operator, and

WHEREAS, the Parties to the Implementation Period ILA have negotiated a separate agreement, the Puget Sound Emergency Radio Network Operator Interlocal Cooperation Agreement to create a new separate governmental agency under RCW 39.34.030(3)(b) that is organized as a non-profit corporation under Chapter 24.06 RCW to assume the ownership and control of PSERN following full system acceptance.

WHEREAS, in addition to creating the new agency to be called the PSERN Operator, the PSERN Operator ILA establishes the terms for governance of the PSERN Operator and the terms under which the PSERN Operator will undertake responsibility for the ownership, operations, maintenance, management and on-going upgrading/replacing of the PSERN system during its useful life.

WHEREAS, the PSERN Joint Board, created by the Implementation Period ILA, approved the PSERN Operator ILA by unanimous vote, now, therefore,

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MERCER ISLAND, WASHINGTON, AS FOLLOWS:**

**Section 1.** The city council of the city of Mercer Island authorizes the City Manager to sign all documents necessary to enact the Puget Sound Emergency Radio Network Operator Interlocal Cooperation Agreement in substantially the same form as Attachment A to this resolution, with King County and the cities of Auburn, Bellevue, Federal Way, Issaquah, Kent, Kirkland, Redmond, Renton, Seattle and Tukwila for the Puget Sound Emergency Radio Network Operator, to take all actions necessary to implement the terms of the interlocal agreement.

**PASSED BY THE CITY COUNCIL OF THE CITY OF MERCER ISLAND, WASHINGTON, AT ITS REGULAR MEETING ON OCTOBER 6, 2020.**

CITY OF MERCER ISLAND

\_\_\_\_\_  
Benson Wong, Mayor

ATTEST:

\_\_\_\_\_  
Deborah A. Estrada, City Clerk

**PUGET SOUND EMERGENCY RADIO NETWORK OPERATOR  
INTERLOCAL COOPERATION AGREEMENT**

This Puget Sound Emergency Radio Network Operator Interlocal Cooperation Agreement (“Agreement”) is entered into pursuant to chapter 39.34 RCW (the “Interlocal Cooperation Act”) by and among King County and the cities of Auburn, Bellevue, Federal Way, Issaquah, Kent, Kirkland, Mercer Island, Redmond, Renton, Seattle, and Tukwila, each a political subdivision or municipal corporation of the State of Washington (individually, a “Party” and collectively, the “Parties”).

**RECITALS**

A. The Parties, under various interlocal agreements, have been responsible for the ownership, operation and maintenance of various elements in the current King County Emergency Radio Communications System (KCERCS), a voice radio system that is nearly twenty years old and is increasingly unsupported by the supplier of the system’s equipment, software and related repairs.

B. The Parties determined that it is in the public interest that a new public safety radio system be implemented that will provide public safety agencies and other user groups in the region with improved coverage and capacity, as well as uniformly high-quality emergency radio communications. Said new system is referred to herein as the “Puget Sound Emergency Radio Network System” or “PSERN System.”

C. The costs of implementing the PSERN System are financed through a funding measure approved by voters at the April 2015 election.

D. The Parties executed a separate agreement (“Implementation Period ILA”) that designates King County to act as the lead agency for planning, procurement, financing and implementation of the PSERN System with the oversight of a Joint Board established pursuant to the Implementation Period ILA.

E. The Implementation Period ILA contemplates that the Parties will create a new separate governmental agency under RCW 39.34.030(3)(b) that is organized as a non-profit corporation under Chapter 24.06 RCW as authorized by the Interlocal Cooperation Act to assume the ownership and control of the PSERN System following Full System Acceptance and be responsible for the ownership, operations, maintenance, management and on-going upgrading/replacing of the PSERN System during its useful life.

F. The purpose of this Agreement is to create the new governmental agency to be known as the “PSERN Operator” and establish the terms for governance of the PSERN Operator and the terms under which the PSERN Operator will undertake the ownership, operations, maintenance, management and on-going upgrading/replacing of the PSERN System. NOW, THEREFORE, in consideration of the mutual promises, benefits and covenants contained herein and other valuable consideration, the sufficiency of which is hereby acknowledged, the Parties agree to the above Recitals and the following:

## 1.0 RULES OF CONSTRUCTION AND DEFINITIONS

### 1.1 Rules of Construction

1.1.1 Unless the context requires otherwise, the singular form of a word shall also mean and include the plural (and vice versa), and the masculine gender shall also mean and include the feminine and neutral genders (and vice versa).

1.1.2 References to statutes or regulations include all current and future statutory or regulatory provisions consolidating, amending or replacing the statute or regulation referred to.

1.1.3 References to sections, exhibits, attachments or appendices to this Agreement and references to articles or sections followed by a number shall be deemed to include all subarticles, subsections, subclauses, subparagraphs and other divisions bearing the same number as a prefix.

1.1.4 The words “including,” “includes” and “include” shall be deemed to be followed by the words “without limitation.”

1.1.5 The words “shall” or “will” shall be deemed to require mandatory action.

1.1.6 Words such as “herein,” “hereof” and “hereunder” are not limited to the specific provision within which such words appear but shall refer to the entire Agreement taken as a whole.

1.1.7 Words such as “person” or “party” shall be deemed to include individuals, political subdivisions, governmental agencies, associations, firms, companies, corporations, partnerships, and joint ventures.

1.1.8 References to “days” shall mean calendar days unless expressly stated to be “Business Days.” If the due date for a task, payment, or any other requirement falls on a Saturday, Sunday or holiday observed by King County, the due date shall be deemed to be the next Business Day.

1.1.9 The headings and captions inserted into this Agreement are for convenience of reference only and in no way define, limit, or otherwise describe the scope or intent of this Agreement, or any provision hereof, or in any way affect the interpretation of this Agreement.

1.1.10 This Agreement was negotiated and prepared by the Parties and their respective attorneys. The Parties acknowledge and agree that the rule of construction that an ambiguous contract should be construed against the drafter shall not be applied in any construction or interpretation of this Agreement.

## 1.2 Definitions

Words and terms used in this Agreement and not otherwise defined herein (including in the recitals which are hereby incorporated into this Agreement by this reference) shall be given their ordinary and usual meanings or their well-known technical industry meanings except that the following terms are defined for this Agreement as follows:

1.2.1 Board of Directors or Board means the board described in Section 4.0 of this Agreement and shall be the governing body of the PSERN Operator.

1.2.2 Agreement means this Puget Sound Emergency Radio Network Operator Interlocal Cooperation Agreement, as it may hereafter be amended or modified from time to time, together with all exhibits and appendices hereto, as they may hereafter be amended or modified.

1.2.3 Consolidated Service Area means those geographic areas of King County, Pierce County and Snohomish County, Washington, previously served by the emergency radio networks of King County, the City of Seattle, EPSCA and Valley Com, and which areas are to be prospectively served by the PSERN System. The Consolidated Service Area shall also include those other geographic areas that are added to the area served by the PSERN System as expanded in accordance with action of the Board of Directors.

1.2.4 Director means a person designated as a member of the Board of Directors pursuant to Section 4.2 of this Agreement.

1.2.5 Dispatch Center means an organization that has entered into an agreement with King County or the PSERN Operator for console service on the PSERN System.

1.2.6 EPSCA means the Eastside Public Safety Communications Agency, formed pursuant to chapters 39.34 and 24.06 RCW, created by the cities of Bellevue, Issaquah, Kirkland, Mercer Island and Redmond, or its successor agency.

1.2.7 Executive Director means the chief executive officer for the PSERN Operator appointed by and serving at the pleasure of the Board of Directors.

1.2.8 Full System Acceptance or FSA means the determination issued to the PSERN System Contractor upon the Contractor satisfactorily completing the final system development phase milestone pursuant to King County Contract No. 5729347 (Contract for the Design, Development, Implementation, Testing and On-Going Support, Maintenance and Upgrade of the Puget Sound Emergency Radio System, executed on December 17, 2014).

1.2.9 KCERS means the King County Emergency Radio Communication System.

1.2.10 Operations Period means the period that commences with the first full month after FSA and continuing through the life of the PSERN System.

1.2.11 PSERN Transitional Employee means an individual: (1) who, at the time of FSA, is employed by King County, the City of Seattle, EPSCA, or ValleyCom in a management, administration, finance, operations, and/or maintenance position for a subregion of KCERCS; (2) whose employment with King County, the City of Seattle, EPSCA, or ValleyCom will be eliminated as a direct result of the PSERN project; and (3) who will not be hired by the PSERN Operator in a comparable capacity because the PSERN Operator has no or fewer comparable positions.

1.2.12 Puget Sound Emergency Radio Network Operator or PSERN Operator means the governmental agency formed under this Agreement and RCW 39.34.030(3)(b) that is organized as a nonprofit corporation under chapter 24.06 RCW as authorized by the Interlocal Cooperation Act for the purpose of owning, operating, maintaining, managing and ongoing upgrading/replacing of the PSERN System during the Operations Period.

1.2.13 Puget Sound Emergency Radio Network System or PSERN System means the land mobile radio system constructed under the Implementation Period ILA. It also means all equipment, software, and other work deployed during the Operations Period to provide public safety communication service(s) or an addition to an existing infrastructure during the Operations Period to provide new or additional public safety communication service(s).

1.2.14 System means an infrastructure that is deployed to provide public safety communication service(s) or an addition to an existing infrastructure to provide new or additional public safety communication service(s).

1.2.15 Service Rate means the rate or rates charged to User Agencies in accordance with the Rate Model at Exhibit A, or as it may be amended by action of the Board of Directors.

1.2.16 Services means voice, data, video, or other communication services provided to User Agencies and Dispatch Centers through an agreement with King County or the PSERN Operator.

1.2.17 User Agency means an entity that is authorized under an agreement with King County or the PSERN Operator to register and use a radio or other device on the PSERN System.

1.2.18 Valley Communications Center or Valley Com means the Governmental Administrative Agency formed by interlocal agreement under Chapter 39.34 RCW, created by the cities of Auburn, Federal Way, Kent, Renton, and Tukwila.

## 2.0 DURATION OF AGREEMENT

This Agreement shall be effective on the date it is last signed by an authorized representative of each the Parties and is filed and/or posted as provided in Section 15.2 ("Effective Date"). This Agreement shall remain in effect until terminated as provided in Section 12.0.



### **3.0 PURPOSE OF THE AGREEMENT; FINANCING; SERVICES**

The purpose of this Agreement is to provide communication Services throughout the Operations Period to User Agencies and any other agencies permitted to be licensed in the 800 MHz Public Safety Radio Spectrum pursuant to 47 C.F.R. Part 90 that are within the boundaries of the Consolidated Service Area. To effectuate this purpose, the Parties hereby create a governmental administrative agency called the “Puget Sound Emergency Radio Network Operator”. The Parties each assign to the PSERN Operator the responsibility of owning, operating, maintaining, managing and ongoing upgrading/replacing of the PSERN System during the Operations Period as permitted by the Interlocal Cooperation Act. The PSERN Operator shall be formed pursuant to RCW 39.34.030(3)(b) and shall be organized as a nonprofit corporation under chapter 24.06 RCW.

The Parties hereto acknowledge and agree that each is executing this Agreement in order to facilitate the creation of the PSERN Operator as a separate governmental administrative agency pursuant to the Interlocal Cooperation Act and not a “joint board” within the meaning of RCW 39.34.030(4)(a). All debts, obligations and liabilities incurred by the PSERN Operator shall be satisfied exclusively from the assets and properties of the PSERN Operator and no creditor or other person shall have any right of action against the Parties hereto, the User Agencies or any other public or private entity or agency on account of any debts, obligations, or liabilities of the PSERN Operator unless explicitly agreed to in writing by the Party hereto, the User Agency, or such entity or agency.

The expenses of the PSERN Operator shall be financed through a funding measure approved by voters at the April 2015 election and with user fees (Service Rates) to be assessed against and paid by all User Agencies. It is the intent of the Parties that Service Rates be computed as provided in Exhibit A and be set to cover all operating expenses of the PSERN Operator, unless otherwise directed by the Board of Directors.

This Agreement shall not obligate the Parties to incur debt on behalf of the PSERN Operator. Each Party’s financial obligations to PSERN shall be limited to payment of Service Rates unless otherwise agreed upon in writing.

The PSERN Operator shall have the responsibility and authority for providing communication Services as provided in this Agreement, including but not limited to owning, operating, maintaining, managing and ongoing upgrading/replacing of the PSERN System during the Operations Period and all related incidental radio communications functions.

### **4.0 BOARD OF DIRECTORS**

#### **4.1 Creation of Board of Directors**

The PSERN Operator shall be governed by a Board of Directors that is hereby created pursuant to the Interlocal Cooperation Act and chapter 24.06 RCW that shall act in the best interests of PSERN and in furtherance of the purpose of this Agreement. The

Board's composition, powers, responsibilities, quorum and meeting requirements shall be included in the PSERN Operator's articles of incorporation or bylaws.

## 4.2 Composition of the Board of Directors

4.2.1 The Board of Directors shall be composed of the four following voting members:

4.2.1.1 the King County executive, or a designee of the executive approved by the King County council;

4.2.1.2 the City of Seattle mayor, or his/her designee;

4.2.1.3 one mayor or city manager or his/her designee representing the Cities of Bellevue, Issaquah, Kirkland, Mercer Island and Redmond (the "EPSCA Cities"); and

4.2.1.4 one mayor or city manager or his/her designee representing the Cities of Auburn, Federal Way, Kent, Renton and Tukwila (the "Valley Com Cities").

4.2.2 The Board of Directors shall also include two nonvoting members to comment and participate in discussions but who are not entitled to vote on any matter. One nonvoting member shall be appointed by the King County Police Chiefs Association and one member selected jointly by the King County Fire Commissioners Association and the King County Fire Chiefs Association.

4.2.3 An authorized representative of King County, the City of Seattle, the Valley Com Cities and the EPSCA Cities shall provide written notice of its initial Board of Directors member and alternate member to the Chair of the Joint Board established under the Implementation Period ILA. Thereafter, notice of a change to a Party's Board of Directors member or alternate shall be effective upon delivery of written notice to the Chair of the Board of Directors. The notice shall include the name and contact information for the new member or alternate.

4.2.4 An authorized representative of King County, the City of Seattle, the Valley Com Cities and the EPSCA Cities shall promptly replace any vacancy in its Board of Directors member or alternate and may, at any time, replace its Board of Directors member or alternate by giving notice as provided in Section 4.2.3. If the County or the City of Seattle fails to fill a vacancy for its Board of Directors member and alternate, its chief executive officer or his/her designee shall attend all meetings until one of the vacancies is filled. If one of the groups of cities listed in Sections 4.2.1.3 or 4.2.1.4 fails to fill a vacancy for its Board of Directors member and alternate, then the chief executive officer or his/her designee of one of the cities in that group shall attend all meetings until one of the vacancies is filled.

4.2.5 The officers of the PSERN Operator shall consist of a Chair, Vice Chair, a Secretary, a Treasurer and such other officers and assistant officers as may be

deemed necessary and set forth in the bylaws. Any two or more offices may be held by the same person, except the offices of Chair and Secretary. The officers shall be elected from among the voting members of the Board. The Chair shall preside at the meetings of the Board of Directors. The Vice Chair shall serve in the absence of the Chair.

#### 4.3 Quorum and Meeting Procedures

4.3.1 A quorum for a meeting of the Board of Directors shall be all four of the Board members who have voting authority. Action by the Board of Directors shall require the affirmative vote of all four voting Board members, except as provided otherwise in this Agreement.

4.3.2 Any Board of Directors member who has voting authority may request that a vote on a measure be deferred until the next meeting. The measure shall then be deferred for one meeting unless the other three voting members find either that there is an emergency requiring that the vote be taken at the originally scheduled meeting or that a delay would likely result in harm to the public, User Agencies or the PSERN Operator. A vote on the same measure shall not be deferred a second time without the concurrence of the majority of the Board of Directors' voting members.

4.3.3 The Board of Directors shall establish bylaws and procedures for its operations and meetings including setting a regular meeting schedule and location, providing for the scheduling of special and emergency meetings, and providing for attendance by telephone or other electronic voice communication.

4.3.4 The regular meeting schedule shall be established by the Board of Directors, with a minimum of two meetings being held each calendar year. Special or emergency meetings may be called by the Chair or by at least two voting members of the Board.

4.3.5 The first meeting of the Board of Directors will be held as soon as practicable and necessary to begin operations of the PSERN Operator. The members described in Section 4.2.3 shall attend the meeting and shall elect a Chair and Vice Chair to serve a term that will begin upon election and extend through the remainder of that calendar year and the calendar year immediately following. Thereafter, the Board of Directors shall elect a Chair and Vice Chair at the final meeting of each year to allow each to serve a two-year term that will begin on January 1 of the following year.

4.3.6 The Board of Directors shall hold an annual meeting to coincide with the first regular meeting each year. During the annual meeting, the Executive Director shall report on the state of the PSERN Operator.

4.3.7 The Board of Directors shall take actions by vote and each voting Board member shall be entitled to one vote. All votes shall have equal weight in the decision-making process. Any voting Board member may call for a vote on an issue. Meetings shall be conducted according to the most recent edition of

Robert's Revised Rules of Order unless otherwise directed by the Board of Directors.

4.3.8 Board members must be present at a meeting to vote and may not vote by proxy, provided that, if provided for in the bylaws, a member may participate in Board meetings and may vote on Board issues via telephone or other electronic voice communication.

4.3.9 The Board of Directors shall comply with applicable requirements of the Washington State Open Public Meetings Act, Chapter 42.30 RCW.

4.3.10 An alternate attending Board of Directors meetings on behalf of a regular member of the Board shall be considered to be a member for purposes of that meeting and entitled to exercise all rights of the member to participate in such meetings, including participating in discussion, making motions, and voting on matters coming before the Board.

4.3.11 Notwithstanding any other provision in this Agreement, the Board of Directors may take action by three affirmative votes when each of the following conditions is met: (1) a matter has been identified for action in the notice or proposed agenda for at least two meetings in a row, and (2) both meetings were regularly scheduled meetings or properly notified and scheduled special meetings in accordance with the bylaws and RCW 42.30, and (3) the same voting member failed to attend both meetings and failed to send an alternate. In this event, for this one action item only, a quorum of the Board of Directors will consist of three members.

#### 4.4 Board of Directors Actions

The PSERN Operator, through its Board of Directors, shall have all powers allowed by law for interlocal agencies created under RCW 39.34.030 and chapter 24.06 RCW, as they now exist or may hereafter be amended, and as authorized, amended, or removed by the Board of Directors, as provided for in this Agreement, and including but not limited to the following:

- a. Amend this Agreement, subject to Section 15.13;
- b. Establish committees and advisory groups to perform activities related to the PSERN System;
- c. Adopt and amend budgets and approve expenditures;
- d. Adopt and amend policies and bylaws for the administration and regulation of the PSERN Operator;
- e. Adopt and amend purchasing and contracting policies consistent with state law;
- f. Direct and supervise the activities of the Operating Board;

- g. Direct the activities of the Executive Director;
- h. If the Board determines that the Executive Director will be directly hired as an employee of the PSERN Operator, then the Board shall hire, set the compensation for, and be authorized to terminate the employment of the Executive Director.
- i. If the Board determines that the Executive Director will be a contracted employee from another governmental agency, the Board will contract for an "at will" employee approved by the Board and who may be terminated from the position by a unanimous vote by the Board.
- j. Evaluate the Executive Director's performance and give the Executive Director a written evaluation of his or her performance at least annually;
- k. Establish a fund or special fund or funds as authorized by RCW 39.34.030;
- l. Establish Service Rates in accordance with Exhibit A or any amendments thereto;
- m. Review and amend terms of use for User Agencies, as necessary;
- n. Conduct regular and special meetings;
- o. Approve PSERN operation and maintenance standards;
- p. Determine the Services the PSERN Operator shall offer and the terms under which they will be offered;
- q. Approve agreements with third parties;
- r. Incur financial obligations in the name of the PSERN Operator to make purchases or contracts for Services to implement the purposes of this Agreement; provided, however, nothing in this Agreement shall authorize the PSERN Operator to issue bonds or incur indebtedness in the name of any Party hereto or that shall be considered a debt or a guarantee of any Party hereto without its express written consent;
- s. Purchase, take, receive, lease, take by gift, or otherwise acquire, own, hold, improve, use and otherwise deal in and with real or personal property, or any interest therein, in the name of the PSERN Operator;
- t. Sell, convey, mortgage, pledge, lease, exchange, transfer, and otherwise dispose of all of its real or personal property, or any interest therein, and assets;

- u. Sue and be sued, complain and defend, in all courts of competent jurisdiction;
- v. Hold licenses for radio frequencies;
- w. Recommend action to the legislative bodies of the Parties and User Agencies;
- w. Delegate the Board of Directors' authority under this Agreement subject to any applicable law and to such limitations and conditions as the Board of Directors may establish;
- x. Enter into agreements with other agencies to accomplish tasks for the PSERN Operator such as agreements for services such as procurement and property leasing;
- y. Contract for staff through agreements with other agencies that specify the employment policies, compensations amounts, and supervisory structure that will apply to such staff;
- z. Exercise any powers necessary to further the goals and purposes of this Agreement that are consistent with the powers of the Parties;
- aa. Add parties to this Agreement and concurrently amend the membership of the Board of Directors, subject to the limitations of Section 15.13;
- bb. Take necessary actions to prepare and plan for a public safety radio system(s) to succeed the PSERN System;
- cc. To the extent permitted by law, accept loans or grants of funds from any federal, state, local or private agencies and receive and distribute funds; and
- dd. The PSERN Operator shall have no power to levy taxes.

#### 4.5 Impasse Resolution Procedure

4.5.1 If a matter requiring Board action is moved at a Board of Directors meeting but fails for lack of a unanimous vote by all four (4) Directors, a voting Director may submit written notice of an impasse to the other Directors and the Executive Director. The notice shall include a statement of the action being sought and the history of any Board deliberation or vote(s) on the matter.

4.5.2 Within seven (7) days of receipt of a notice of impasse, the Board Chair shall designate a mediator to assist the Board in resolving the impasse. The mediator shall be experienced in resolving disputes among public sector and/or nonprofit agencies and may not be an employee or consultant of any of the Parties, unless otherwise agreed to by the Parties.

4.5.3 The Parties agree that it is essential to the success of the PSERN System that any impasse be resolved as quickly as possible and accordingly agree to instruct their respective Directors to cooperate with the mediator in good faith,

including expediting responses to any mediator requests for information and discussion.

4.5.4 The mediator shall promptly investigate the impasse and the respective positions of the voting Directors. The mediator may recommend one or more non-binding alternatives for resolving the impasse. Regardless of the outcome of the mediation, the cost of the mediator’s fees and expenses shall be divided into four equal parts to be paid by (1) the County, (2) the City, (3) the EPSCA Cities and the (4) Valley Com Cities. The EPSCA Cities and Valley Com Cities shall each be responsible for apportioning their one quarter share of the costs among their members and for informing the PSERN Operator of the apportionment. The PSERN Operator shall pay the mediator and invoice each Party for its share. Each Party shall pay the PSERN Operator within thirty (30) days of the Party’s receipt of the invoice.

4.5.5 If the impasse is not resolved within ten (10) days of the mediator providing his/her recommendation(s), the Elected Executives Committee (EEC) shall meet with the Board of Directors to attempt to resolve the impasse. The EEC shall be composed of the King County Executive; the Mayor of the City of Seattle; one elected official designated by the EPSCA Cities; and one elected office designated by the Valley Com Cities. The Board of Directors and the EEC shall convene to consider the matter and attempt to reach a resolution, which may include re-submitting the matter for a Board of Directors vote, not later than twenty (20) days after the date the mediator provided his/her recommendation(s).

**5.0 OPERATING BOARD**

The Board of Directors will create an Operating Board of PSERN System User Agencies, which will include at least one fire commissioner as a member, to provide advice and perform other duties as deemed appropriate by the Board of Directors. The obligation to create and maintain an Operating Board shall be included in the PSERN Operator’s articles of incorporation or bylaws.

**6.0 EXECUTIVE DIRECTOR**

If the Executive Director is directly hired as an employee of the PSERN Operator, the Board shall be responsible for the appointment and termination of the Executive Director. If the Board enters into an agreement with another governmental agency to contract for an Executive Director, the agreement shall give the Board the authority to appoint the Executive Director and to terminate the Executive Director from his/her position.

The Executive Director shall report to the Board of Directors and shall regularly advise the Board on matters related to the operation and functions of the PSERN System and the PSERN Operator, including proposed budgets, financial and liability issues, and all other appropriate matters related to the PSERN System and the PSERN Operator. The Executive Director may also request assistance from the Operating Board to address tasks calling for technical and user-related expertise.

## 6.1 Executive Director Duties

The Executive Director shall:

- a. Manage the PSERN Operator's day-to-day activities consistent with applicable policies, procedures, and standards;
- b. Retain appropriate PSERN Operator staff either through the direct hire of such staff or through an agreement with an agency to provide such staff;
- c. Hire, evaluate, supervise, discipline, and terminate staff in compliance with applicable budget, policies, procedures, agreements and standards;
- d. Propose and administer Annual Budgets including a contingency;
- e. Consistent with applicable budget and procurement policies adopted by the Board, approve expenditures and sign contracts in amounts as established by the Board of Directors without additional approval of the Board of Directors;
- f. Track the performance of PSERN systems and Services;
- g. Provide support to the Board of Directors;
- h. Recommend policies, procedures, and standards, and changes thereto, including without limitation policies governing the procurement of goods, services, public works and improvements, staffing and emergency responses;
- i. Provide written monthly reports to the Board of Directors describing the PSERN Operator's budget status, PSERN System performance against targets, partial or full PSERN System outages, purchases equal to or greater than \$10,000, and usage statistics;
- j. Maintain and manage records in accordance with applicable state and federal laws and regulations;
- k. Prepare an annual report for the PSERN Operator as required by RCW 23.95.255; and
- l. Perform other duties as assigned by the Board of Directors.

## 6.2 Qualifications and Status of the Executive Director

The Executive Director shall have experience or comparable equivalent skills in the technical, financial and administrative fields of public safety radio and his or her appointment shall be on the basis of merit only. If the Executive Director is directly hired by the PSERN Operator, he/she will serve in an "at will" position that may not be modified by any PSERN Agency policy, rule, or regulation regarding discipline or



termination of PSERN Agency employees, and accordingly, the Executive Director may only be terminated from his or her position by the Board of Directors.

## **7.0 EMERGENCY PROCEDURES**

In the case of an emergency, the Executive Director shall have the authority to issue a determination of emergency under applicable law. The Executive Director shall communicate to the Board of Directors each decision made pursuant to any emergency determination as soon as reasonably possible and shall issue a written finding of the existence of the emergency no later than two weeks following the award of any contract executed pursuant to the emergency determination.

## **8.0 PSERN OPERATOR EMPLOYMENT**

### **8.1 Employees Generally**

The Board of Directors shall require the PSERN Operator to comply with all applicable federal, state and local laws, ordinances and regulations pertaining to all current and future employees. In addition, the PSERN Operator shall be an equal opportunity employer and make reasonable efforts to maintain a diverse work force.

### **8.2. Employment of Current Regular Employees**

#### **8.2.1 Offer of Employment**

8.2.1.1 As of the Effective Date of this Agreement, there are 3.0 FTE City of Seattle employees and 8.0 FTE King County employees who are employed to primarily work on KCERCS infrastructure and whose job duties will be assumed by the PSERN Operator after FSA ("Qualified Employees"). It is the intention of the Parties that each of those Qualified Employees have the option of working for the PSERN Operator and that the PSERN Operator and the County and City of Seattle will work cooperatively to transition the employees who accept such option to work for the PSERN Operator on a schedule that does not adversely impact public safety functions prior to FSA.

#### **8.2.1.2 Directly Hired Employees**

If the Board of Directors determines that PSERN Operator staff shall be directly hired by the PSERN Operator and to implement the intent of Section 8.2.1., then no later than the date to be set by the Board of Directors, the PSERN Operator will offer employment to each of the Qualified Employees for similar employment with the PSERN Operator. The offer shall remain open for no more than thirty (30) days unless otherwise determined by the Board of Directors. Each Qualified Employee who accepts the offer shall become a "Transferring Employee." The PSERN Executive Director shall use best efforts to ensure each Transferring Employee a smooth and prompt transition to employment with the PSERN Operator.

The Board of Directors shall require the PSERN Operator to use its best efforts to offer the Transferring Employees opportunities for professional advancement and a package of employee benefits that are similar to the opportunities and benefits available to the Transferring Employees at their current agency at the time of transition to PSERN employment.

#### 8.2.1.3 Agency-Provided Employees

If the Board of Directors determines that PSERN Operator staff will be contracted for through an agreement with another governmental agency, then no later than the date set by the Board of Directors, the agency providing such staff will offer employment to each of the Qualified Employees for similar employment with the agency for PSERN Operator work. The offer shall remain open for no more than thirty (30) days unless otherwise determined by the agency providing the PSERN Operator staff. Each Qualified Employee who accepts the offer shall become an "Agency Employee." The agency providing PSERN Operator staff shall use best efforts to ensure each Agency Employee a smooth and prompt transition to employment with the agency and work for the PSERN Operator.

#### 8.2.2 Retirement Benefits

If the Board of Directors determines that PSERN Operator staff shall be directly hired, then the PSERN Operator will participate in the Public Employees' Retirement System (PERS) and will offer PERS retirement benefits through the Washington State Department of Retirement Systems to Transferring Employees and Transitional Employees.

### 8.3 Temporary Employment of PSERN Transitional Employees

8.3.1 Any PSERN Transitional Employee who requests temporary employment with the PSERN Operator shall be employed as a temporary employee by the PSERN Operator or if the PSERN Operator does not directly hire its employees, then by the agency providing staff for the PSERN Operator.. The period of temporary employment shall not exceed eighteen (18) months from the time of transition to such employment or a shorter duration if requested by the PSERN Transitional Employee. The time of transition shall be within 60 days after FSA unless another date is agreed to by the PSERN Operator and the PSERN Transitional Employee.

8.3.2 While employed as temporary employees performing work for the PSERN Operator, PSERN Transitional Employees shall be entitled to a salary and package of benefits similar to what the Transitional Employee received prior to his or her transition to PSERN Operator work. The full cost of compensation, including salary and benefits, provided to PSERN Transitional Employees shall be paid by the PSERN Operator, either directly or pursuant to an agreement with another agency for the provision of staff.

8.3.3 While employed as temporary employees performing work for the PSERN Operator, PSERN Transitional Employees must meet all employment requirements applicable to permanent PSERN Operator employees or employees of the applicable employing agency. Nothing in this Agreement shall preclude the PSERN Operator’s or applicable employing agency’s ability to take employment action, up to and including termination of employment, regarding a PSERN Transitional Employee who fails to meet any requirement of his/her employment.

8.3.4 Nothing in this section shall preclude the PSERN Operator or an applicable employing agency from hiring a PSERN Transitional Employee serving as a temporary employee to a permanent position.

8.4 No Third-Party Beneficiaries.

Employees affected by this Agreement are not intended to be third-party beneficiaries to this Agreement and cannot sue to enforce its terms.

**9.0 Service Level Requirements**

9.1 Contractor Services

The PSERN Operator shall ensure the following services are provided by the Contractor throughout the expected service life of the PSERN System:

- (i) technical support;
- (ii) infrastructure repair;
- (iii) System updates; and
- (iv) System upgrades.

9.2 Minimum Performance

The PSERN Operator shall ensure the following minimum performance requirements for the PSERN System:

- (i) DAQ 3.4;
- (ii) 97% reliability;
- (iii) 97% portable on-street coverage in the Primary Bounded Area;
- (iv) 95% portable on-street coverage in the Highway Buffer Covered Areas;
- (v) grade of service of 1.0;
- (vi) 99.999% availability of backhaul;
- (vii) at least 17db added signal above the baseline PSERN design within the three (3) polygon coverage areas shown in Exhibit B; and
- (viii) provide 97% portable on-street coverage with 97% SAR (service area reliability) in the three (3) polygon coverage areas shown in Exhibit B.

**10.0 RESERVED**

## 11.0 WITHDRAWAL AND REMOVAL

### 11.1 Withdrawal of a Party

11.1.1 A Party may withdraw from this Agreement effective on the last day of a calendar year by giving written notice to the Board at least two years prior to the proposed effective date for withdrawal.

11.1.2 Any Party that has given notice of its intent to withdraw must meet with the Executive Director or his or her designee to develop a departure plan that is intended to ensure an orderly separation of the Party from the PSERN Operator in a manner that is consistent with this Agreement. The departure plan may include the transfer of funds and equipment or other assets and such plan must be approved by unanimous vote of the Board of Directors.

#### 11.1.3 Costs of Withdrawal

11.1.3.1 A Party that withdraws shall remain responsible for any obligations that arose prior to the effective date of the withdrawal and for any that are specified under Section 15.17 as surviving a withdrawal.

11.1.3.2 As a condition of withdrawal, the withdrawing Party must pay any direct costs resulting from the withdrawal. The Board of Directors may also set a different withdrawal date as it deems appropriate; however, the withdrawal date shall not be later than one year after the withdrawing Party's proposed withdrawal date.

11.1.3.3 Any costs or other amounts owed by a withdrawing Party under this Agreement or any other agreement between the withdrawing Party and the PSERN Operator shall be paid prior to the effective date of the withdrawal or, if such amounts are not then known or established, then within thirty (30) days after the amount is known or established. However, the withdrawing Party shall not be responsible for amounts not known or established within one hundred (100) days of the date of withdrawal.

11.1.4 A member of the Board of Directors representing a Party that has given notice of withdrawal which is effective at a future date, shall be authorized to cast votes with the Board of Directors only on budgets and other items to be implemented prior to the withdrawal date unless permission to vote on a matter is granted by all remaining Board members.

11.1.5 A Party that has given its notice of withdrawal may revoke its notice of withdrawal by delivering a written notice of such revocation to the Board of Directors. The Board, in its sole discretion, may by unanimous vote of the remaining members of the Board, determine to accept or deny the revocation and under what conditions any acceptance shall be permitted.

11.1.6 If a Party withdraws from this Agreement, the withdrawing Party will forfeit any and all rights it may have to PSERN System real, personal, or intellectual

property and any rights to participate in the PSERN Operator, unless otherwise provided by the Board of Directors.

## 11.2 Removal of a Board Member.

The Board of Directors may, by majority vote and for cause, remove a Board member from the Board of Directors and terminate the Board member's right to participate in governance of the PSERN Operator. Immediately after the vote removing a Board member, the Party's alternate shall become its Board of Directors member. If the Party has not designated an alternate, the vacancy provisions in Section 4.2.4 shall apply. Cause for removal may include failure to act in good faith in participating in the Board of Directors and willful, arbitrary failure to perform the Board member's obligations as set forth in this Agreement.

## 12.0 DISSOLUTION AND TERMINATION

12.1 Three (3) or more Directors may, at any one time, call for a vote on the complete dissolution of the PSERN Operator and termination of this Agreement. Upon both: (a) the affirmative vote of a majority of the full Board for dissolution and termination; and (b) the affirmative vote of a majority of the Parties' legislative bodies for dissolution and termination, the Board shall establish a task force to determine how the PSERN System assets and liabilities will be divided upon such dissolution and termination. For purposes of this section, each Party shall determine what constitutes an affirmative vote of its legislative body.

12.2 Approval of the plan for disposition of the PSERN System assets and liabilities (the "Disposition Plan") shall require a unanimous affirmative vote of the full Board. If the Board fails to approve the Disposition Plan within one (1) year of the last legislative body vote under Section 12.1.b, the Parties shall proceed with the impasse resolution procedures in Section 4.5.

12.3 Following the approval of the Disposition Plan, the PSERN Operator shall wind up business in accordance with the Disposition Plan and any other terms set by the Board. The Board shall set the date for termination of this Agreement by affirmative majority vote of the full Board.

## 13.0 LEGAL RELATIONS

### 13.1 Employees and No Third Party Beneficiaries

13.1.1 Nothing in this Agreement shall make any employee of one Party an employee of another Party for any purpose, including, but not limited to, for withholding of taxes, payment of benefits, worker's compensation pursuant to Title 51 RCW, or any other rights or privileges accorded by virtue of their employment. No Party assumes any responsibility for the payment of any compensation, fees, wages, benefits or taxes to or on behalf of any other Party's employees. No employees or agents of one Party shall be deemed, or represent themselves to be, employees of another Party.

13.1.2 It is understood and agreed that this Agreement is solely for the benefit of the Parties and gives no right to any other person or entity.

### 13.2 Indemnification.

Each Party to this Agreement shall protect, defend, indemnify, and save harmless the other Parties and their respective officials and employees, from any and all claims, arising out of, or in any way resulting from, the indemnifying Party's willful or negligent acts or omissions arising out of this Agreement. No Party will be required to indemnify, defend, or save harmless any other Party if the claim, suit, or action for injuries, death, or damages is caused by the sole negligence of that other Party. Where such claims, suits, or actions result from concurrent negligence of two or more Parties, these indemnity provisions shall be valid and enforceable only to the extent of each Party's own negligence. Each of the Parties agrees that its obligations under this Section extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. For this purpose, each of the Parties, by mutual negotiation, hereby waives, with respect to each of the other Parties only, any immunity that would otherwise be available against such claims under the Industrial Insurance provisions of Title 51 RCW. Any loss or liability resulting from the negligent acts, errors, or omissions of the Board of Directors, Operating Board, Executive Director and/or staff, while acting within the scope of their authority under this Agreement, shall be borne by the PSERN Operator exclusively.

### 13.3 Insurance

The Board of Directors, Executive Director, and PSERN Operator shall take such steps as are reasonably practicable to minimize the liability of the Parties, including but not limited to the utilization of sound business practices. The Board of Directors shall determine which, if any, insurance policies or self-insurance programs for governmental entities authorized in the State of Washington may be reasonably and practicably acquired to cover liability exposures and other potential losses arising from the operations of the PSERN Operator and the activities of the Parties pursuant to this Agreement (which may include Directors and Officers, Commercial General Liability, Auto, Workers' Compensation, Stop Gap/Employer's Liability, errors and omissions, crime/ fidelity insurance, CyberRisk, property damage or loss), and shall direct the acquisition of same.

## 14.0 PUBLIC RECORDS

14.1 The Executive Director shall keep records related to the PSERN System and PSERN Operator as required by law and in accordance with the policies, procedures and retention schedules as may be established by the Board of Directors.

14.2 Each Party shall keep records related to the PSERN System and PSERN Operator as required by law and in accordance with such the policies, procedures and retention schedules as may be established by the Party, and each Party shall be responsible for responding to public disclosure requests addressed to it in accordance with the Washington Public Records Act, Chapter 42.56 RCW, and such procedures as may be established by the Party.

14.3 The Executive Director shall be responsible for responding to public disclosure requests addressed to the PSERN Operator in accordance with the Washington Public Records Act, Chapter 42.56 RCW, and such procedures as may be established by the Board of Directors.

## **15.0 GENERAL**

### **15.1 RESERVED**

#### 15.2 Filing of Agreement

Pursuant to RCW 39.34.040, prior to its entry into force, this Agreement shall be filed with the King County Recorder's Office or, alternatively, listed by subject on a Party's web site or other electronically retrievable public source.

#### 15.3 Time of the Essence

The Parties recognize that time is of the essence in the performance of the provisions of this Agreement.

#### 15.4 Compliance with Laws

During the term of this Agreement, the Parties hereto agree to comply with all federal, state, and local laws as necessary to carry out the terms of this Agreement. Further, to the extent that any emergency communication Services involve the retention, security, confidentiality or other handling of certain "protected" health information under the federal Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and its implementing regulations thereunder by the U.S. Department of Health and Human Services and other applicable laws including chapter 70.02 RCW, the Washington Uniform Health Care Information Act, as amended, the Parties agree to comply with such laws and execute documents as necessary to implement the requirements under such laws.

#### 15.5 Specific Performance

In the event a Party fails to perform an obligation under this Agreement, the other Parties or any one of them shall have the right to bring an action for specific performance, damages and any other remedies available under this Agreement, at law or in equity.

#### 15.6 No Waiver

No term or provision of this Agreement shall be deemed waived and no breach excused unless such waiver, excuse, or consent shall be in writing and signed by the Party or Parties claimed to have waived or consented. If the waiving or consenting Party is the PSERN Operator, then the writing must be signed by all of the voting members of the Board of Directors. Waiver of any default of this Agreement shall not be deemed a waiver of any subsequent default. Waiver of breach of any provision of this Agreement

shall not be deemed to be a waiver of any other or subsequent breach. Waiver of such default and waiver of such breach shall not be construed to be a modification of the terms of this Agreement unless stated to be such through written approval of all Parties.

#### 15.7 Parties Not Relieved of Statutory Obligation

Pursuant to RCW 39.34.030(5), this Agreement shall not relieve any Party of any obligation or responsibility imposed upon it by law except that, to the extent of actual and timely performance thereof by the Board of Directors, the performance may be offered in satisfaction of the obligation or responsibility.

#### 15.8 Nondiscrimination

The Parties shall comply with the nondiscrimination requirements of applicable federal, state and local statutes and regulations.

#### 15.9 No Assignment

No Party shall transfer or assign a portion or all of its responsibilities or rights under this Agreement, except with the prior authorization of the Board of Directors.

#### 15.10 Merger, Consolidation or Sale of All or Substantially All Assets

Approval of the merger or consolidation of the PSERN Operator with another entity, or the sale of all or substantially all assets of the PSERN Operator, shall require a unanimous vote of the Board of Directors.

#### 15.11 Dispute Resolution

If one or more Parties believe another Party has failed to comply with the terms of this Agreement, the affected Parties shall attempt to resolve the matter informally. If the Parties are unable to resolve the matter informally, any Party may submit the matter to mediation under Section 4.5. In any event, if the matter is not resolved, then any Party shall be entitled to pursue any legal remedy available.

#### 15.12 Entire Agreement

The Parties agree that this Agreement, including any attached exhibits, constitutes a single, integrated, written contract expressing the entire understanding and agreement between the Parties. No other agreement, written or oral, expressed or implied, exists between the Parties with respect to the subject matter of this Agreement, and the Parties declare and represent that no promise, inducement, or other agreement not expressly contained in this Agreement has been made conferring any benefit upon them.

#### 15.13 Amendments

15.13.1 Except as provided in this Section, the Agreement may be amended by the Board of Directors from time to time in order to carry out the corporate



purposes of the PSERN Operator. Any such modification shall be in writing and executed by the Chair of the Board of Directors after providing not less than thirty (30) days' advance written notice to all Parties of such proposed modification, and upon unanimous approval of the Board of Directors. However, the following terms of this Agreement may only be amended in writing after approval of each of the legislative bodies of Seattle, King County, EPSCA, and Valley Com; however, for purposes of this legislative determination, EPSCA and Valley Com will each be responsible to determine what constitutes legislative approval or disapproval from their member cities, before tendering their single vote on amendment:

- a. Expansion of the PSERN Operator's scope of services or Party funding obligations described in Section 3.0.
- b. The composition of the Board of Directors.
- c. Addition of new Parties.
- d. Voting rights of members of the Board of Directors.
- e. Powers of the Board of Directors.
- f. Hold harmless and indemnification requirements.
- g. Provisions regarding duration, dissolution, termination or withdrawal.
- h. The conditions of this Section.

15.13.2 Nothing in this Section 15.13 shall be construed to require legislative authority consent for the agreement to serve an additional User Agency.

#### 15.14 Notices

15.14.1 Any notice under this Agreement shall be in writing and shall be addressed to the Parties as listed below. Any notice may be given by certified mail, courier delivery, or personal delivery. Notice is deemed given when delivered. Email, acknowledgement requested, may be used for notice that does not allege a breach or dispute under this Agreement. Email notice is deemed given when the recipient acknowledges receipt.

15.14.2 The names and contact information set forth in this Agreement shall apply until amended in writing by a Party providing new contact information to each other Party and the date the amendment is effective.

#### 15.15 Conflicts

15.15.1 In the event that any conflict exists between this Agreement and any exhibits hereto, the Agreement shall control.

15.15.2 In the event of a conflict between any provision of this Agreement and a provision of the Implementation Period ILA, the Implementation Period ILA shall control unless otherwise determined by the Board of Directors pursuant to vote under Section 4.3.1.

15.16 Choice of Law; Venue

This Agreement and any rights, remedies, and/or obligations provided for in this Agreement shall be governed, construed, and enforced in accordance with the substantive and procedural laws of the State of Washington. The Parties agree that the Superior Court of King County, Washington shall have exclusive jurisdiction and venue over any legal action arising under this Agreement.

15.17 Severability

The provisions of this Agreement are severable. If any portion, provision, or part of this Agreement is held, determined, or adjudicated by a court of competent jurisdiction to be invalid, unenforceable, or void for any reason whatsoever, each such portion, provision, or part shall be severed from the remaining portions, provisions, or parts of this Agreement and the remaining provisions shall remain in full force and effect.

15.18 Survival Provisions

The following provisions shall survive and remain applicable to each of the Parties notwithstanding any termination or expiration of this Agreement and notwithstanding a Party's withdrawal or removal from this Agreement.

- Section 13      Legal Relations
- Section 14      Public Records
- Section 15.16   Choice of Law; Venue

15.19 Counterparts

This Agreement shall be executed in counterparts, any one of which shall be deemed to be an original, and all of which together shall constitute one and the same instrument.

15.20 Execution

This Agreement shall be executed on behalf of each Party by its duly authorized representative, pursuant to an appropriate motion, resolution, or ordinance of such Party.

IN WITNESS WHEREOF, authorized representatives of the Parties have signed their names and indicated the date of signing in the spaces provided below.

**KING COUNTY**

**CITY OF AUBURN**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

\_\_\_\_\_

\_\_\_\_\_

City Clerk

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
Deputy Prosecuting Attorney

\_\_\_\_\_  
City Attorney

**CITY OF BELLEVUE**

**CITY OF FEDERAL WAY**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Clerk

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
City Attorney

**CITY OF ISSAQUAH**

**CITY OF KENT**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Clerk

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
City Attorney

**CITY OF KIRKLAND**

**CITY OF MERCER ISLAND**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Clerk

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
*/s/ Bio Park 09/28/2020*  
City Attorney

**CITY OF REDMOND**

**CITY OF RENTON**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

Attest:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Clerk

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
City Attorney

**CITY OF SEATTLE**

**CITY OF TUKWILA**

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

Attest:

Approved as to Form:

Approved as to Form:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
City Attorney

## Exhibit A

### Cost Allocation Model

For the first year of PSERN System operation, rates to be paid by each User Agency and Dispatch Center will be computed as provided in this Exhibit A. The PSERN System annual operating budget and the number of public safety radios, other radios, and consoles will be known quantities at the time the rates are computed.

#### Division of Budget Between Radios and Consoles

Percentage of annual budget to be paid with radio user fees = X.  
 Percentage of annual budget to be paid with console user fees = Y.

$X = [83\% \text{ of employee-related costs in the PSERN System annual operating budget} + \text{annual vendor costs for radio-related equipment}] / \text{PSERN System annual operating budget} \times 100.$

$Y = [17\% \text{ of employee-related costs in the PSERN System annual operating budget} + \text{annual vendor costs for console-related equipment}] / \text{PSERN System annual operating budget} \times 100.$

#### Public Safety and Other Radio Rates

X% of the PSERN System annual operating budget will be paid with public safety radio rates and other radio rates combined.

The other radio rate shall be 78% of the public safety radio rate.

$X\% \text{ of PSERN System annual operating budget} = [12 \times \text{the monthly public safety radio rate} \times \text{the number of public safety radios}] + [12 \times \text{the monthly other radio rate} \times \text{the number of other radios}].$

#### Console Rates

Y% of the PSERN System annual operating budget will be paid with console rates.

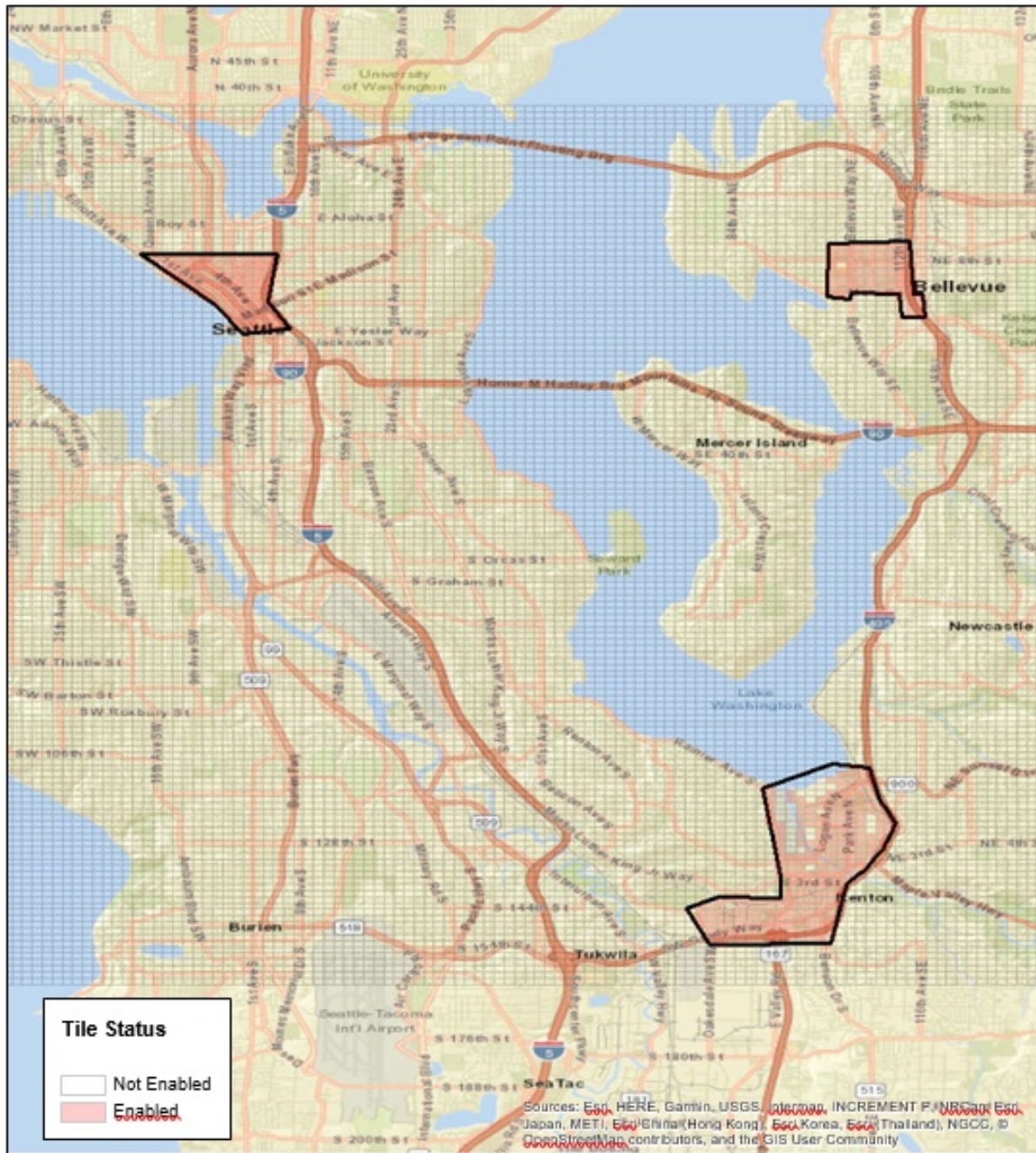
$Y\% \text{ of PSERN System annual operating budget} = 12 \times \text{the monthly console rate} \times \text{the number of consoles}.$

**END OF EXHIBIT A.**

# Exhibit B Polygon Coverage Areas with Added Signal



Puget Sound Emergency Radio Network  
May 17, 2019



0 1 2 Miles

Portable CATP Grid: 0.1 mile x 0.1 mile  
430 Tiles Enabled (50.1% inside S.A.)

PSERN 2018  
PSERN 2018 Baseline  
TBDH48  
TBDH48-ZBK15G3

Motorola Solutions Confidential Restricted

Pricing 7-1



# Puget Sound Emergency Radio Network (PSERN)

## PSERN Operator Interlocal Agreement



# PSERN – Background on the Project, System & Operator

- The 12 system owners identified the need to upgrade and expand the current emergency radio system, King County Emergency Radio Communications System (KCERCS).
- This work became a project and its funding was approved by King County voters in April 2015 in the form of an additional regular property tax of \$0.07 per \$1,000 AV for nine years (beginning in 2016).
- Expectations for the **PSERN Project** and the new **PSERN Operator** agency were memorialized in 2015 via:
  - the “Implementation (Period) Interlocal Agreement,” and
  - a Memorandum of Agreement (MOA).
- The MOA called for a third agreement that would provide more specific expectations of the new PSERN Operator – *the PSERN Operator (Operations Period) Interlocal Agreement*.
- The same 12 entities who own the current system are also parties to the Implementation ILA, the MOA, and the PSERN Operator ILA.

**PSERN** will serve first responders and other government workers on a daily basis.



Hwy 2 Repeater  
12' microwave  
dish to install



Hwy 2 Repeater –  
tower complete



# What PSERN Will Provide

## PSERN Operator

Advanced digital technology and improved capacity, capability, and connectivity.

New 20+-year contract with vendor.

Single billing agency with uniform rates, operational standards, and system performance requirements.

Improved coverage throughout the county to accommodate population growth – including highways 2 and 410, and I-90.

Updates, upgrades, and repairs of both system and dispatch consoles.

New end user radios (over 17,000).

Infrastructure support every day, 24-7.

# Key Elements of ILA – Governance

New non-profit governmental agency will take over operations of PSERN.

- Board of Directors will be the governance and policy-making group and is comprised of:
  - 4 voting members (*representing the 12 parties to the Operator ILA*):
    - City of Seattle
    - one vote representing five Eastside Public Safety Communications Agency (EPSCA) cities
    - King County
    - One vote representing five Valley Communications Center (ValleyCom) cities
  - 2 non-voting members - representatives from fire and police
- Executive Director will run day-to-day operations and hire staff.

## Key Elements of ILA – Other

- Commits to formation of an **Operations Board**.
- **Some** specifications related to **employment terms**.
- **Flexibility in how the Operator is managed**, including contracting for services.
- Outlines **Operator's responsibilities** for system throughout its useful life – maintenance, support, and performance.
- **Protections for parties** to the Operator ILA, including financial.

# Key Elements of ILA – Impacts on End Users, cont.

Year 1 estimated monthly fees to be billed by Operator are:

- \$31.13 / public safety radio
- \$24.28 / general government radio
- \$992.81 / dispatch console
- *Year 1 estimated fees for city of Mercer Island: \$41,143 - \$43,998/ year  
(depending on the agency staffing model and if Project can offer rate stabilization)*

## For comparison, the current:

- monthly radio rates for EPSCA agencies is \$25.25/month. This rate is purposely/artificially reduced because EPSCA is no longer funding capital improvement projects.
- annual amount paid to EPSCA by the city of Mercer Island is \$35,754 for 118 radios plus maintenance fees.

# Next Steps In Forming the PSERN Operator

1. Approval of PSERN Operator ILA by all 12 parties (fall 2020).
2. File articles of Incorporation.
3. Appoint Board of Directors.
4. Board of Directors organizes and begins search for Executive Director.
5. Executive Director sets up work spaces and hires staff.
6. Operator to be ready to take over the new system by Project completion – currently scheduled for December 2022.

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# Questions?

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**BUSINESS OF THE CITY COUNCIL  
CITY OF MERCER ISLAND**

**AB 5758  
October 6, 2020  
Regular Business**

**AGENDA BILL INFORMATION**

<b>TITLE:</b>	AB 5758: Fire Services Study – Part 2	<input checked="" type="checkbox"/> Discussion Only
<b>RECOMMENDED ACTION:</b>	Receive final report, hear presentation, and provide direction to staff on next steps.	<input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution

<b>DEPARTMENT:</b>	City Manager
<b>STAFF:</b>	Jessi Bon, City Manager
<b>COUNCIL LIAISON:</b>	n/a
<b>EXHIBITS:</b>	1. Matrix Consulting’s Fire Services Study Final Report 2. Memo and attachments from independent consultant, Emily Moon
<b>CITY COUNCIL PRIORITY:</b>	2. Articulate, confirm, and communicate a vision for effective and efficient city services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUIRED</b>	\$ n/a

**SUMMARY**

The City Council presentation will highlight modifications made to the Fire Services Study, provide additional information as follow up to the questions that councilmembers posed in July 2020, convey further analysis of Matrix Consulting Group’s recommendations and options, and re-frame that central question of “Can the Mercer Island Fire Department (MIFD) improve its efficiency in its delivery of services?”

The goal of the presentation and discussion is to accept the Fire Services Study Final Report and identify any additional follow-up steps the Council wishes to take. Three possible steps are:

1. Take no further action.
2. Postpone decisions on next steps until the January City Council Planning Session (or later). This allows the City Council to adopt the 2021-2022 Biennial Budget and workplan and situate any additional fire service efficiency research within the context of the City’s bigger picture.
3. Direct the City Manager to prepare a budget proposal to conduct an RFP process and commence further study of the contractual fire services alternative.

### Modifications Made to Draft Report

In July 2020, Matrix presented the City Council with its first draft of the Fire Services Study. In this final version, Matrix made the following modifications:

- Comparisons to national standards were moved to the appendix, as the MIFD (and most other departments) primarily compares its performance against “Community Standards.”
- Additional background concerning use of overtime and overtime policies were included.
- Recommendations concerning video conferencing for training (MIFD already does that) and replacing an apparatus with a quint-style truck were removed after Matrix better understood the department’s current practices and their quint recommendation’s consequences. However, the consulting team continues to recommend that the City develop a fire impact fee that will help pay for growth-related needs, such as upgraded apparatus or other capital outlays or facilities.
- Throughout the report, Matrix updated and corrected calculations and figures.
- Additional salary, benefits, leave time and overtime budgets/expenses/uses were provided.
- Additional information regarding the Fire Marshal’s Office’s activities and the City’s WSRB rating were provided.
- Multi-year modeling for staffing recommendations/options and of the contracting proposals was added.
- Additional information was provided concerning the option of adding a dedicated aid car.
- A list of possible partial contracting options was added.

### **RECOMMENDATION**

Move one of the following alternatives:

1. Alternative #1: Accept the Fire Services Study Final Report and take no further action.
2. Alternative #2: Accept the Fire Services Study Final Report and defer further action/discussions to the 2021 City Council Planning Session or a future date.
3. Alternative #3: Accept the Fire Services Study Final Report and direct the City Manager to prepare a budget proposal to conduct an RFP process and commence further study of the contractual fire services alternative.

# Fire Services Study

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MERCER ISLAND, WASHINGTON

## FINAL REPORT

**matrix**   
consulting group

September 2020

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## 1 Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Mercer Island to conduct a staffing and services study of the Mercer Island Fire Department (MIFD). This report represents the project team's final work product.

### 1 | Approaches Utilized in This Project

The principal approaches utilized by the project team in this study included, but were not limited to, the following:

- **Internal Interviews** – Members of the project team individually and collectively interviewed several executives, management, and supervisory staff of Mercer Island, fire department leadership, and command staff.
- **Data Collection** – The project team collected a wide variety of external and internal data documenting the structure, operations, and organization including:
  - Department staffing and scheduling
  - Documentation reflecting operations management
  - Numerous output data reflecting services provided
  - Various other performance information

This data was summarized in a 'descriptive profile' of the fire department, which was reviewed by the staff of the fire department.

- **Analysis** – The project team analyzed the collected data and reviewed interview notes to provide the basis for the final recommendations.

Throughout the study, the project team reviewed facts, issues, and initial findings with fire department staff.

## 2 | Executive Summary

The fire department in Mercer Island provides emergency services to a city of approximately 24,600 residents over a 6.2 square mile area. The services include, but are not limited to fire suppression, fire prevention, public education, fire investigation, and emergency medical services.

The city is an island located in between Seattle and Bellevue and connected by I-90 in the northern sections of the city. Being an island limits the growth of the city, which is reasonably well built-out. There are no areas available for annexation or future growth outside the current boundaries. This also limits the available sources of tax revenues – property taxes are the largest revenue source for the City. However, property taxes are limited to a 1% increase or the rate of inflation as measured by the Implicit Price Deflator (IPD), whichever is less. This is not the same as the Consumer Price Index for Urban Wage and Clerical Workers (CPI-W), which is used as a basis for cost of living adjustments.

Based on the 2012 Buildable Lands Report, there is potential for additional residential growth. The Town Center is an area that is available for redevelopment that could include multi-story buildings. The rate of growth will be influenced by the housing market, job growth, and interest rates. The regional light rail system is currently being expanded through Mercer Island.

The MIFD has Response Standards and a Standard of Cover that identifies the way the department will respond to calls for service. This document further identifies response time performance objectives for the responses to calls for service. A review of response to the calls for service largely found that the MIFD is meeting the established community standards. Fire prevention activities are also meeting the needs of the community.

Based on the analysis, future service demands are expected to remain relatively flat. Calls for service have remained about the same in recent years, with an average annual call volume of 2,431 calls. Fire prevention activity has also remained the same in terms of plan reviews, project reviews, and inspections. There is no expectation of increasing demands in the five-year planning period beyond those recommended in this report.

Future service delivery options can take two forms: maintaining the current fire department structure or contracting for services from another service provider. Maintaining the current structure allows the City to:

- Retain operational and financial control of the fire department.

- Maintain control of the delivery system and the ancillary duties such as fire prevention and public education.

Contracting for services provides the following:

- Allows cost sharing and sharing of equipment.
- Provides a deeper pool of personnel for operations and ancillary duties such as training and prevention.

Three service providers (City of Seattle, City of Bellevue, and Eastside Fire and Rescue) provided cost estimates and potential service delivery options as part of this study. Service levels were assumed to remain the same as the current operation.

### 3 | Summary of Recommendations

The following table provides a summary of recommendations included in this report.

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**RECOMMENDATIONS**

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**OPTION 1 – RETAIN THE FIRE DEPARTMENT IN THE CITY**

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The Mercer Island Fire Department should review the current overtime policy to ensure it contains appropriate risk management practices, ensuring the required personnel are always available to serve the community.

---

Continue to monitor the response metrics against the established community response standards for any trends that indicate the need for additional resources or changes to the operations of the fire department.

---

Have the Fire Marshal review and recommend updates to strengthen the false alarm ordinance.

---

Continue to use shift personnel on an overtime basis to manage and deliver training programs to the fire department.

---

Invest in an online training program to deliver some of the training classes at a cost of approximately \$20,000, which is less than the cost of in-person training.

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Utilize other venues such as the National Fire Academy online programming to boost the availability of training and reduce the dependence on an instructor.

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Move the D-Shift firefighter to a permanent 24-hour shift.

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Hire two additional personnel at a first-year cost of \$227,858 to increase the shift staffing from 9 per shift to 10 per shift and to reduce the 5-year average overtime budget by approximately \$188,766 annually.

---

Continue the practice of scheduling Kelly day and vacation leave on each shift.

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**OPTION 2 – CONTRACT FOR SERVICES**

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If the option of contracting for services is desired, the recommendation would be to issue a Request for Proposals to solicit the best potential partner. The consulting team believes the City of Bellevue may be the best option to possibly reduce current and future costs and to install a regional approach to service delivery.

---



## 2 Organization and Area Overview

This chapter provides an overview of the fire department's organization and governance, and general characteristics of the City of Mercer Island.

### 1 Background and Overview

#### 1. Area Characteristics

Mercer Island is located in the southern portion of Lake Washington in King County. The island sits between the cities of Seattle and Bellevue, with bridges on Interstate 90 connecting it to the two cities. The City was incorporated in 1960 and is approximately five miles long and two miles wide. The current population is approximately 24,690, according to Washington State's Office of Financial Management's (OFM) 2020 estimates. The population density is 3,947 residents per square mile, which classifies Mercer Island as "urban" according to the National Fire Protection Association (NFPA) Standard 1710. This standard defines a suburban area as one with a population between 500 and 1,000 residents per square mile, while an urban area has a population of over 30,000 and/or a population of over 1,000 residents per square mile.

#### 2. Demographic Profile

The following table illustrates some of Mercer Island's demographics according to the 2010 centennial census and the US Census's more frequent American Communities Survey (2018 iteration). Note that the OFM population estimate is the most commonly used and required.

<b>United States Census Bureau</b>	<b>2010</b>	<b>2018</b>
Estimated Mercer Island Population	22,699	25,492
Median Age	46	Not available
Children Under Age 5	4.4%	3.5%
Children Ages 5 to 19 years	22.0%	21.9%
Persons Age 20 to 59 years	47.5%	47.9%
Persons Age 60 and Over	25.4%	26.6%
Families in Poverty	3.2%%	Not available
Median Household Income	\$121,948	142,413
Population Density	3,592	3,914

The following map provides population density by census tract, based on 2010 census data.



The areas on the northern portion of the island along I-90 have the highest density. The remaining areas of the island have a relatively even density.

## 2 | Financial Resources

The financial resources of the City include, but are not limited to, property taxes, licenses and permits, and charges for services. Property taxes represent approximately 38% of the total revenue sources.

### 1. Revenue

The following revenues are directly attributable to the Mercer Island Fire Department (MIFD).

**Mercer Island Fire Revenue 2015 - 2019**

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	4 Yr. Change
Single Family Alteration	\$142,084	\$200,503	\$149,450	\$140,752	\$100,528	-29.2%
Permit Review/Inspection	\$1,241	\$0	\$210	\$0	\$0	-100.0%
State Trauma Care Fund	\$0	\$1,290	\$0	\$0	\$0	
Grants	\$1,341	\$0	\$1,270	\$1,222	\$1,266	-5.6%
King County EMS Levy	\$425,735	\$474,321	\$468,466	\$484,979	\$510,283	19.9%
Seafair	\$0	\$4,000	\$0	\$0	\$0	0.0%
Emergency Aid Services	\$529,848	\$536,366	\$565,702	\$582,853	\$596,794	12.6%
Ambulance Transport Fee	\$296,957	\$278,563	\$246,818	\$248,733	\$306,398	3.2%
CPR Class Fee	\$1,076	\$1,377	\$1,178	\$280	\$0	-100.0%
First Aid Class Fee	\$2,131	\$2,522	\$2,662	\$3,110	\$1,039	-51.2%
Private Contributions	\$6,971	\$2,061	\$1,431	\$1,311	\$22,666	225.1%
Other	\$5,100	\$3,326	\$1,081	\$226	\$1,850	-63.7%
<b>Total Revenue</b>	<b>\$1,412,484</b>	<b>\$1,504,330</b>	<b>\$1,438,267</b>	<b>\$1,463,465</b>	<b>\$1,540,824</b>	<b>9.1%</b>

As illustrated, emergency aid services, King County EMS Levy, and ambulance transport fees represent approximately 92% of the direct revenues attributable to the fire department. Revenue increased 9.1% from 2015 to 2019.

## 2. Expenditures

The table that follows includes the expenditures for the MIFD from 2015 - 2019.

### Mercer Island Fire Department Expenditures

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Administration Total	\$558,645	\$519,567	\$677,313	\$584,071	\$514,745	-7.9%
Operations Total	\$5,145,675	\$5,184,124	\$5,291,740	\$5,392,226	\$5,947,807	15.6%
Suppression Total	\$13,282	\$17,760	\$21,757	\$21,458	\$24,022	80.9%
EMS Total	\$15,094	\$14,033	\$12,183	\$15,407	\$14,733	-2.4%
Training Total	\$163,397	\$146,484	\$143,004	\$188,612	\$128,937	-21.1%
Community Risk Reduction Total	\$198,819	\$249,850	\$245,019	\$266,982	\$11,773	-94.1%
Fire Marshal Total	\$0	\$0	\$0	\$0	\$250,069	0.0%
<b>Total Expenditures</b>	<b>\$6,094,912</b>	<b>\$6,131,818</b>	<b>\$6,391,016</b>	<b>\$6,468,756</b>	<b>\$6,892,086</b>	<b>13.1%</b>

As illustrated above, the fire department's actual expenditures have steadily increased over the past five years, increasing 13.1% since 2015 or an average of 3.28% annually. The Fire Marshal's Office was a newly separated divisional budget starting in 2019, which had previously been a part of the Community Risk Reduction budget. The largest increase occurred between 2018 and 2019 when actual expenditures increased 6.5%. This was largely due to retroactively applying salary and overtime wage increases that were agreed upon through collective bargaining (totaling \$122,000).

The tables that follow illustrate each division's expenditures in a more detailed way.

## Mercer Island Fire Department Expenditures – Administration Detail

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Salaries	\$331,836	\$296,311	\$448,119	\$352,458	\$296,806	-10.6%
Overtime	\$21,298	\$22,767	\$20,923	\$26,781	\$19,862	-6.7%
Salary Cost Reimbursement	-\$303	\$0	\$0	\$0	\$0	-100.0%
Uniforms	\$1,295	\$1,788	\$3,426	\$2,212	\$5,337	312.1%
Benefits	\$111,857	\$115,938	\$127,822	\$117,848	\$113,017	1.0%
Office Supplies	\$1,198	\$652	\$866	\$562	\$433	-63.9%
Computer Supplies	\$5,989	\$1,798	\$1,998	\$1,369	\$968	-83.8%
Printer Supplies	\$664	\$633	\$625	\$522	\$0	-100.0%
Computer Network Supplies	\$0	\$0	\$187	\$0	\$0	
Operating Supplies	\$2,628	\$2,999	\$1,649	\$1,145	\$975	-62.9%
Employee Recognition	\$1,310	\$644	\$1,147	\$442	\$0	-100.0%
Fire Daily Uniforms	\$297	\$0	\$452	\$0	\$998	236.0%
Household Supplies	\$18,418	\$16,515	\$15,687	\$20,272	\$19,690	6.9%
Supplies AV	\$0	\$0	\$0	\$225	\$1,604	
Supplies Apparatus	\$60	\$0	\$0	\$1,178	\$91	51.7%
Small Tools & Equipment	\$811	\$733	\$2,554	\$3,100	\$3,515	333.4%
Professional Services	\$38,577	\$32,341	\$29,266	\$31,108	\$26,753	-30.7%
Telephone/Pagers	\$6,889	\$5,409	\$5,663	\$6,531	\$10,067	46.1%
Travel	\$1,460	\$4,500	\$3,835	\$3,027	\$1,257	-13.9%
Copier Rental	\$5,775	\$5,406	\$5,334	\$5,145	\$4,823	-16.5%
Repair and Maintenance Services	\$0	\$504	\$0	\$0	\$0	
Computer Repair	\$0	\$0	\$0	\$0	\$0	
Equipment Maintenance	\$1,657	\$996	\$1,541	\$1,925	\$286	-82.7%
Household Maintenance	\$665	\$2,627	\$285	\$2,458	\$2,376	257.3%
Internet	\$48	\$62	\$0	\$0	\$0	-100.0%
Dues & Subscriptions	\$3,851	\$5,146	\$3,014	\$3,346	\$3,151	-18.2%
Printing	\$1,010	\$303	\$0	\$658	\$0	-100.0%
Tuition & Registration	\$1,355	\$1,495	\$2,920	\$1,759	\$2,736	101.9%
<b>Administration Total</b>	<b>\$558,645</b>	<b>\$519,567</b>	<b>\$677,313</b>	<b>\$584,071</b>	<b>\$514,745</b>	<b>-7.9%</b>

## Mercer Island Fire Department Expenditures – Operations Detail

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Salaries	\$3,141,320	\$3,192,711	\$3,093,999	\$3,247,701	\$3,555,696	13.2%
Overtime	\$455,950	\$317,518	\$531,407	\$491,160	\$663,979	45.6%
Training Overtime	\$982	\$229	\$4,308	\$880	\$0	-100.0%
Salary Cost Reimbursement	-\$62,700	-\$13,578	-\$18,150	-\$23,128	-\$13,943	-77.8%
Benefits	\$1,037,266	\$1,109,119	\$1,097,527	\$1,086,168	\$1,125,946	8.5%
Personnel Benefits Fire	\$44,351	\$0	\$59,800	\$45,700	\$43,024	-3.0%
Operating Supplies	\$1,753	\$1,987	\$877	\$1,606	\$22,114	1161.5%
Office Supplies	\$0	\$0	\$0	\$0	\$705	
Awards & Recognition	\$598	\$362	\$161	\$0	\$2,213	270.1%
Daily Uniforms	\$17,599	\$12,668	\$3,327	\$15,838	\$16,289	-7.4%
Protective Clothing	\$30,473	\$28,128	\$19,486	\$29,115	\$25,988	-14.7%
Household Supplies	\$0	\$287	\$85	\$160	\$99	
Apparatus Supplies	\$12,995	\$14,056	\$11,701	\$18,268	\$18,898	45.4%
SCBA Supplies	\$5,652	\$8,204	\$4,358	\$4,568	\$5,681	0.5%
Pre-Fire Supplies	\$0	\$548	\$965	\$2,325	\$0	
Radios	\$0	\$0	\$0	\$2,857	\$1,280	
Service Plan Permits	\$178	\$0	\$0	\$0	\$0	-100.0%
Small Tools & Equipment	\$0	\$39,500	\$9,424	\$0	\$0	
Cell Phones	\$10,939	\$12,058	\$11,377	\$11,856	\$13,835	26.5%
Special Lines/Pagers	\$0	\$289	\$0	\$0	\$0	
Travel	\$0	\$202	\$0	\$226	\$1,489	
Equipment Maintenance	\$2,728	\$3,372	\$2,550	\$5,818	\$4,147	52.0%
Radio Maintenance	\$1,028	\$3,219	\$4,120	\$3,331	\$5,422	427.4%
Vehicle Maintenance	\$25,128	\$20,621	\$16,491	\$17,314	\$13,130	-47.7%
Dues and Subscriptions	\$0	\$0	\$0	\$176	\$0	
Printing	\$0	\$171	\$28	\$344	\$0	
Professional Services	\$53,705	\$33,657	\$58,894	\$40,103	\$41,321	-23.1%
EPSCA Access Fees	\$16,120	\$13,332	\$11,586	\$11,004	\$11,114	-31.1%
Fire Dispatch	\$155,750	\$176,256	\$156,072	\$165,277	\$169,409	8.8%
Fleet Replacement	\$50,989	\$65,145	\$51,494	\$51,494	\$48,803	-4.3%
Computer Replacement	\$27,307	\$27,307	\$26,790	\$26,790	\$27,417	0.4%
Radio Replacement	\$9,084	\$9,084	\$9,084	\$9,084	\$9,085	0.0%

Fleet O&M Charge	\$31,852	\$31,852	\$35,470	\$35,470	\$34,535	8.4%
IT O&M Charge	\$74,628	\$75,820	\$88,509	\$90,721	\$100,131	34.2%
<b>Operations Total</b>	<b>\$5,145,675</b>	<b>\$5,184,124</b>	<b>\$5,291,740</b>	<b>\$5,392,226</b>	<b>\$5,947,807</b>	<b>15.6%</b>

**Mercer Island Fire Department Expenditures – Suppression Detail**

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Operating Supplies	\$7,881	\$10,738	\$12,230	\$12,646	\$12,560	59.4%
Extinguisher Supplies	\$370	\$0	\$412	\$0	\$1,124	203.8%
Fire Inspection Supplies	\$373	\$832	\$0	\$0	\$0	-100.0%
Emergency Response Supplies	\$0	\$0	\$0	\$0	\$741	
Tech Rescue Supplies	\$799	\$1,669	\$3,712	\$4,046	\$2,995	274.8%
Hazmat Supplies	\$3,292	\$3,963	\$4,090	\$3,487	\$5,607	70.3%
Small Tools & Equipment	\$567	\$558	\$1,313	\$262	\$995	75.5%
Repair & Maintenance	\$0	\$0	\$0	\$1,017	\$0	0.0%
<b>Suppression Total</b>	<b>\$13,282</b>	<b>\$17,760</b>	<b>\$21,757</b>	<b>\$21,458</b>	<b>\$24,022</b>	<b>80.9%</b>

**Mercer Island Fire Department Expenditures – Emergency Medical Services Detail**

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Operating Supplies	\$14,130	\$11,931	\$11,057	\$15,407	\$14,016	-0.8%
Small Tools & Equipment	\$0	\$1,510	\$0	\$0	\$0	0.0%
Repair & Maintenance	\$964	\$592	\$1,126	\$0	\$717	-25.7%
<b>EMS Total</b>	<b>\$15,094</b>	<b>\$14,033</b>	<b>\$12,183</b>	<b>\$15,407</b>	<b>\$14,733</b>	<b>-2.4%</b>

## Mercer Island Fire Department Expenditures – Training Detail

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Salaries	\$2,524	\$0	\$0	\$0	\$0	-100.0%
Overtime (Training Officers)	\$31,956	\$39,334	\$31,137	\$43,497	\$39,947	25.0%
Training Overtime (Operations Training)	\$74,185	\$56,343	\$65,914	\$109,606	\$70,809	-4.6%
Salary Cost Reimbursement	-\$1,999	\$0	-\$208	-\$17,682	-\$26,119	1206.6%
Benefits	\$7,001	\$11,287	\$8,840	\$10,898	\$8,684	24.0%
Operating Supplies	\$742	\$1,686	\$6,324	\$3,159	\$352	-52.6%
Professional Services	\$11,856	\$10,269	\$12,116	\$17,528	\$10,460	-11.8%
Travel	\$1,177	\$826	\$117	\$0	\$0	-100.0%
Dues & Subscriptions	\$691	\$342	\$100	\$500	\$0	-100.0%
Printing	\$150	\$0	\$0	\$7,200	\$139	-7.3%
Tuition & Registration	\$5,975	\$8,635	\$18,664	\$4,180	\$6,625	10.9%
Tuition - Recruit School	\$29,139	\$17,762	\$0	\$9,726	\$18,040	-38.1%
<b>Training Total</b>	<b>\$163,397</b>	<b>\$146,484</b>	<b>\$143,004</b>	<b>\$188,612</b>	<b>\$128,937</b>	<b>-21.1%</b>

## Mercer Island Fire Department Expenditures – Community Risk Reduction Detail

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Salaries	\$124,521	\$121,715	\$130,207	\$132,833	\$0	-100.0%
Overtime	\$31,055	\$72,172	\$66,593	\$80,641	\$7,169	-76.9%
Salary Cost Reimbursement	-\$111	-\$300	-\$5,450	-\$3,175	-\$1,678	1411.7%
Uniforms	\$0	\$152	\$0	\$85	\$0	
Benefits	\$38,433	\$47,686	\$45,292	\$44,480	\$562	-98.5%
Office Supplies	\$659	\$0	\$25	\$911	\$0	-100.0%
Operating Supplies	\$2,772	\$2,201	\$2,220	\$2,896	\$1,730	-37.6%
Public Education Supplies	\$274	\$608	\$780	\$1,128	\$0	-100.0%
Fire Investigation Supplies	\$0	\$0	\$45	\$2,465	\$0	
Travel	\$0	\$300	\$871	\$724	\$1,193	
Dues & Subscriptions	\$325	\$485	\$1,941	\$1,168	\$1,626	400.3%
Printing	\$686	\$2,596	\$69	\$508	-\$5	-100.7%
Tuition & Registration	\$205	\$2,235	\$2,426	\$2,318	\$1,176	473.7%
<b>Community Risk Reduction Total</b>	<b>\$198,819</b>	<b>\$249,850</b>	<b>\$245,019</b>	<b>\$266,982</b>	<b>\$11,773</b>	<b>-94.1%</b>



## Mercer Island Fire Department Expenditures – Fire Marshal Detail

Line Item	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	4 Yr. Change
Salaries & Wages					\$147,345	0.0%
Overtime					\$51,743	0.0%
Benefits Reg FTE					\$44,006	0.0%
Office Supplies					\$32	0.0%
Operating Supplies					\$771	0.0%
Professional Services					\$3,015	0.0%
Travel Expense					\$208	0.0%
Dues & Subscriptions					\$710	0.0%
Printing					\$167	0.0%
Tuition & Registrations					\$2,072	0.0%
<b>Fire Marshal Total</b>					<b>\$250,069</b>	<b>0.0%</b>

### 3. Overtime

Overtime expenditures are a key focus of this study. The following table illustrates the budgeted versus actual overtime for the fire department from 2015 – 2019.

#### Budgeted Vs. Actual Overtime 2015 - 2019

Year	Budgeted OT	Actual OT	Reimbursement	Difference	Budgeted Training OT	Actual Training OT	Reimbursement	Difference	Total
2015	\$481,530	\$509,286	\$63,113	(\$35,357)	\$92,182	\$106,141	\$1,999	\$11,960	<b>(\$23,397)</b>
2016	\$572,155	\$412,686	\$13,878	(\$173,347)	\$94,134	\$95,768	\$0	\$1,634	<b>(\$171,713)</b>
2017	\$573,155	\$623,232	\$23,600	\$26,477	\$101,793	\$86,051	\$208	(\$15,949)	<b>\$10,527</b>
2018	\$568,155	\$599,462	\$26,303	\$5,005	\$102,550	\$153,103	\$17,862	\$32,690	<b>\$37,695</b>
2019	\$603,258	\$735,584	\$13,943	\$118,383	\$108,020	\$110,756	\$26,119	(\$23,383)	<b>\$95,000</b>
<b>Total</b>	<b>\$2,798,253</b>	<b>\$2,880,250</b>	<b>\$140,837</b>	<b>(\$58,840)</b>	<b>\$498,678</b>	<b>\$551,819</b>	<b>\$46,188</b>	<b>\$6,952</b>	<b>(\$51,888)</b>

As illustrated above, in 2015 and 2016, the overtime line item was under budget, but in the years since it has been consistently over budget. During the past three years, the over-budget condition has increased each year. For the five-year

period, the overall overtime budget was under-spent by \$51,888 or 1.6%; however, in 2019, actual overtime exceeded the budget by 13.4%.

The following table illustrates overtime costs as a percentage of total salary and benefit costs and as a percentage of the total budgets of both the Operations Division and the department.

Fiscal Year	Actual Expenditures		Overtime as % of		
	Salary + Benefits	Overtime	Salary + Benefits Costs	Overtime as % of Operations Actual Expenditures	Overtime as % of Overall Actual Expenditures
2015	\$4,178,586	\$456,932	10.94%	7.68%	6.63%
2016	\$4,301,830	\$317,747	7.39%	5.34%	4.61%
2017	\$4,191,526	\$535,715	12.78%	9.01%	7.77%
2018	\$4,333,869	\$492,040	11.35%	8.27%	7.14%
2019	\$4,681,642	\$663,979	14.18%	11.16%	9.63%
<b>Five-Year Average:</b>			<b>11.33%</b>	<b>8.29%</b>	<b>7.16%</b>

As illustrated above, overtime costs have been 11.3% on average of the department's total salary and benefits' expenses. Overtime was 8.3% of the Operations Division's expenses and 7.2% of the overall fire department expenses over the past five years. From the experience of the project team, overtime expenditures of 10% of salaries and benefits are typical for fire departments across the country.

### 3 | Community Growth

The Mercer Island Comprehensive Plan was written in 2015 to provide a long-term vision for the community through 2035. The plan included a growth forecast based on King County's Countywide Planning Policies, and the plan was accepted by the County's Growth Management Planning Council. The growth forecast included employment and commercial capacity, residential growth, housing capacity and targets, and a housing and population forecast.

According to the 2012 Buildable Lands Report, there was capacity for 614 new housing units in single family zones, 143 new housing units in multi-family zones, and 1,247 in the Town Center. The actual number of units developed will be influenced by the housing market, job growth, and interest rates, etc. Residential growth is a factor in evaluating future fire service needs.

The regional light rail system is expanding into the city and that could also impact future fire service needs.

## 3 Fire Rescue Services

This chapter provides an overview of the fire protection system, including the resources available to the city and a historical review of the workload of the fire department.

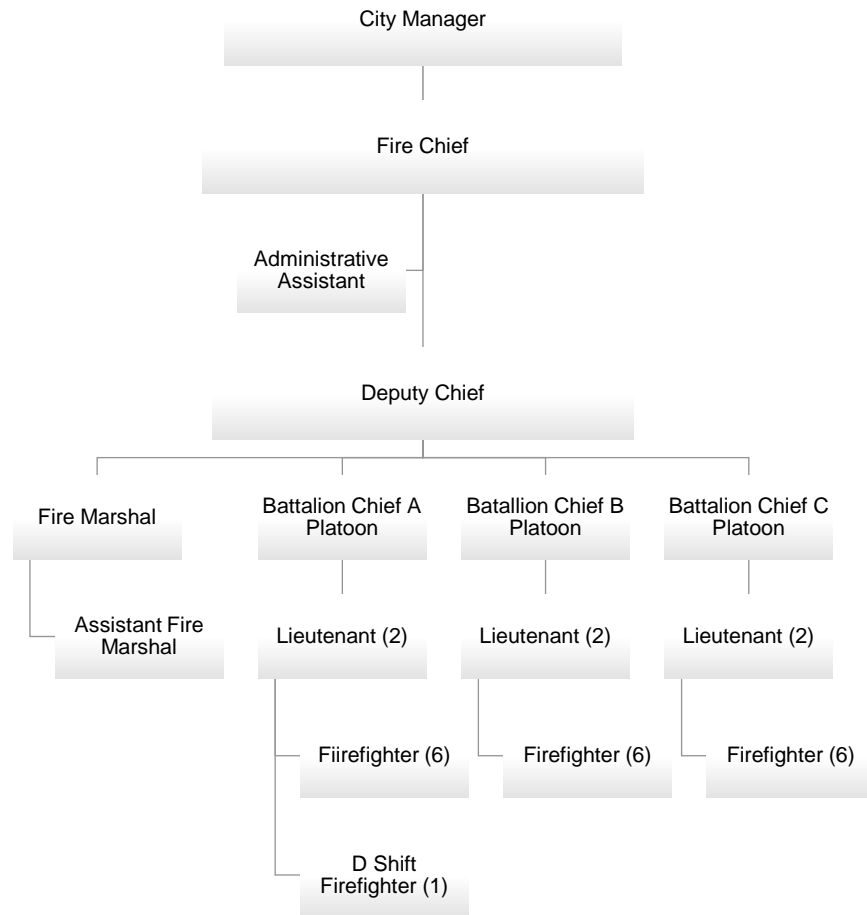
### 1 Organization

The Mercer Island Fire Department (MIFD) is an all-hazard department and provides fire suppression, emergency medical services, fire prevention, hazardous materials response, and specialty technical rescue services to the city.

The MIFD was established in 1962 to provide fire suppression services. The department is part of King County Medic 1 for the provision of Advanced Life Support (ALS) emergency medical transport services. The Mercer Island Fire Department is a Basic Life Support (BLS) transport provider.

Today, the MIFD operates from two fire stations with 32 career staff, including operations and administrative staff. There are 9 personnel assigned to each shift with 7 personnel being the minimum staffing at the stations each day. There is also a floating position, known as D-Shift, used to cover vacancies when personnel are on a “Kelly Day.” The Kelly Day is what allows firefighters to adhere to a 48-hour work week, as per the collective bargaining agreement (CBA). This position rotates and works two days per week (Mon/Wed, Mon/Thu, Mon/Fri). The current fire department organization chart is provided below.

### Mercer Island Fire Department Organization Chart



## 2 | Workload and Activities

The fire department responds to emergency and non-emergency calls for service. The following table illustrates the activities of the department grouped by the type of response to calls for service over the past five (5) years.

**Calls for Service by Type**

	2015	2016	2017	2018	2019	5 Yr. Total	Pct.
Auto Accidents	92	115	109	96	95	507	4.2%
Medical Calls	1,593	1,612	1,599	1,525	1,598	7,927	65.2%
<b>Total Medical and Auto Accidents</b>	<b>1,685</b>	<b>1,727</b>	<b>1,708</b>	<b>1,621</b>	<b>1,693</b>	<b>8,434</b>	<b>69.4%</b>
Alarm – Activation	370	376	356	403	385	1,890	15.6%
Alarm - False	5	4	1	9	4	23	0.2%
Alarm – Malfunction	2	3	0	5	5	15	0.1%
Other Type Fire	24	9	14	4	5	56	0.5%
Smoke Scare	46	34	47	36	40	203	1.7%
Structure Fire	9	8	20	9	14	60	0.5%
Vegetation/Brush/Debris Fires	26	8	16	22	10	82	0.7%
Vehicle Fire	17	15	18	12	13	75	0.6%
<b>All Fire Calls</b>	<b>499</b>	<b>457</b>	<b>472</b>	<b>500</b>	<b>476</b>	<b>2,404</b>	<b>19.8%</b>
Rescue Calls - Extrication	0	0	0	0	0	0	0.0%
Rescue Calls - Other	0	0	1	2	0	3	0.0%
Rescue Calls - Search	0	0	0	0	0	0	0.0%
Rescue Calls - Water	4	5	6	2	3	20	0.2%
<b>All Rescue Calls</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>23</b>	<b>0.2%</b>
Dispatched/Canceled	3	5	17	8	6	39	0.3%
Good Intent Calls	15	9	9	9	3	45	0.4%
Hazardous Condition	42	7	40	21	43	153	1.3%
Hazardous Materials	27	38	37	28	54	184	1.5%
Overpressure Rupture	9	1	4	3	2	19	0.2%
Severe Weather Alerts	40	43	54	35	34	206	1.7%
Service Calls	124	152	148	114	98	646	5.3%
<b>Other Type of Calls</b>	<b>260</b>	<b>255</b>	<b>309</b>	<b>218</b>	<b>240</b>	<b>1,292</b>	<b>10.6%</b>
<b>Total Calls for Service</b>	<b>2,448</b>	<b>2,354</b>	<b>2,496</b>	<b>2,343</b>	<b>2,412</b>	<b>12,143</b>	<b>100%</b>

As illustrated, medical calls and auto accidents account for 69.45% of the total call volume, while fire calls account for approximately 20% of calls, which is typical for the majority of urban fire departments nationwide.

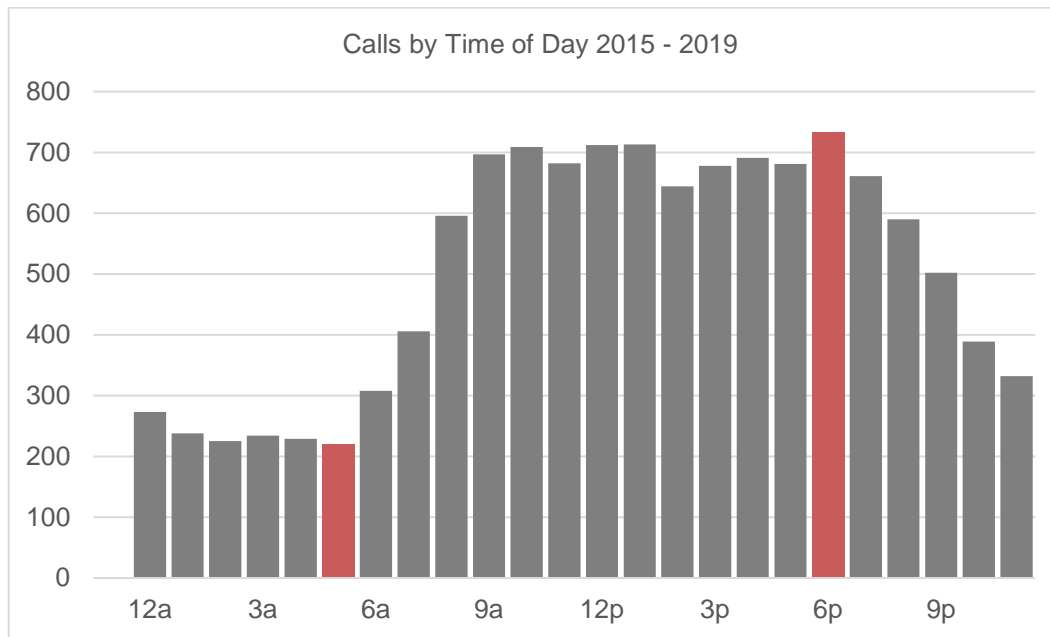
The following table displays the total number of calls for service handled by the fire department by each hour and day of the week over the past five years. Both emergency and non-emergency calls were included to provide an overall view of the service demands on the department.

**Calls for Service by Hour and Weekday 2015 - 2019**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
<b>12am</b>	54	40	27	30	31	44	47	<b>273</b>
1am	44	36	36	23	26	35	38	<b>238</b>
2am	37	32	30	25	32	29	40	<b>225</b>
3am	34	30	40	30	27	34	39	<b>234</b>
<b>4am</b>	47	27	33	30	28	28	36	<b>229</b>
5am	34	32	44	32	21	37	20	<b>220</b>
6am	37	51	49	45	35	50	41	<b>308</b>
7am	53	70	67	56	57	60	43	<b>406</b>
<b>8am</b>	78	87	99	74	90	103	65	<b>596</b>
9am	106	88	112	98	92	106	95	<b>697</b>
10am	88	107	97	105	100	107	105	<b>709</b>
11am	89	82	106	105	106	105	89	<b>682</b>
<b>12pm</b>	80	108	98	97	114	108	107	<b>712</b>
1pm	102	90	110	102	99	107	103	<b>713</b>
2pm	96	74	97	83	87	119	88	<b>644</b>
3pm	100	88	100	106	97	84	103	<b>678</b>
<b>4pm</b>	101	100	81	90	113	116	90	<b>691</b>
5pm	106	89	117	98	105	89	77	<b>681</b>
6pm	113	103	115	104	102	95	101	<b>733</b>
7pm	93	82	95	100	85	98	108	<b>661</b>
<b>8pm</b>	101	68	81	82	92	84	82	<b>590</b>
9pm	60	72	73	63	57	95	82	<b>502</b>
10pm	62	48	68	35	49	55	72	<b>389</b>
11pm	53	43	45	36	38	58	59	<b>332</b>
<b>Total</b>	<b>1,768</b>	<b>1,647</b>	<b>1,820</b>	<b>1,649</b>	<b>1,683</b>	<b>1,846</b>	<b>1,730</b>	<b>12,143</b>

As illustrated above, calls for service varied by time of day and day of the week. The heavier call volume begins at the 8 am hour and continues through the 8 pm hour. The call volume is also heavier at the end of the week and weekends with Friday being the busiest day of the week. The busiest time of the day is the 6:00 pm hour; the slowest hour is 5:00 am.

The following graph illustrates total calls for service by hour of the day.



Service calls begin increasing at the 8 am hour, peak at the 6:00 pm hour, and then begin to decline in the evening and overnight hours, with 5:00 am being the slowest hour.

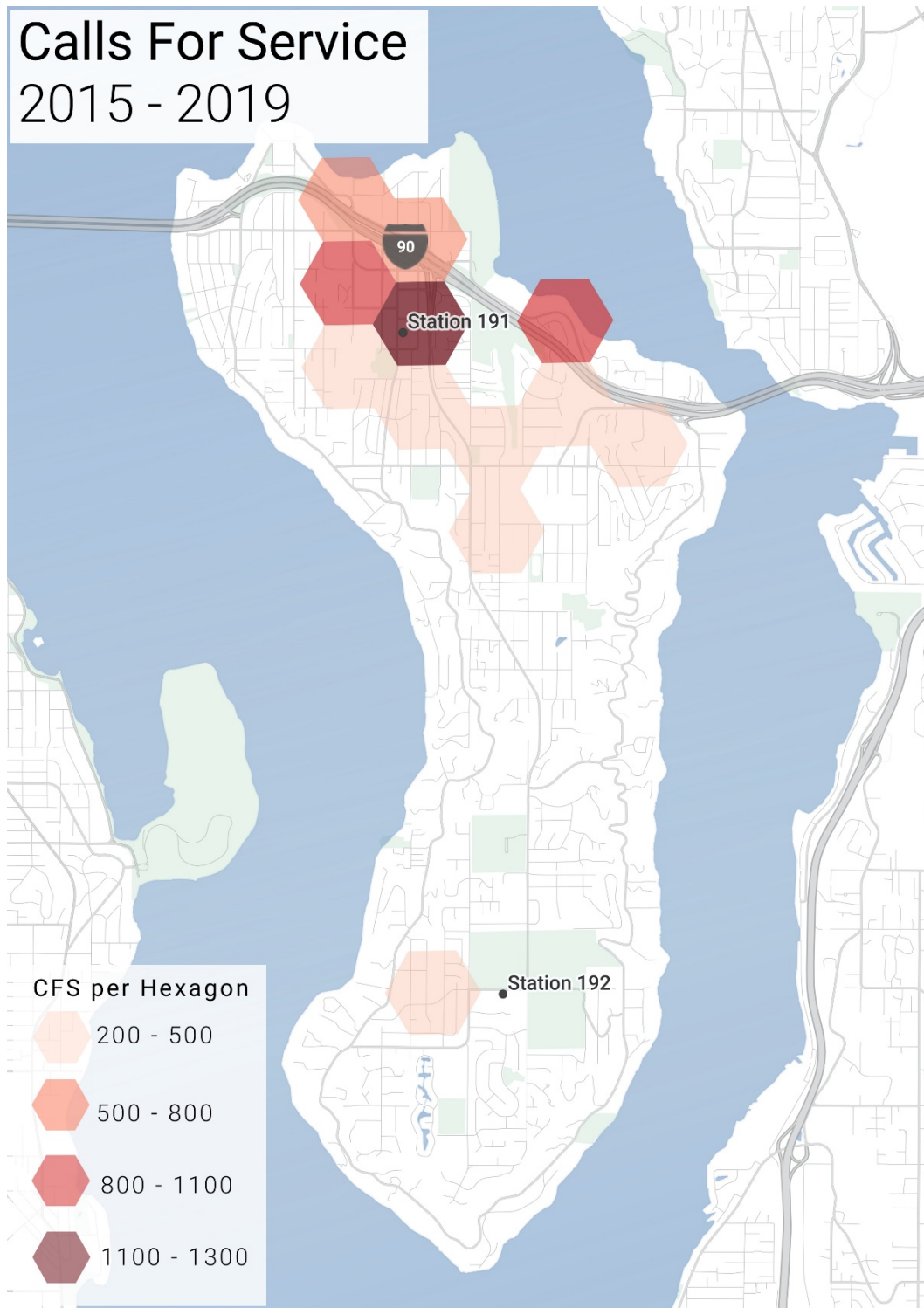
Of the 14,485 emergency responses that occurred from 2015 through 2019 Station 91 units accounted for 61% and Station 92 accounted for 39%. Those responses were split between fire-related and medical-related (EMS) in the following percentages:

- Station 91: EMS 63%; fire 37%
- Station 92: EMS 44%; fire 56%.

Two full-function stations allow the City to ensure effective and timely responses to calls, including concurrent calls. The fact that Station 92 has more fire responses than EMS is a product of that station providing the necessary “second unit due” or back-up for calls in the northern part of the city.

The following map illustrates the call for service demand using GIS technology to outline where many of the calls are occurring.





The higher call volumes follow the population density clusters of the city and run along the I-90 corridor.

### 3 | Physical Resources

Service to Mercer Island is provided from two fire stations (191 and 192), shown on the map below.



The department operates on a three-platoon system, working 48 hours “on” and 96 hours “off.” Operating from two stations, the minimum staffing is 7 personnel.

The following tables describe the service area, type of building, and current equipment at each station.

### Mercer Island Fire Department

Station 191

3030 78<sup>th</sup> Avenue SE

<b>Description of Use</b>	Provides service to the northern and central core of the city. Serves as the headquarters for the department.				
<b>Apparatus Space</b>	Three Bays				
<b>Assigned Apparatus</b>	Unit ID	Year	Description	Type	Minimum Staffing
	Battalion 191	2016	Chevy	Suburban	1
	Engine 191	2018	Pierce	Enforcer (Type 1)	3
	Midi 191	2008	GMC	Mid-Size Engine	Cross Staffed
	Aid 191	2017	Ford	E350	Cross Staffed
	Rescue 191	2014	Dive/Rescue		Cross Staffed
	Battalion 192	2009	Chevy	Suburban	Reserve
	Engine 193	2008	Pierce	Velocity	Reserve
	Engine 194	2008	Pierce	Velocity	Reserve
	Aid 193	2007	Ford	E350	Reserve
	Utility 191	2017	Chevy	Silverado 2500	Reserve

### Mercer Island Fire Department

Station 192

8473 SE 68<sup>th</sup> Street

<b>Description of Use</b>	Provides service to the southern and south-central sections of the city.				
<b>Apparatus Space</b>	Two Bays				
<b>Assigned Apparatus</b>	Unit ID	Year	Description	Type	Minimum Staffing
	Engine 192	2013	Pierce	Velocity (Type 1)	3
	Aid 192	2012	GMC	3500	Cross Staffed
	Midi 192	2016	International	Mid-Size Engine	Cross Staffed

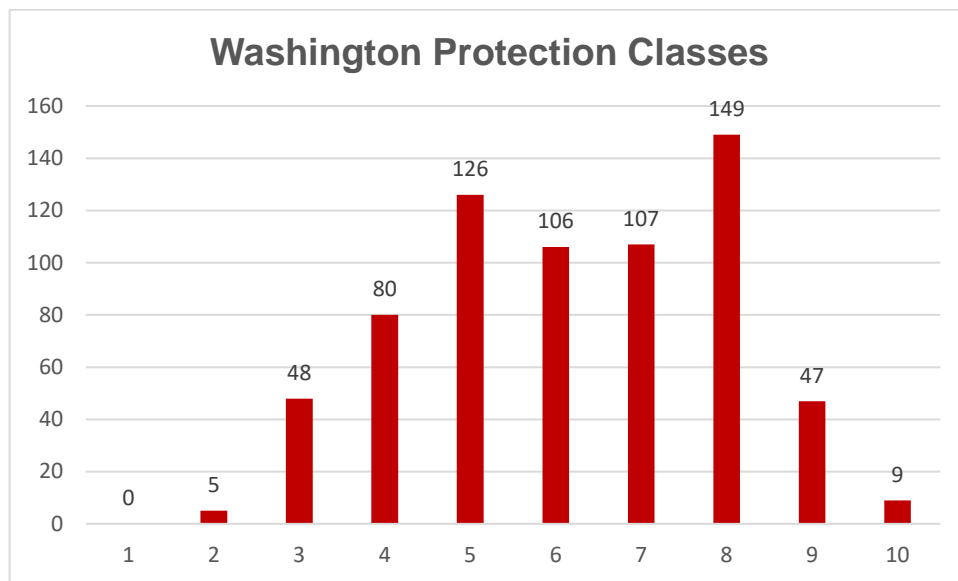
## 4 Emergency Service System Dynamics

In making decisions about the emergency services system, it is important to consider science and best practices regarding location of resources, deployment strategies, and other critical factors that contribute to an effective emergency services system.

Nationally, for many years, the Insurance Services Office (ISO) established the standard for deployment through their Public Protection Classification system. This system was designed to provide insurers a basis for setting insurance rates and to limit their exposure to large losses and catastrophic events.

In Washington, a similar organization, Washington Surveying and Rating Bureau (WSRB), uses a comparable system to evaluate emergency services systems in the state. In August 2018, the WSRB issued Mercer Island a Community Public Protection Class Grade of 4. This is based on an evaluation of the City’s fire protection/suppression capabilities, using a schedule approved by the Washington State Office of the Insurance Commissioner. Communities are evaluated in four major areas: water supply, fire department, emergency communications and fire safety control. Evaluation of the fire department accounts for 40% of the grade.

Currently in Washington State, there are 53 communities that have achieved a higher score than Mercer Island. The following chart illustrates the number of communities scoring at each class, with 1 being the highest possible class and 10 the lowest.



WSRB is currently revising their grading system, which could positively impact Mercer Island’s next evaluation. The Fire Marshal’s Office is currently taking steps to improve the grade on the next rating evaluation. The department believes a grade of 3 is attainable.

Locally, the City of Bellevue has a rating of 2, Eastside Fire and Rescue’s communities are rated between 3 and 4, and Seattle is rated a 2.

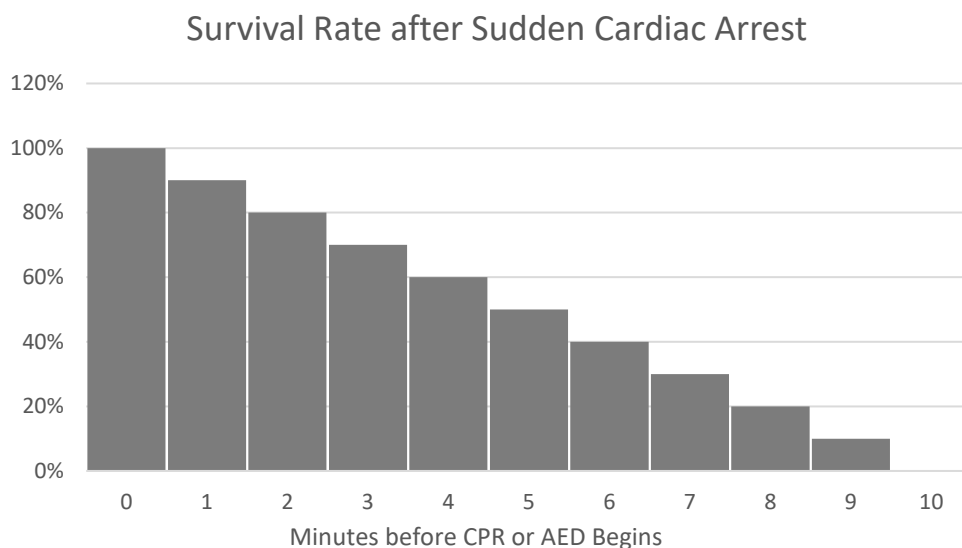
The following sections describe best practices and current research, with comparisons to Mercer Island Fire Department performance where applicable.

## 1 | Emergency Medical Services

Emergency medical services (EMS) are a significant part of the emergency services system. Not only are these types of calls rising but the types of service calls are wide ranging. Emergency medical response systems must account for this variability and ensure appropriate care is provided in a timely manner.

The American Heart Association states that brain and permanent death starts to occur 4 to 6 minutes following cardiac arrest. Trauma events also demand time sensitive responses. In 2015, a national awareness program was launched called “Stop the Bleed.” This program is based on the premise that a person that is bleeding profusely could die within five minutes without intervention.

For perspective, the following graph illustrates the survivability of cardiac patients related to the onset time:



The graph illustrates that the chances of survival of sudden cardiac arrest diminish approximately 10% for each minute that passes before the initiation of CPR and/or defibrillation. These dynamics are the result of extensive studies of the survivability of patients suffering from cardiac arrest.

While the demand for services in EMS is wide ranging, the survival rates for full arrests are often utilized as benchmarks for response time standards. It is easiest to define and track patient outcomes for cardiac arrests (i.e., a patient either survives or does not). Based on extensive research, experts recommend that basic life support be provided within four minutes of emergency dispatch notification and that advanced life support be given within 8 minutes of notification.

Considering the response time continuum, the goal for emergency medical services is to provide Basic Life Support (BLS) within 6 minutes of the onset of the incident (including detection, dispatch and travel time) and Advanced Life Support (ALS) within 10 minutes. These standards are commonly used in two-tiered EMS systems where fire or other resources (e.g., police) function as first responders for BLS and additional ALS assistance is provided by subsequently responding paramedic units and a Medical Supervisor Officer (MSO). Most communities in the U.S., like Mercer Island, have two-tiered EMS systems of one degree or another.

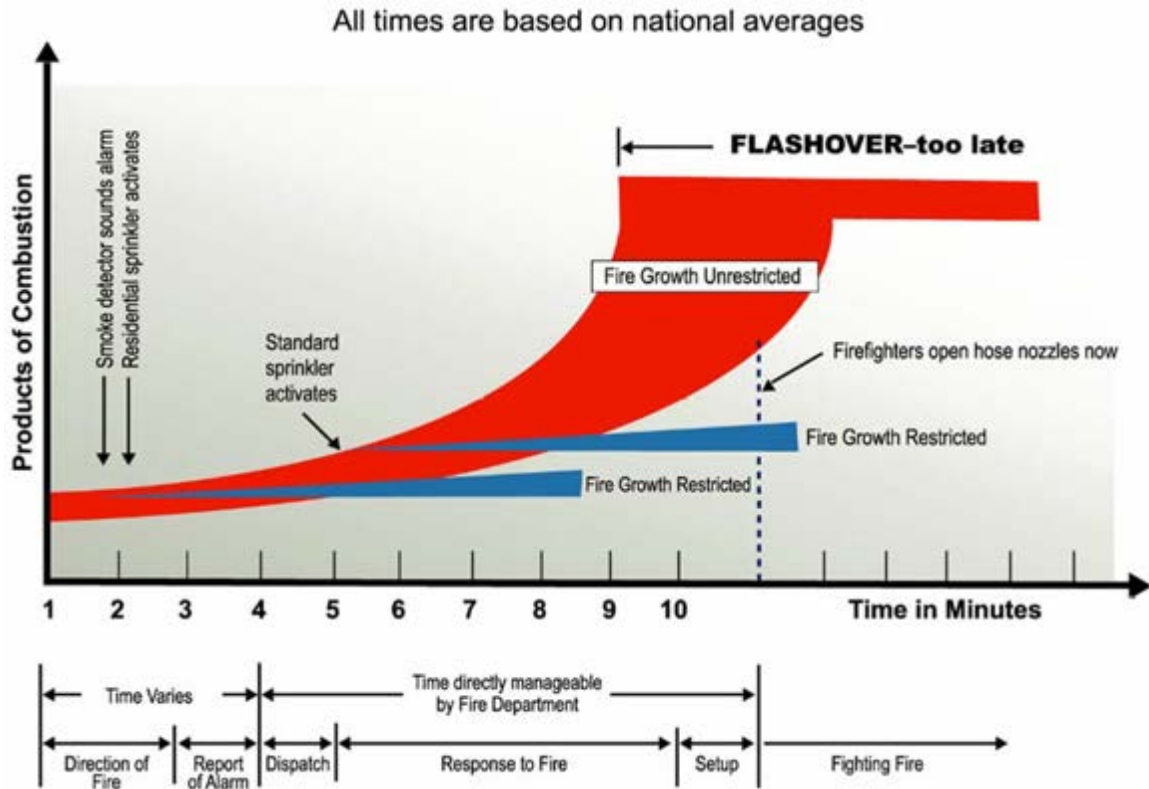
Locally the two-tiered EMS system ensures rapid arrival of Basic Life Support services from Mercer Island staff and Advanced Life Support units from strategically placed King County Medic One. In 2019, there were 196 incidents where a cardiac arrest victim had a heart rhythm that could be converted using cardiogenic shock treatment. Of these, 83% survived to be admitted to the hospital and 115 (59%) were ultimately discharged. Mercer Island only had one shockable event in 2019 where an individual was admitted to the hospital, but did not survive. The high survival rate of cardiac arrest victims shows the EMS system in the county is functioning at a high level.

## 2 | Fire Suppression Services

Much like emergency medical services, the goal of fire suppression systems is to save lives and minimize property damage. Every structure fire goes through the same process of development. The growth of the fire is dependent on many factors including fuel loads, the types of materials, the area involved, and other factors. The “flashover point” is a measure used to benchmark response times. “Flashover” is defined as the point at which all of the contents in the room become involved in the fire.



The chart below illustrates the traditional “flashover” curve for interior structure fires. Once “flashover” occurs, the space becomes untenable for firefighters and un-survivable for any occupants. With the rapid expansion of the fire, there is additional risk to other areas of the structure and potentially to any structures or wildland areas surrounding the original location of the fire.



Note that this graph depicts a fire from the moment of inception – not from the moment that a fire is detected or reported. This illustrates the importance of early detection and fast reporting as well as rapid dispatch of responding units. This also shows the critical need for a rapid (and sufficiently staffed) initial response to attack the fire so that “flashover” can be averted.

Not every fire will reach flashover and not every fire will take 8 minutes to reach flashover. In fact, research conducted in 2010 by the Underwriter Laboratories determined that increased use of synthetic materials in homes has created faster flashover times, resulting in flashover in less than 4 minutes in some of their tests. Modern home furnishings made of foam, plastics, or other petroleum-based products have increased the available fuel load for a fire. Additionally, construction techniques and new components have improved emergency efficiency, but have also added a new dimension to fire growth.

### 3 | Community Standards

Often the ability to perform to national standards is either insensitive to community needs and attributes or is cost prohibitive and fiscally irresponsible based on local service needs and community risks. That is why the Center for Public Safety Excellence, which is an international organization that accredits fire departments, allows the adoption of local community standards for response time performance.

At a minimum, Washington State's RCW 35.103.030 requires that every city and town maintain a written statement that establishes:

- The existence of a fire department
- Services the fire department is required to provide
- The basic organizational structure of the fire department
- The expected number of fire department employees
- The functions the employees are expected to perform

It also requires that cities have a written statement or policy concerning response time objectives such as turnout times, travel times and arrival of a full first alarm assignment.

The Mercer Island Fire Department has established community standards based on best practices, Standards of Cover and community characteristics. The response time standards are as follows for turnout time:

- 90 seconds for daytime EMS incidents 90 percent of the time
- 120 seconds for nighttime EMS incidents 90 percent of the time
- 120 seconds for daytime FIRE incidents 90 percent of the time
- 150 seconds for nighttime FIRE incidents 90 percent of the time

For the first arriving engine company at a fire suppression incident, the travel time is 8 minutes 90 percent of the time. For the first arriving unit with a first responder or higher level of medical capability at an emergency medical incident, the travel time is 8 minutes 90 percent of the time.

For a fire suppression incident, the initial alarm assignment is two engine companies, a command officer and seven personnel in 12 minutes or less, 90 percent of the time. The full first alarm assignment is four engine companies, two ladder companies, a medic unit, a medical services officer, an aid unit and two command officers. There is no travel time



standard for this part of the response.

Advanced life support (ALS) is provided through the King County Medic One system. The most typical response for ALS is from the Bellevue Fire Department located at 2802 148<sup>th</sup> Avenue SE. If this unit is unavailable, the next unit typically responds from Bellevue Station One, located at 766 Bellevue Way SE. Both of these units are 7 to 12 minutes to the east of Mercer Island.

## 5 Evaluation of the Emergency Services System

As noted in the previous chapter, there are three models used to measure performance of the emergency services system. This chapter compares and evaluates the deployment and performance of the fire department related to these models.

### 1 | Response Time Data

As part of this study, Computer Aided Dispatch (CAD) data for 2015, 2016, 2017, 2018, and 2019 was examined and evaluated. The data is examined by a project team to ensure there are no issues such as coding problems, transcription errors, and equipment failures. The project team uses the following mechanism to identify and address any data issues to ensure the most accurate portrayal of system performance.

Only qualified data is used to calculate response time and any related components. To be considered the data must meet the following criteria:

- The incident must have been unique
- The incident must have involved at least one fire department unit being dispatched to the call.
- Calls that are missing data are not used in the computations for call processing, turnout time, travel time, or call duration.
- Any call with unusually long times or times sorted incorrectly (arrived before dispatch time) were removed.
- Non-emergency responses are removed; only emergency responses are included.

After filtering the data using the methodology outlined above, the remaining incidents represent the response time for calls for service handled by the fire department.

### 2 | Call Processing

#### 1. Performance Standards

Since the Mercer Island Fire Department is not directly responsible for the call processing and dispatching of emergency calls, no local performance standards have been adopted. National best practices will be used to identify the performance of the emergency communication center.

NFPA 1221 Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems (2019 edition) establishes the call processing benchmark

performance objectives as outlined in the following chart.

#### NFPA 1221 Time Requirements

Component	Target	Performance
Calls Answered	Within 15 seconds	90%
	Within 20 seconds	95%
Call Processing	Within 60 seconds	90%
Call Processing for:		
* EMD		
* Language Translation		
* TTY/TDD Device Services	Exempt from the call processing time requirements.	
* Hazardous Materials		
* Technical Rescue		
* Text Message		
* Unable to Determine Location		

NFPA 1710 provides the following for call processing benchmark performance objectives, which are slightly different than NFPA 1221.

#### NFPA 1710 Alarm Handling Time Requirements

Component	Target	Performance
Calls Answered	Within 15 seconds	95%
	Within 40 seconds	99%
Call Processing	Within 64 seconds	90%
	Within 106 seconds	95%
Call Processing for:		
* EMD		
* Language Translation		
* TTY/TDD Device Services	Within 90 seconds (0% of the time and within 120 seconds 99% of the time.	
* Hazardous Materials		
* Technical Rescue		
* Text Message		
* Unable to Determine Location		

CPSE and ISO use the 60 second call processing time benchmark performance objective as outlined in NFPA 1221 for their requirements.

## 2. System Performance

Northeast King County Regional Communications Center (NORCOM) provides the dispatch services for the fire department and is the primary public safety answering point (PSAP). The following table illustrates NORCOM's baseline performance for the past three years as compared to the benchmark performance objective of 60 seconds.

#### Mercer Island Fire Department

All Emergency Calls – 90th Percentile Times		2015 - 2019	2015	2016	2017	2018	2019	Benchmark
Call Processing	Pick-up to Dispatch	0:50	0:46	0:50	0:52	0:52	0:52	1:00

The baseline time over the past three years is 50 seconds, which is 10 seconds under the benchmark performance objective. This illustrates that the dispatch center is performing in an efficient manner in terms of processing emergency calls for service.

### 3 | Turnout Time

#### 1. Performance Standards

The following table illustrates the Mercer Island Fire Department Performance Standards for turnout time.

#### Turnout Time – Mercer Island Performance Objectives

Call Type	Time of Day	Objective
Emergency Medical Calls	Daytime (7 am to 8 pm)	90 seconds or less 90% of the time
	Nighttime (8 pm to 7 am)	120 seconds or less 90% of the time
Fire or Special Operations Calls	Daytime (7 am to 8 pm)	120 seconds or less 90% of the time
	Nighttime (8 pm to 7 am)	150 seconds or less 90% of the time

#### 2. System Performance

The following table illustrates the performance of the fire department relative to the performance objectives discussed above.

## Mercer Island Fire Department

All Emergency Calls – 90th Percentile Times		2015 - 2019	2015	2016	2017	2018	2019	Performance Objective	
Turnout Time	1st Unit	Daytime Medical Calls	1:27	1:35	1:29	1:27	1:25	1:24	1:30
		Nighttime Medical Calls	2:11	2:19	2:10	2:06	2:07	2:07	2:00
		Daytime Fire Calls	2:01	2:07	1:55	1:59	2:03	2:02	2:00
		Nighttime Fire Calls	2:26	2:24	2:28	2:26	2:22	2:28	2:30

Turnout time for the past five years varies from being just under the performance objective to being just over the performance objective. The nighttime medical calls are 11 seconds over the performance objective, representing the largest deviance from the performance objective.

The table that follows illustrates the performance for each of the two stations measured against the same performance objectives.

## Mercer Island Fire Department

All Emergency Calls – 90th Percentile Times		2015 - 2019	2015	2016	2017	2018	2019	Performance Objective	
Turnout Time	Station 191	Daytime Medical Calls	1:25	1:29	1:24	1:29	1:23	1:24	1:30
		Nighttime Medical Calls	2:09	2:13	2:08	2:06	2:07	2:09	2:00
		Daytime Fire Calls	2:03	1:53	1:58	2:07	2:07	2:04	2:00
		Nighttime Fire Calls	2:30	2:22	2:33	2:34	2:26	2:30	2:30
	Station 192	Daytime Medical Calls	1:32	1:44	1:38	1:26	1:33	1:29	1:30
		Nighttime Medical Calls	2:15	2:33	2:14	2:08	2:14	2:06	2:00
		Daytime Fire Calls	2:10	2:14	2:14	2:08	2:07	2:07	2:00
		Nighttime Fire Calls	2:35	2:35	2:38	2:33	2:38	2:29	2:30

As illustrated, each of the stations has similar performance levels related to turnout time performance at the 90<sup>th</sup> percentile, and are either just above or below established standards.

## 4 | Distribution of Resources

Distribution of resources measures the time it takes to get initial resources to an emergency to begin mitigation efforts. It has also been described as the speed at which the first resources arrive at the emergency.

The models measure this in a variety of ways including percentage of square miles, percentage of road miles, and travel time. The Insurance Services Office (ISO) has used

road miles for many years advocating for a standard of one and a half miles of travel for an engine company and two and a half miles of travel for a ladder company. With the advent of GIS technology and improved computer aided dispatch (CAD) systems, the use of actual travel time is a more accurate measure for the distribution of resources.

The Mercer Island Fire Department has adopted an organizational statement that outlines the response to emergency calls for service in the city. Within this statement are performance objectives for the various components of the response time continuum. The following are the performance objectives for distribution (first arriving) travel time.

- 8 minutes for the arrival of the first emergency medical unit to an emergency medical incident.
- 8 minutes for the arrival of the first engine company to a fire suppression incident.

The following table illustrates the performance of the fire department relative to the performance objectives described above.

**Mercer Island Fire Department**

All Emergency Calls – 90th Percentile Times			2015 - 2019	2015	2016	2017	2018	2019	Performance Objectives
Travel Time	1st Unit	Medical Calls	5:47	5:36	5:47	5:45	5:54	5:49	8:00
	Distribution	Fire Calls	6:34	5:57	6:18	6:47	7:04	6:31	8:00

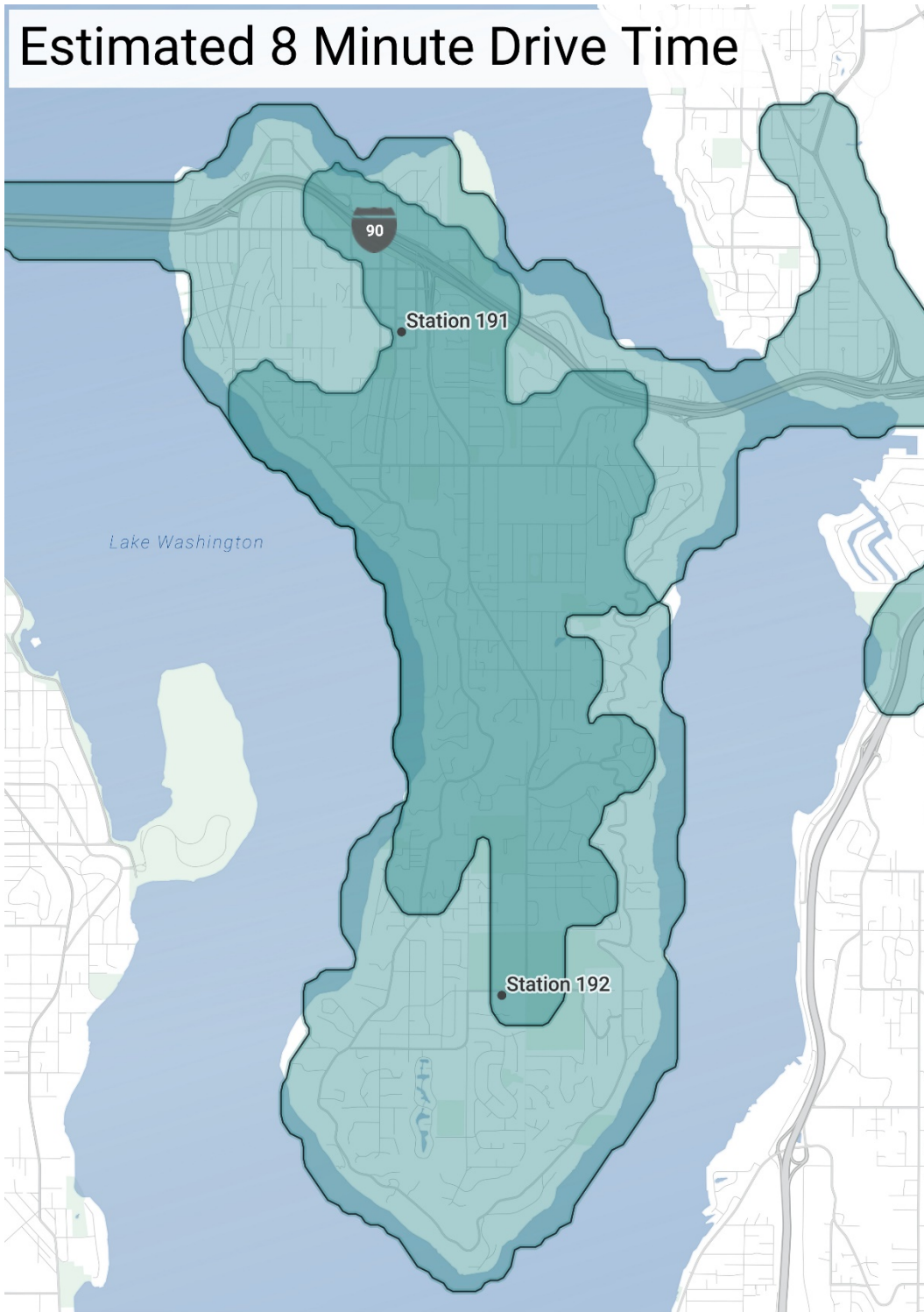
For the past five years, fire department travel times have been shorter than the performance objective for both emergency medical incidents and fire related incidents.

The table that follows illustrates the performance for each of the two stations measured against the same performance objectives.

**Mercer Island Fire Department**

All Emergency Calls – 90th Percentile Times			2015 - 2019	2015	2016	2017	2018	2019	Benchmark
Travel Time	Station 191	Medical Calls	5:17	5:18	5:15	5:09	5:22	5:17	8:00
		Fire Calls	6:11	4:29	5:52	6:41	6:35	6:42	8:00
	Station 192	Medical Calls	6:47	6:45	6:47	6:50	6:40	6:58	8:00
		Fire Calls	7:17	6:47	6:40	7:33	7:48	7:29	8:00

For a visual perspective, the following map illustrates an 8-minute travel time from both stations in the city.



While there are no gaps in achieving an 8-minute travel time, as illustrated in the previous map, there is a significant area in the center section of the island that has an overlap, as illustrated by the darker shade of green, in the travel time between the two stations.

## 5 | Concentration of Resources

Concentration is generally described as the ability of the fire protection system to get the appropriate number of personnel and resources to the scene of an emergency within a prescribed time to effectively mitigate the incident. There are two parts to this component: an effective response force (ERF) and the amount of time to get the ERF resources in place.

### 1. Performance Standards

There are two travel time components included in the concentration segment. The first is the travel time for the second arriving apparatus, and the second is the balance of the first alarm assignment. The table below includes the travel time performance measures for the second arriving unit for the three different models.

**Second Arriving Unit - Benchmark Performance Objectives**

<b>Demand Zone</b>	<b>Demographics</b>	<b>NFPA 1710</b>	<b>ISO</b>	<b>CPSE</b>
Urban	Greater than 1,000 per sq. mile	6 minutes or less 90% of the time	No time or mileage requirement	8 minutes or less 90% of the time
Suburban	500 - 1,000 per sq. mile	6 minutes or less 90% of the time	No time or mileage requirement	8 minutes or less 90% of the time
Rural Area	Less than 500 per sq. mile	6 minutes or less 90% of the time	No time or mileage requirement	14 minutes or less 90% of the time
Remote Area	Travel Distance greater than / equal to 8 miles	6 minutes or less 90% of the time	No time or mileage requirement	No Requirement

NFPA 1710 and CPSE have requirements for the second arriving apparatus, the other organizations are silent. Additionally, NFPA 1710 uses 6 minutes and the CPSE model uses 8 minutes for this performance objective.

The table below includes the travel time standards for the first alarm assignment for the three different models.



**First Alarm Assignment - Benchmark Performance Objectives**

<b>Demand Zone</b>	<b>Demographics</b>	<b>NFPA 1710</b>	<b>ISO</b>	<b>CPSE</b>
Urban	Greater than 1,000 per sq. mile	8 minutes or less 90% of the time	No time or mileage requirement	8 minutes or less 90% of the time
Suburban	500 - 1,000 per sq. mile	8 minutes or less 90% of the time	No time or mileage requirement	10 minutes or less 90% of the time
Rural Area	Less than 500 per sq. mile	8 minutes or less 90% of the time	No time or mileage requirement	14 minutes or less 90% of the time
Remote Area	Travel Distance greater than / equal to 8 miles	8 minutes or less 90% of the time	No time or mileage requirement	No Requirement

The second component of the concentration performance measure concerns the number of personnel arriving with the first alarm assignment. The following table provides the performance measures for the number of personnel for a first alarm assignment for a single-family dwelling according to the three models.

**First Alarm Assignment - Recommended Personnel**

<b>Demand Zone</b>	<b>Demographics</b>	<b>NFPA 1710</b>	<b>ISO</b>	<b>CPSE</b>
Urban	Greater than 1,000 per sq. mile	16 personnel	No specific requirement	16 personnel
Suburban	500 - 1,000 per sq. mile	16 personnel	No specific requirement	16 personnel
Rural	Less than 500 per sq. mile	16 personnel	No specific requirement	16 personnel
Remote	Travel Distance greater than / equal to 8 miles	16 personnel	No specific requirement	16 personnel

ISO does not provide a benchmark based on number of personnel anticipated to arrive, and instead provides a score based on the number of on-duty personnel. The more personnel on duty, the higher the score. NFPA 1710 and CPSE base their personnel requirements on creating an effective response force using critical tasking.

## 2. Effective Response Force

There are several tasks that must occur simultaneously to adequately combat different types of fires. The absence of adequate personnel to perform these tasks requires each task to be prioritized and completed in chronological order. These fire ground tasks include command, scene safety, search and rescue, water supply, fire attack, pump operations, ventilation, back up, and rapid intervention.

An initial full alarm assignment should be able to provide personnel to accomplish the following tasks:

- Establish incident command outside of the hazard area. This will allow coordination and direction of the incoming emergency response personnel and apparatus. A minimum of one person should be dedicated to this task.
- Establish an uninterrupted water supply of at least 400 gallons per minute for 30 minutes. Once established the supply line can be maintained by the pump operator to ensure uninterrupted water supply. A minimum of one person is assigned to this task who can then assume a support role.
- Establish an effective water flow rate of 300 gallons per minute. This will be supplied to a minimum of two hand lines each operating at a minimum flow of 100 gallons per minute. Each hand line must have two individuals assigned with one serving as the attack line and the other as a back-up line.
- Provision of one support person to handle the hydrant hookup, utility control, forcible entry and assist in deploying fire hose lines.
- Establish a search and rescue team. Each team will consist of a minimum of two.
- Establish a ventilation team. Each team will consist of a minimum of two personnel.
- Establish an initial rapid intervention team (RIT). Each RIT team shall consist of a minimum of two properly trained and equipped personnel.

Critical tasking will vary depending on the size and nature of the incident. CPSE provides a suggestive list of tasks that need to be completed at a fire situation based on the risk. A similar list is provided within the NFPA 1710 document. The CPSE analysis, from the 8<sup>th</sup> edition, is summarized in the table below showing the minimum required personnel to mitigate the initial emergency response requirements by occupancy risk:

### Critical Tasks for the Effective and Efficient Control of Structural Fires

Critical Task	Maximum Risk	High Risk	Moderate Risk	Low Risk
Attack Line	4	4	4	2
Search and Rescue	4	2	2	0
Ventilation	4	2	2	0
Backup Line	2	2	2	2
Rapid Intervention	2	2	2	0
Pump Operator	1	1	1	1
Water Supply	1*	1*	1*	1*
Support (Utilities)	1*	1*	1*	1*
Command	1	1	1	1
Safety Officer	1	1	1	1
Salvage/Overhaul	2	0	0**	0
Command Aid	1	1	0	0
Operations Chief	1	1	0	0
Logistics	1	0	0	0
Planning	1	0	0	0
Staging Officer	1	1	0	0
Rehabilitation	1	1	0	0
Division Supervisors	2	1	0	0
High-rise Evacuation	10	0	0	0
Stairwell Support	10	0	0	0
<b>Total Personnel</b>	<b>50-51</b>	<b>21-22</b>	<b>16 – 17</b>	<b>8-9</b>

\*Tasks can be performed by the same individual

\*\*Task can be performed by the attack crew

It is interesting to note that the four-person companies discussed in some areas of NFPA 1710 are not maintained in the description of primary tasks to be accomplished on the fire ground. This indicates a recognition that the requirements of the response in the field are dynamic and do not fit neatly into size and shape of any particular response configuration. These objectives apply to the initial and follow-up response for reported structure fires. The document does not suggest that this response be mounted for all incidents.

A task analysis for emergency medical calls analyzes three different types of calls or patient conditions. These three types of calls usually require the most effort on the part of the response team. Other calls or patient types can generally be handled with two or three personnel. Many times, especially in trauma calls, there are multiple patients. The table below outlines the tasks for handling these critical patients and the number of responders it may require for a successful outcome. It is important to note that some tasks are accomplished by the same personnel.

### Critical Tasks for Effective Patient Care

Critical Task	Cardiac Arrest	Stroke	Multi-System Trauma
Patient Assessment	2 per patient	2 per patient	2 per patient
Airway Management/Intubation	2 per patient	2 per patient	2 per patient
Cardiac Defibrillation	1	N/A	N/A
CPR	1	N/A	N/A
EKG Monitoring	1	1	1
IV/Pharmacology	1	1	1
Splint/Bandage/Immobilization	N/A	N/A	1
Patient Lifting/Packaging	2 – 4	2 – 4	2 – 4
Medical Information Collection	1	1	1
<b>Total per Patient</b>	<b>6 - 8</b>	<b>5 - 7</b>	<b>6 - 8</b>

It is incumbent upon the fire department to have a response plan in place to ensure enough personnel are on scene to accomplish the stated critical tasks in a timely fashion. Structure fires are very labor-intensive incidents with any number of factors, such as weather, making the task that much more difficult.

Adding to the critical tasks and staffing issues is the OSHA requirement of two in – two out in 1910.134(g)(4). This regulation states that if entry into an Immediately Dangerous to Life and Health (IDLH) atmosphere is necessary, two firefighters must enter together and remain in contact with each other. In addition, there must be two firefighters located outside the IDLH atmosphere for potential rescue, if needed. This is a mandatory requirement.

The concept of an effective response force carries through for other responses by the fire department. The tables below outline the critical tasks for an effective response force for different types of events.

### Critical Tasks for Hazardous Materials

Critical Task	High Risk	Low Risk
Command/Safety	2	1
Liaison	1	1
Decontamination	4	4
Research Support	2	1
Team Leader, Entry Team, Backup Team	6	6
<b>Total Personnel</b>	<b>15</b>	<b>13</b>

**Critical Tasks for Initial Wildland Urban Interface Fires**

<b>Critical Task</b>	<b>No Hydrants</b>	<b>With Hydrants</b>
Command/Safety	1	1
Pump Operations	1	1
Attack Line	2	2
Structure Protection	3	2
Water Supply	1	0
Tender Operator	2	0
Exposure Lines	2	0
<b>Total Personnel</b>	<b>12</b>	<b>6</b>

**Critical Tasks for Technical Rescue Incidents**

<b>Critical Task</b>	<b>Swift Water</b>	<b>High/Low Angle</b>	<b>Confined Space</b>	<b>Trench</b>
Command/Safety	1	1	2	2
Rescue Team	3	2	2	2
Backup Team	2	2	2	2
Patient Care	2	2	2	3
Rope Tender	2	0	0	0
Upstream Spotter	2	0	0	0
Downstream Safety	2	0	0	0
Rigger	0	1	1	0
Attendant	0	1	1	0
Ground Support	0	4	4	0
Edge Person	0	1	0	0
Shoring	0	0	0	5
<b>Total Personnel</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

**3. System Performance**

Computer Aided Dispatch (CAD) data was used for the evaluation of resource concentration. To be considered for inclusion in the analysis, the following conditions were required to be met:

- Incidents in the CAD data were denoted as a structure fire and had a minimum of 16 suppression personnel arriving on the scene.
- All the units dispatched had an arrival time recorded. It was assumed if the unit did not arrive on scene that it was cancelled while enroute.

To be considered as meeting the concentration performance measure, the apparatus had to have an arrival time recorded and the minimum number of personnel had to arrive on the scene. For purposes of this evaluation, all fire apparatus was assigned three

personnel except the Ladder Company from Bellevue, which was assigned 5 personnel. Aid units from Mercer Island were assigned three personnel and any command officer responses were assigned one personnel.

NFPA 1710 and CPSE have benchmark travel time performance objectives established for the second arriving unit. NFPA 1710 uses 6 minutes and CPSE uses 8 minutes for the urban setting.

The table below provides the second unit response times.

#### Mercer Island Fire Department

Second Apparatus	Travel Time Objective	2015 - 2019	Percent Met				
			2015	2016	2017	2018	2019
NFPA 1710	6:00	66.7%	100.0%	57.1%	50.0%	100.0%	66.7%
CPSE	8:00	81.0%	100.0%	85.7%	66.7%	100.0%	66.7%

\*Statistically the ERF Concentration response times use a small data set and therefore should be viewed with a certain amount of skepticism.

The second unit travel time standard was met 66.7% of the time in 6 minutes or less, meaning there were at least two fire apparatus at the scene in this time. In the same urban setting, there were two fire apparatus on the scene 81% of the time in 8 minutes or less.

The following table provides the travel time data for the full first alarm assignment to meet the 16 personnel on scene standard.

#### Mercer Island Fire Department

Structure Fires – 90th Percentile Times	2017 - 2019	2015	2016	2017	2018	2019	Benchmark
1st Unit Distribution	5:29	2:57	6:51	4:43	3:31	4:59	4:00
Travel Time ERF Concentration	15:17	8:09	15:07	16:56	10:35	14:57	8:00
Number of Calls	21	3	7	6	2	3	

\*Statistically the ERF Concentration response times use a small data set and therefore should be viewed with a certain amount of skepticism.

In the case of building fires for the past five years, the first arriving unit was at the scene in 5 minutes 29 seconds for 90% of the calls examined. This is 1 minute and 29 seconds over the benchmark travel time of 4 minutes.

The arrival of effective response force was 15 minutes and 17 seconds, which is over the benchmark travel time of 8 minutes. The fact that automatic aid partners are required to meet the ERF of 16 personnel is reflected in the travel time for the first alarm assignment.

**4. Mercer Island Fire Department Community Standards**

Due to the unique features of Mercer Island, the concentration (full alarm response) of resources for a structure fire response is also unique. The fire department has tiered performance objectives. The first tier is 12 minutes for the arrival of the full complement of an initial fire suppression incident to include two (2) engine companies, one command officer, and seven (7) personnel for 90% of the time.

The second tier or full alarm response to a structure fire is four (4) engine companies, two (2) ladder companies, one (1) medic unit, one (1) medical services officer, one (1) aid unit, and two (2) command officers. There is no travel time component, as the additional resources must respond from an area outside the island. Access to the island by these resources is limited to the I-90 corridor from either side of the island.

The following table illustrates the performance of the fire department relative to the performance objectives stated above.

**Mercer Island Fire Department**

	<b>Travel Time Objective</b>	<b>2015 - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Initial Alarm	12:00	10:50 n = 43	11:13 n = 8	8:58 n = 11	10:59 n = 10	10:04 n = 4	12:41 n = 10

\*Statistically the ERF Concentration response times use a small data set and therefore should be viewed with a certain amount of skepticism.

The fire department met the performance standards in all years except 2019.

**6 | System Reliability**

The concept of distribution and concentration of resources can be influenced by other contributing factors, including unit hour utilization and concurrent calls for service.

## 1. Unit Hour Utilization

There are different ways to calculate unit hour utilization. The private sector uses the number of transports, an indication of profit, as their utilization rate. For purposes of this report, unit hour utilization is calculated by taking the total hours the unit is committed to an incident divided by the total available hours. This measurement is focused more on the delivery of service and availability for the call volume. Expressed as a percentage, this measure identifies the amount of time the unit is committed, but more importantly the amount of time the unit is available. The amount of available time can affect attaining 80<sup>th</sup> and 90<sup>th</sup> percentile performance standards. If utilization rates are too high, the units are often unavailable for immediate response. The following table illustrates the unit hour utilization for the past two years.



## Unit Hour Utilization

Unit	2017			2018			2019		
	Duration	Pct. of Time	Avg.	Duration	Pct. of Time	Avg.	Duration	Pct. of Time	Avg.
<b>Aid 191</b>	1318:59:18	15.1%	1:12:48	1413:58:02	16.1%	1:19:22	1444:37:28	16.5%	1:15:07
<b>Aid 192</b>	631:50:34	7.2%	1:10:52	607:30:28	6.9%	1:15:00	597:50:16	6.8%	1:13:12
<b>Engine 191</b>	530:27:48	6.1%	46:08	432:07:00	4.9%	42:34	462:45:54	5.3%	45:40
<b>Engine 192</b>	491:51:02	5.6%	43:51	421:39:20	4.8%	40:09	407:30:58	4.7%	42:09
<b>Station 191</b>	1849:27:06	21.1%	1:04:44	1846:05:02	21.1%	1:07:32	1907:23:22	21.8%	1:06:37
<b>Station 192</b>	1123:41:36	12.8%	59:27	1029:09:48	11.7%	58:12	1005:21:14	11.5%	58:51

As expected, Station 191 is slightly more utilized than Station 192, as most of the calls for service are in the northern section of the island. The utilization rates for Aid 191 are the highest in the department, but still do not exceed generally acceptable industry standards of 25% to 30% utilization.

## 2. Concurrent Calls

It is common for a fire protection system to have multiple requests for service occurring simultaneously. The larger the system, the more frequently this will occur. With the appropriate resources this can be handled efficiently. The table that follows illustrates the concurrent calls for the fire protection system for the past five years.

**Concurrent Calls for Service**

<b>Calls</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Total</b>	<b>%</b>
1	1,706	1,663	1,627	1,656	1,724	8,376	69.3%
2	557	619	643	544	570	2,933	24.3%
3	130	132	154	113	90	619	5.1%
4	27	24	44	16	16	127	1.1%
5	3	4	4	4	1	16	0.1%
6+	0	1	6	0	2	9	0.1%
<b>Total</b>	<b>2,423</b>	<b>2,443</b>	<b>2,478</b>	<b>2,333</b>	<b>2,403</b>	<b>12,080</b>	<b>100%</b>

The emergency services system averages 2,416 calls for service during the year; that translates to an average of 6.6 calls per day. As illustrated above, approximately 94% of calls occur as either a single call at a time or two calls simultaneously.

It should be noted that what is not shown or illustrated are the calls that occur back-to-back. For example, Engine 191 could respond to a call in their district and clear that call, only to receive a second call in another section of their district. This would not show up as a concurrent call, but it could extend the travel time for the second call. As well, a single call for service may require a significant amount of resources that could impact the delivery of services.

## 6 Strategic Recommendations

The delivery of effective and efficient emergency services to the city is a primary focus of this study. This chapter provides recommendations to improve performance and/or reduce costs.

### 1 | Community Standards

The fire department has established standards for responses to calls for service in the community. These standards provide performance objectives that adhere to best practices and are currently meeting community needs.

There is a potential for additional calls and service needs in the future. The East Link of the light rail system is scheduled to begin operations in 2023 with a station in Mercer Island that has a projected daily ridership between 43,000 – 52,000 by 2026. The impact to Mercer Island will likely be more visitors and potentially more calls for service. Typically, fire services in cities with light rail do not experience a significant change in call volume or type, but Mercer Island may see more requests for services due to medical emergencies as riders are waiting to board, are disembarking, or are in transit.

Continuing to monitor all the department's metrics will help the City identify trends and allow the Fire Department to adapt resources and responses, as needed.

The following table illustrates a decision-making matrix from the Center for Public Safety Excellence, which can be used to assess if a jurisdiction needs to further evaluate changes to resources or service delivery, and how to possibly respond to those needs for change.

THRESHOLD	POSSIBLE SOLUTIONS
<ul style="list-style-type: none"> <li>• First due unit availability less than 82% of the time</li> <li>• Appropriate response reliability under 82%</li> <li>• Response time performance gap rate of 1 - 2%</li> </ul>	<ul style="list-style-type: none"> <li>• Change cover status/dynamic deployment</li> <li>• Decrease first-due area</li> <li>• Redeploy adjacent resources</li> <li>• Reconfigure station resources</li> <li>• Eliminate planned out of service time</li> </ul>
<ul style="list-style-type: none"> <li>• First unit availability under 80%</li> <li>• Appropriate response reliability under 80%</li> <li>• Response time performance gap rate of 3 – 5%</li> </ul>	<ul style="list-style-type: none"> <li>• Increase capacity of adjacent units</li> <li>• Increase/decrease mutual aid</li> <li>• Implement peak staffed units</li> <li>• Redeploy resources to problem areas</li> <li>• Relocate existing fire stations</li> </ul>
<ul style="list-style-type: none"> <li>• First unit availability under 78%</li> <li>• Appropriate response reliability under 78%</li> <li>• Response time performance gap rate over 5%</li> </ul>	<ul style="list-style-type: none"> <li>• Add new resources to station</li> <li>• Add new resources to adjacent stations</li> <li>• Add new station(s)</li> </ul>

**Recommendation: Continue to monitor the response metrics against the established community response standards to identify trends that indicate the need for additional resources or changes to the operations of the fire department.**

## 2 | Operations

The primary mission of the fire department is to respond to and mitigate emergency calls for service. These services are delivered from two fire stations along with automatic aid partners in Bellevue, Kirkland, Eastside Fire and Rescue, Redmond, and Seattle. As noted in the previous section, the City has established a community standard for the response to emergency calls for service and the fire department is meeting those established standards.

### 1. Staffing

For career firefighters there is scheduled and unscheduled overtime. Scheduled overtime is derived from the 24-hour schedules that are typically worked. A firefighter that works a typical “24 hours on-duty and 48 hours off-duty” schedule will work an average of 56 hours a week, which equates to 2,912 hours worked over a year.

Fair Labor Standards Act (FLSA) regulations allow a firefighter to work 53 hours each week before overtime is earned, which results in 159 hours of scheduled overtime each year. Other schedules such as a “24 on-duty and 96 off-duty” will reduce the scheduled overtime, but will require additional personnel to staff the shifts.

Fire departments have a set minimum staffing for each shift to provide a certain level of service. When the shift falls below that minimum, other personnel must be utilized to fill the vacancy, which creates an unscheduled overtime situation.

The City of Mercer Island has negotiated and established a 24-day work cycle and a 48-hour work week. With the “48 hours on-duty and 96 hours off-duty” schedule, providing a day off in that work cycle (Kelly Day) keeps the total work hours below the FLSA overtime threshold. There are approximately fifteen 24-hour day work cycles during the year; however, there may be one or two more depending on how the 24-day cycle falls within the calendar from one year to the next. This means each employee receives at least 15 Kelly Days per year.

The staffing model used by the Fire Department assigns nine (9) personnel to each of the three shifts. This allows for two personnel to be off-duty and still maintain the seven (7) personnel minimum staffing. Off-duty time includes paid time off for vacation, sick leave, bereavement leave, and Kelly Days. The typical shift schedule allows for one person off for vacation and another off for the Kelly Day. On Mondays, there is a second person off on a Kelly Day and, depending on the week, a second person off on a Kelly Day on either Wednesday, Thursday or Friday of that week. To not go below minimum staffing levels on these days, a fourth shift is staffed with one person filling in for the Kelly Days who works M/W, M/Th and M/F on a rotating basis. Overtime is then used for any other vacancies that occur as a result of training or leaves for jury duty, military service or bereavement to maintain the minimum staffing of seven (7) personnel.

## 2. Overtime

In nearly every industry, the primary causes of overtime have common characteristics irrespective of the kind of industry in which overtime occurs. As overtime is discussed here, it is helpful to keep these key causes in mind as they have short- and long-term effects. These key causes are noted in the sub-sections below.

### (1) To Provide Baseline Staff to Meet Work Demands.

In every industry a certain minimum staffing level is formally or informally identified to meet work demands. These work demands can vary widely, from developing a product within recurring deadlines, to meeting specific customer service goals, to ensuring safe

practices. If the industry/agency does not have sufficient initial staff resources to meet these baseline (minimum) staffing requirements, overtime will be required unless the agency chooses to allow work demand outputs and outcomes to decline/suffer. In general, overtime dedicated consistently to this category will result in long-term negative consequences, such as a decrease in productivity, reduced quality of work, increased safety risks increased stress and increased turnover rates.

(2) To Address Variations and Fluctuations in Baseline Staff.

An agency that has hired employees to a baseline minimum standard (or above) will require overtime for planned and unplanned absenteeism that can be the result of numerous factors such as scheduled and unscheduled leave (e.g., vacation and sick time), turnover, military leave, injury, etc. Unless overtime is used to meet the minimum staffing levels as a consequence of these variations, work demand outputs and outcomes will also decline/suffer.

(3) To Address Actual or Potential Fluctuating Workload.

In many industries, workload can fluctuate in both a planned and unplanned fashion. Unexpected events (for example, natural disasters) can lead to significant overtime in numerous agencies. Conversely, infrequently occurring events such as once-per-year special events or seasonal spikes in work are opportunities to use overtime effectively. Stand-by pay is provided in a variety of industries to provide coverage for potential fluctuating workloads. Overtime use for meeting the demands of fluctuating workload that is not “long-term” is considered a best practice.

Fluctuating workload overtime is also used to provide coverage for tasks that are persistent but of generally “short duration.” These fluctuating workloads usually include weekly, bi-weekly or monthly activities that must be performed, but these tasks have special characteristics that do not allow them to be accomplished during regular work time. Examples include financial reconciliations, inventory counts, etc.

(4) To Complete Work That Has a Deadline.

One could argue that the other key causes noted above are the root cause, but deadline-driven work is of sufficient magnitude to be noted separately. Here, overtime is used to complete projects or tasks that have a definitive and unalterable deadline. These include a huge variety of possibilities from building an asset to developing a product.

With little exception, overtime can be broadly categorized into one of these key five causes that each address various work demand issues. Moreover, “excessive” overtime use in these categories can reflect broader symptoms of organizational difficulties that

should be addressed. Overtime is an industry management tool and can be a benefit to workers if effectively used. However, overtime has the potential to be overused or inappropriately used at all organizational levels, resulting in unintended consequences and additional costs and / or risks.

### **3. The Key Positive and Negative Characteristics of Overtime**

The use of overtime has significant potential benefits as well as disadvantages, and balancing these requires close management, best practice protocols and thoughtful consideration of a variety of other factors related to staff and operations. There are key positive and negative characteristics of overtime, as discussed in the following subsections. These are the flexibility overtime brings to staffing, employees' desire to use overtime to increase income, and potential negative impacts on health and productivity.

#### **(1) The Primary Benefit to an Organization for Overtime Use is the Ability to Flexibly Use Staff Resources Without the Cost of Hiring Additional Personnel.**

As is well known, the primary benefit an organization derives from using overtime is the cost avoidance of hiring additional personnel. Indeed, proper management of overtime can avoid many undesirable outcomes such as missed deadlines, poorer customer service, cost overruns, staff lay-offs, and a variety of other consequences detrimental to both the organization and employee. Furthermore, overtime to a certain degree is perceived by most to be a desirable benefit, thereby allowing an organization to attract and retain personnel if a moderate amount of overtime is a regular part of the operational culture.

While overtime is fiscally advantageous to an organization based on the avoidance of paying for additional fixed costs such as insurance, sick leave earning, vacation earning, etc., it is only beneficial to a point. There is a "break-even" point where the variable costs (time and-one-half payment, retirement costs, employment taxes, etc.) do not compensate for fixed cost savings. While every agency's break-even point would be

different dependent upon their unique compensation structures, a general rule of thumb is:

***As a guideline, 54 work hours per employee per week represents the fiscal benchmark break-even point for paying (14-hours weekly) overtime.<sup>1</sup>***

The above benchmark is a guideline only and based on a 40-hour employee, not the 48-hour average work week the personnel in Mercer Island Fire Operations work. Using the same percentage basis, the break-even point on the 48-hour schedule would be 17 hours of overtime weekly and a total work week of 65 hours. It is important to note that almost all fire personnel were below that mark in 2019 (a high overtime year); only two individuals barely exceeded an average of a work week greater than 65 hours.

Every unique position in any different agency will have its own “fiscal benchmark outcome” based on the salary, benefit, retirement, and taxing structure that influences overtime costs. The noted benchmark provides guidance that once overtime approaches this benchmark “ceiling,” from a fiscal standpoint exclusively, a new position should be hired in the vast majority of instances. As discussed subsequently, the fiscal reasons to hire personnel instead of using overtime should be considered of secondary importance.

- (2) Many Organizational Employees Look Positively on the Opportunity to Earn a Moderate Amount of Overtime.

Research data suggest that many employees appreciate the opportunity to earn a moderate amount of overtime over the course of a year. According to *Shiftwork Solutions LLC*, “Employers that offer modest amounts of overtime will not only satisfy a majority of their employees, but also will improve their competitive position in the local market.” A majority of employees who responded to Shiftwork’s surveys stated they would like some level of weekly overtime (averaging 7.3 hours per week), but with more than 4-in-10 desiring less than 6 hours per week<sup>2</sup>:

When the desired level of weekly overtime by employee is compared against the fiscal benchmark break-even point for overtime, a clear difference emerges. On average employees would desire approximately one-half the fiscal benchmark with only one-in-six employees having a willingness to work that much overtime on a weekly basis. This

<sup>1</sup> *Municipal Solid Waste Professionals* article:

[http://www.mswmanagement.com/MSW/Articles/Overtime\\_The\\_Effect\\_on\\_Cost\\_4174.aspx](http://www.mswmanagement.com/MSW/Articles/Overtime_The_Effect_on_Cost_4174.aspx)

<sup>2</sup> Why Overtime? *Shift Schedule Design*: [www.shift-schedule-design.com](http://www.shift-schedule-design.com)



differential helps frame the potential negative characteristics of overtime, as discussed further below.

(3) Research Suggests There Are Negative Mental, Physical and Productivity Impacts Associated with Working Longer-term Overtime.

A wealth of research data suggests there are various negative consequences for working extended hours over the longer-term. These include:

- According to a 2005 article by *Occupational and Environmental Medicine*, working in jobs with overtime schedules was associated with a 61% higher injury hazard rate compared to jobs without overtime. Working at least 12 hours per day was associated with a 37% increased hazard rate and working at least 60 hours per week was associated with a 23% increased hazard rate.<sup>3</sup>
- A large amount of research has been accomplished in the nursing field, which was one of the earliest adopters of extended shifts that also required subsequent overtime. According to studies, “Working overtime, whether at the end of a regularly scheduled shift (even an 8-hour shift) or working more than 40 hours in a week, was associated with a statistically significant increase in the risk of making an error.<sup>4</sup>”
- The following abstract, regarding extended work shifts is from the *Texas Law Enforcement Management and Administrative Statistics Program*.

*Work fatigue has become so great a concern that the federal government now controls the amount of work hours for locomotive engineers, truckers, commercial pilots, and nuclear power plant operators, for example. Police officers, however, are not on this list (Vila, 2000). With lawsuits increasingly prevalent, it is important that police administrators provide pertinent information to their officers about coping with fatigue. With evidence that sleep deprivation has the same capability to impair an individual as alcohol, it is vital that departments acknowledge and implement policies that do not overload its officers.*

In sum, the evidence for long hours worked in short daily periods or over an extended period is overwhelming with respect to the negative possible outcomes with such work

<sup>3</sup> <http://oem.bmj.com/content/62/9/588.full>

<sup>4</sup> US Department of Health and Human Services, “Patient Safety and Quality: An Evidence-Based Handbook for Nurses” Chapter 40, page 3-4.

behaviors. In effect, management of overtime is a serious risk management endeavor, and as such, should be approached with the greatest due diligence.

While these studies do not specifically describe issues associated with excessive overtime by fire personnel, the evidence is clear with respect to the long-term effects of working extensive weekly hours as a consequence of overtime or other requirements mandating long hours over a period of time. Therefore, Mercer Island Fire Department should employ some risk management to the use of overtime to ensure there is a balance of the required need for overtime with adequate periods of rest for personnel.

#### **Recommendation:**

**The Mercer Island Fire Department should review the current overtime policy for appropriate risk management practices to ensure personnel are able to effectively serve the community.**

#### **4. Staffing Options**

The following table illustrates the overtime budget and actual expenditures for the past five years.

**Fire Operations Overtime 2015 - 2019**

<b>Year</b>	<b>Budgeted OT</b>	<b>Actual OT</b>	<b>Reimbursement</b>	<b>Difference</b>
2015	\$450,120	\$456,932	\$62,700	(\$55,888)
2016	\$461,335	\$317,747	\$13,578	(\$157,166)
2017	\$461,335	\$535,715	\$18,150	\$56,230
2018	\$461,335	\$492,041	\$23,128	\$7,578
2019	\$505,555	\$663,979	\$13,943	\$144,481
<b>Total</b>	<b>\$2,339,680</b>	<b>\$2,466,413</b>	<b>\$131,499</b>	<b>(\$4,766)</b>

With the exception of 2015 and 2016, overtime has been over budget each year over the past five years and has averaged an expenditure of \$493,000 per year.

The use of sick leave and vacation has been increasing in the past five years, as noted in the table below. These figures include both sick and vacation leave that were used for Family Medical Leave Act (FMLA) purposes.

**Fire Operations Sick and Vacation Leave Usage**

	2015	2016	2017	2018	2019
Sick Leave	2,051.75	3,745.25	4,665.25	5,343.00	4,731.65
Average Sick Leave (27 personnel)	75.99	138.71	172.79	197.89	175.25
Vacation Leave	5,931.50	5,807.25	7,484.00	7,437.53	8,617.20
Average Vacation Leave (27 personnel)	219.69	215.08	277.19	275.46	319.16

In 2015, the average sick leave usage was 75.9 hours per employee. In 2018, the average sick leave usage was 197.9 hours per employee; this represents an increase of 160%. As the workforce ages in terms of seniority, the vacation hours will also increase. Higher vacation hour accrual as employees gain seniority is a common practice in most industries as it is one tool for retaining long-term and experienced employees. In 2015, the average vacation leave was 219.6 hours per employee and in 2019 the average vacation leave was 319.2 hours per employee. This is an increase of approximately 45% over the past five years. Like many other employers, the Mercer Island Fire Department is not only seeing increased vacation hour accrual and higher potential use of vacation among more senior employees, but a new trend of younger employees using all of their vacation allocation in a year rather than letting it accumulate.

The following table illustrates the vacation and sick leave benefits for a Firefighter with 15 years' experience. The table illustrates the benefit levels for the Mercer Island Fire Department and three potential contract agencies. Please note that these are not the typical comparative agencies used by the City for wage and benefit comparison in collective bargaining.

	<b>Mercer Island</b>	<b>Bellevue</b>	<b>Eastside</b>
Annual Scheduled Hours	2,496	2,505.4	2,552
Annual Sick Leave	240	192	144
Annual Vacation	222	240	372
Annual Holiday Hours	120	48	0
<b>Total Leave</b>	<b>582</b>	<b>480</b>	<b>516</b>

As illustrated above, Mercer Island firefighters are eligible for a total of 582 hours of leave annually which is higher than both Bellevue and Eastside Fire and Rescue. Each of the three (3) departments cap sick leave accrual at 1,440 hours. Bellevue offers a cash-out option each year for unused sick leave.

The following table illustrates the use of vacation and sick leave related to the Family Medical Leave Act (FMLA) over the past three-years.

<b>Year</b>	<b>FMLA – Sick Leave</b>	<b>FMLA – Vacation Leave</b>	<b>Total</b>
2017	1,320	696	<b>2,016</b>
2018	312	0	<b>312</b>
2019	1,104	648	<b>1,752</b>
<b>Total</b>	<b>2,736</b>	<b>1,344</b>	<b>4,074</b>

As illustrated above, FMLA varies considerably each year and is difficult to predict. While some catalysts for this leave can be predicted when situations are known, such as the pending birth of a child, others are not, such as a sudden illness that requires the staff member to care for a family member. (When the employee utilizes FMLA to care for another family member, the leave is marked as “FMLA Vacation Leave.”) In the past three years, the number of employees who have been off work on FMLA leave has ranged from 1 to 5. The following table illustrates the “unfunded leave” (i.e., leave that is not accrued and anticipated to be expended by each employee) taken by fire department employees in 2019.

<b>Unfunded Leave - 2019</b>				
<b>Leave Type</b>	<b>Shifts</b>	<b>Avg. OT Rate</b>	<b>Estimated Cost</b>	<b>Total Hours</b>
FMLA	73	64.91	113,722	1,752
Duty Related Disability	80	64.91	124,627	1,920
ML (military leave)	35	64.91	54,524	840
Jury Duty	17.5	64.91	27,262	420
<b>Total</b>			<b>320,135</b>	<b>4,932</b>

The increased overtime cost is primarily attributable to the increased use of FMLA-related sick and vacation leave. Shift staffing allows for two personnel to be off duty without using overtime to cover the anticipated weekly absences for planned vacation and Kelly Days. The extra person on the weekly schedule can provide limited relief for two days a week and is not enough to handle the extra paid time off for all fire department personnel. The total hours of unfunded leave in 2019 were nearly two full-time equivalent (FTE) positions.

The table that follows illustrates the typical hours scheduled for a fire department to provide twenty-four coverage seven days a week.

Working Days in the Year	365
Hours of Work	24
Total Annual Hours of Work	8,760
Annual Hours of Work	8,760
Number of Shifts	3
Annual Hours of Work per Shift	2,920
Average Workweek (hours)	56

In the previous table, the average work week for fire personnel is 56 hours. In many cities, including Mercer Island, the work week is reduced by using a Kelly Day.

The following table illustrates the effects of the Kelly Day and the staffing of the fire department.

#### Shift Staffing

Annual Hours of Work (Scheduled)	2,920
Kelly Days	408
Annual Hours of Work (with Kelly Days)	2,512
MIFD Average Workweek (hours)	48.3
Average Annual Sick Leave	152
Average Vacation Leave	257
Average Hours Available to Work	2,103
Annual Hours of Work	8,760
Hours Actually Worked	2,103
Staff to Cover One Position Department Wide	4.2
Staff to Cover One Position per Shift	1.4
Number of Shifts to Staff	3
Minimum Staffing per Shift	7
Total Required Positions	21
Total Needed to Staff Operations	29
Total Needed to Staff One Shift	9.7

Starting with the same 2,920 annual hours per shift from the previous table, the annual hours of work is reduced by 408 hours, the equivalent of 17 shifts at 24 hours each. Using the five-year average sick and vacation leave data from the fire department, the average available hours to work is established.

Based on this analysis, a recommendation would be to add personnel to the shifts to alleviate the use of overtime. Moving the floating employee (D-Shift) to a regular 24-hour shift and adding two additional personnel would result in staffing levels of 10 personnel for each shift. The cost estimate for the additional personnel is summarized in the table below.

#### Cost to Increase Staffing

Firefighter	Salary	Benefits	Academy/ Gear	Total Cost	Number of Personnel	Total First Year Cost
Personnel Cost	\$78,074	\$21,555	\$0	\$99,629	2	\$199,258
One-Time Equipment/Training	\$0	\$0	\$12,000	\$32,000	2	\$28,600
<b>Total Cost</b>						<b>\$227,858</b>

The cost of benefits is expressed as a percentage of salaries. In 2019, the benefits were 27.6% of the salaries in the operations section. Moving the D-shift employee from the Monday through Friday shift and adding two personnel to increase the shift staffing will result in a first-year estimated cost of \$227,858 of which \$28,600 is a one-time cost. It is important to note that this staffing change will likely require negotiation with the fire union. The table that follows compares the FY2019 salary cost in the fire operations section of the budget and the addition of two new firefighters. To calculate the operational overtime, the project team used the five-year average overtime expenditure of \$491,000 because 2019's overtime expenditure was well-above the average experienced in the last five years.

#### Salary and Overtime Comparison

FY 2019 Operational Salaries	\$3,555,696
Five-Year Avg. Operational Overtime	\$491,000
<b>Total Salaries and Overtime</b>	<b>\$4,046,696</b>
FY 2019 Operational Salaries	\$3,555,696
Two Additional Personnel	\$156,148
FY 2019 Operational Salaries – <b>Adjusted (Subtotal)</b>	<b>\$3,711,844</b>
Operational Overtime at 8.5% of Salaries	\$302,234
<b>Total Adjusted Salaries and Overtime</b>	<b>\$4,014,078</b>
<b>Potential Savings</b>	<b>\$32,618</b>

Not all overtime would be eliminated as there are situations that occur where additional staff resources may still be needed. To account for those instances, an 8.5% overtime estimate was included in the analysis.

The estimated cost savings of adding two additional personnel and reducing overtime to 8.5% is \$32,618 in Year 1.

The additional employees would receive salary increases each year based on the current collective bargaining agreement. The following table illustrates the five-year impact of these increases on overtime savings using the same criteria as above. It is important to note that the salary increases are only shown for the two newly added employees and do not reflect any other changes in salaries for other department personnel.

	2019	2020	2021	2022	2023
Salaries	\$3,711,844	3,720,660	3,729,321	3,745,314	3,745,314
Overtime	\$302,234	316,256	316,992	318,352	318,352
Total	\$4,014,078	4,036,916	4,046,313	4,063,666	4,063,666
<b>Savings / (Cost)</b>	<b>\$32,618</b>	<b>9,780</b>	<b>383</b>	<b>(16,970)</b>	<b>(16,970)</b>

As illustrated above, there is a declining return on investment with a cost increase occurring in year 4 after the addition of the two new firefighter positions.

Using the same minimum staffing, work week hours, and paid time off, the following table illustrates the cost associated with adding an additional firefighter to each shift. This is in addition to moving the floating employee (D-shift) to a regular 24-hour shift and the two additional personnel previously described.

#### Cost to Increase Staffing with 5 new Personnel

Firefighter	Salary	Benefits	Turnout Gear	Total Cost	Number of Personnel	Total First Year Cost
Personnel Cost	\$78,074	\$21,555	\$0	\$99,629	5	\$498,145
One-Time Equipment/Training	\$0	\$0	\$12,000	\$32,000	5	\$160,000
<b>Total Cost</b>						<b>\$658,145</b>

Moving the D-shift employee and adding five personnel to increase the shift staffing will result in a first-year estimated cost of \$658,145, of which \$160,000 is a one-time cost. The table that follows compares the FY2019 salary cost in the fire operations section of the budget and the addition of five new firefighters.

### Salary and Overtime Comparison

FY 2019 Operational Salaries	\$3,555,696
Five Year Avg. Operational Overtime	\$491,000
<b>Total Salary and Overtime</b>	<b>\$4,046,675</b>
FY 2019 Operational Salaries	\$3,555,696
Five Additional Personnel	\$390,370
FY 2019 Operational Salaries – Plus 5 New	\$3,946,066
Operational Overtime at 6% of Salaries	\$236,764
<b>Total Adjusted Salaries and Overtime</b>	<b>\$4,182,830</b>
<b>Cost Increase</b>	<b>\$136,155</b>

Once again, not all overtime would be eliminated as there are situations that occur where additional staff resources may still be needed. However, with the additional staffing and the minimum staffing remaining the same, 6% of the adjusted operational salaries was used to account for those instances requiring overtime. The 6% overtime level allocation and the addition of 5 personnel may or may not reduce overtime this drastically. This illustration is likely a best-case scenario.

The estimated cost increase of adding five additional personnel and reducing overtime to 6% is \$136,155 (first year).

## 5. Overtime Process

The Mercer Island Fire Department has a written process for filling overtime slots. The department uses an automated computer software program to ensure minimum staffing levels are maintained. This program, “Telestaff”, automatically calls employees based on preconstructed lists and rules to fill overtime slots caused by vacancies.

There are two lists for callback: the long list is for overtime 12 hours or greater and the short list is for overtime under 12 hours. The lists are maintained separately and callback occurs based on the number of hours an employee has worked at the time of the call. For the long list, the employee with the least amount of overtime hours is called first and given the opportunity to accept the overtime. For the short list, the position the employee is on the list is based on the date they last worked a short overtime shift, with the person who worked a short shift most recently being on the bottom of the list. Telestaff continues to contact employees in order on the list until the overtime is accepted and then the list positioning is adjusted.

The following rules are in place for filling overtime opportunities:



- Two Battalion Chiefs (BCs) cannot be on operations duty at the same time (BCs cannot fill overtime (OT) for a fire fighter or Lieutenant (Lt) if another BC is already on-duty).
- At least one officer, Lt. or BC, must be on-duty each day.
- Once a short OT has been accepted, it cannot be turned back in for an exchange in favor of a longer OT, such as a 24-hour.
- Short OTs will be posted as soon as they become available for maximum notification to employees.
- Employees who accept a short OT of 6 hours or less via Telestaff will have 3 hours deducted from their long OT list accrual.
- Sign-up sheets will be used to allow employees to volunteer for short OTs for special events, and these do not impact their short OT accrual.
- Long OT vacancies will be called for before short OT vacancies.
- OT accrual bucket lists will 0 out each Sept 1.
- Once the long or short OT list has been gone through twice, the Watch Commander will manually call all eligible members. The member who accepts the OT on the third time through the list will not have those hours counted against their overall accrual.
- All employees can manually assign themselves as “do not contact for OT” or “automatic acceptance of OT” for any day of the year they are not currently scheduled to work.

The fact that personnel have the ability to decline overtime will result in personnel having varied overtime hours worked. Employees desiring overtime will work more overtime hours, Also, due to the fact that a supervisor is required on each shift and there are fewer employees eligible to fill these positions, higher cost employees will often have the most overtime hours worked. The following table illustrates the distribution of overtime by position for employees who worked the entire calendar year.

	Minimum OT Hours Worked	Maximum OT Hours Worked	Average OT Hours Worked	Total OT Hours Worked
Battalion Chief	392.75	1,296.00	844.08	2,532.25*
Lieutenant	328.25	940.75	593.75	3,562.50
Firefighter	221.75	745.25	414.78	7,051.25

\* A significant portion of the Battalion Chief overtime was related to backfilling the Assistant Fire Marshal position.

**Recommendations:**

**Move the D-Shift firefighter to a permanent 24-hour shift.**

**Hire two additional personnel at a first-year cost of \$227,858 to increase the shift staffing from 9 per shift to 10 per shift to reduce the 5-year average overtime budget by approximately \$188,766 annually.**

**Continue to the practice of scheduling Kelly Day vacation leave on each shift.**

## **6 Dedicated Aid Car**

A previous study of the Mercer Island Fire Department indicated that the deployment of a dedicated aid car on Mercer Island would improve the efficiency of the fire department and reduce costs. The basis for this recommendation was to staff the aid car with two dedicated non-firefighter emergency medical personnel to allow a reduction in cost by eliminating six firefighter positions.

The project team does not recommend this approach as the current staffing and deployment plan for the MIFD is to staff each engine company with three personnel daily and cross-staff the aid car with those personnel when a basic life support emergency medical is received. This is the most efficient approach for staffing aid cars as the firefighters are serving a dual role and are immediately available to respond to BLS and ALS calls in the city to begin patient care.

The recognized industry standard for staffing a fire engine is a 3-person minimum. Any staffing level below this will not allow arrival of enough personnel on a structure fire to adhere the 2 in 2 out mandate that requires for every two personnel operating inside a structure fire there are two personnel outside in a position to affect an immediate rescue effort. Reducing engine staffing to two personnel would mean a total of 5 MIFD would make up the initial response. Two personnel would be available for firefighting operations assigned to the hose line, 1 person would act as a company officer, 1 person would operate and pump the truck and the Battalion Chief would serve as the incident commander. Therefore, there would be no personnel to staff the required rapid entry team line until a mutual aid unit from off of the island arrived to staff this function.

Therefore, adding a dedicated aid car by decreasing/relocating fire personnel would reduce the efficiency and effectiveness of fire scene operations and is not recommended.

Using additional personnel to staff the aid car would increase overall costs for providing aid services in the city due to the cost of salaries and benefits of the newly hired employees.

According to the Economic Research Institute, the average salary for an Emergency Medical Technician in the Seattle area is \$45,586 per year. Assuming the civilian employees are scheduled to work 2,080 hours per year results in a salary cost of approximately \$403,000 to staff the aid car. Benefits for the employees would be approximately an additional \$111,217 based on current benefit rates. This equates to an increase of approximately \$514,217 to staff the aid car. There are also the ongoing costs of apparatus, equipment and supplies. This unit would also incur overtime as it requires a constant staffing level of 2 personnel, so overtime or additional part-time personnel would be needed to cover during leave usage. In fact, King County EMS reports that it costs them approximately \$2.4 million annually to operate each ALS unit in the county.

### 3 | Fire Prevention and Community Risk Reduction

Fire prevention and community risk reduction is the first defense against unwanted fires. The goal of any fire prevention program is to prevent the fire from occurring, prevent the loss of life, reduce the severity of a fire if one does occur, and if a fire does occur, to enable the fire suppression forces to perform their tasks more effectively. These goals are accomplished through building inspections, public education activities and the planning before a building is built.

#### 1. Workloads

For Mercer Island, the fire prevention activity of plan reviews, fire safety inspections, fire investigations and public education is managed by a Fire Marshal. In addition to the Fire Marshal, a part-time Assistant Fire Marshal is assigned to the fire prevention function. The workload for the past five years for the fire prevention function is illustrated in the following table.

**Fire Prevention Activity**

	2015	2016	2017	2018	2019
Permit Reviews	605	866	649	499	494
Project Reviews	79	31	50	96	113
Construction Inspections	323	604	608	662	448
Plan Reviews	684	897	699	595	607
Public Education	28	27	31	34	27
<b>Total</b>	<b>1,719</b>	<b>2,425</b>	<b>2,037</b>	<b>1,886</b>	<b>1,689</b>

There is a total of two (2) personnel assigned to the office including a Fire Marshal (full-time) and Assistant Fire Marshal (part-time). One of the shift Battalion Chiefs oversees Community Risk Reduction efforts for the department. Shift personnel are also responsible for conducting company inspections and pre-fire planning of commercial occupancies. Fire investigations are conducted by the Fire Marshal, Assistant Fire Marshal, and a Firefighter who is certified as an investigator.

Company inspections are assigned to each shift and company. Records related to company inspections were provided for 2018. The following table illustrates the breakdown of commercial occupancy and multi-family inspections in 2018.

#### Ongoing Inspections by Group

	A Shift	B Shift	C shift	Prevention	Training
<b>2018</b>	131	139	153	37	33

As shown above, the shift company inspections are evenly distributed between the shifts. Fire Prevention personnel conducted 37 ongoing inspections, while training personnel conducted 33.

The current system appears to be working well for the Fire Department. Plan reviews are primarily renovations and remodels with an average of 575 reviews during the year. A company inspection program is in place that allows for Engine Companies to perform the inspection and then become familiar with the various structures in the area. Public education is provided to the community using overtime crews to deliver the programming. Education events include CPR, first aid classes, and fire extinguisher classes.

## 2. Overtime

The overtime budget for Community Risk Reduction services was integrated into the Fire Marshal budget in 2019. The tables that follow illustrate the budget and actual expenditures for these two sections.

#### Community Risk Reduction Overtime 2015 - 2019

Year	Budgeted OT	Actual OT	Reimbursement	Difference
2015	\$15,000	\$31,055	\$111	\$15,944
2016	\$94,000	\$72,172	\$300	(\$22,128)
2017	\$95,000	\$66,593	\$5,450	(\$33,857)
2018	\$90,000	\$80,641	\$3,175	(\$12,534)
2019	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$294,000</b>	<b>\$250,462</b>	<b>\$9,036</b>	<b>(\$52,574)</b>

**Fire Marshal Overtime 2015 - 2019**

<b>Year</b>	<b>Budgeted OT</b>	<b>Actual OT</b>	<b>Reimbursement</b>	<b>Difference</b>
2015	\$0	\$0	\$0	\$0
2016	\$0	\$0	\$0	\$0
2017	\$0	\$0	\$0	\$0
2018	\$0	\$0	\$0	\$0
2019	\$80,000	\$51,743	\$0	(\$28,257)
<b>Total</b>	<b>\$80,000</b>	<b>\$51,743</b>	<b>\$0</b>	<b>(\$28,257)</b>

The various public education events are staffed utilizing overtime, so the on-duty crews are available to respond to calls for service and the public education event continues uninterrupted. The Community Risk Reduction efforts are accomplished using a shift Battalion Chief and a part-time Assistant Fire Marshal, on overtime.

Revenue generated from the permit and inspection fees is used to provide the funding for the overtime in this division. In fact, in FY 2018, \$140,752 was generated and only \$51,743 was used in overtime compensation. Additional use of overtime may occur if new renovations and developments in the Town Center area occur simultaneously.

In terms of workload, it appears that any redevelopment and new construction in the Town Center would be short-lived based on the available space. Overall, the workload appears to be manageable with the current staffing and an average overtime usage of approximately \$51,000 per year.

Over the course of the past year, the Fire Marshal's Office has taken several steps to streamline their processes. This has allowed a reduction in the number of hours the Assistant Fire Marshal is needed to work, resulting in a \$30,000 annual reduction in overtime.

There is also an opportunity for the Fire Marshal's Office to review and strengthen the false alarm ordinance. Strengthening this ordinance would have two impacts on the department. First, it could reduce calls by ensuring alarm systems used by residents and businesses are maintained and operating properly. Secondly, it would provide revenue when the department responds to numerous false calls to a single location where the property owner is not properly maintaining the alarm system.

**Recommendation:**

**Have the Fire Marshal review and recommend updates to strengthen the false alarm ordinance.**

## 4 | Training

The training function is considered a major function in a fire department, as it is critical for personnel to maintain skills and improve proficiency in handling low frequency – high consequence events. In larger organizations, this function is managed by a full-time training officer or division. In small to medium sized organizations, this function is typically assigned to an officer to manage as an ancillary duty.

Training is overseen by a Shift Battalion Chief, who oversees and coordinates the training and education for all personnel in the fire department. Two shift personnel are assigned through a selection process as Training Officers (TO) for a 4-year period. The TO selection process is held every two years to fill one of the positions so that each vacancy is offset and an experienced TO is always assigned. These personnel conduct training for the department while off-duty and are paid overtime for these services.

Multi Company evolutions are conducted with the East Metro Training Group. This cost-effective approach is focused on improving the integration and scene operations between the departments on an initial response. Currently, Mercer Island, Bellevue, and Redmond participate as part of this group.

The following table illustrates the training hours for 2015 – 2019:

**Training Hours by Category 2015 – 2019**

Categories	2015	2016	2017	2018	2019	2015-2019 Total
Administrative	230	228	207	78	73	815
Disaster Preparedness	218	26	12	44	50	349
Emergency Vehicle Operator	220	307	202	168	197	1,094
EMS	745	744	564	601	806	3,459
Fire Prevention	527	549	174	431	151	1,832
Hazardous Materials	167	122	227	233	117	865
Health & Safety	238	194	367	298	100	1,196
Officer Development	194	310	283	250	178	1,215
Structural Suppression	1,367	1,211	875	723	572	4,749
Technical Rescue	858	868	644	904	809	4,083
Vehicle Extrication	97	96	110	40	122	464
Wildland	0	0	0	0	89	89
<b>Total Hours</b>	<b>4,859</b>	<b>4,654</b>	<b>3,662</b>	<b>3,770</b>	<b>3,263</b>	<b>20,209</b>

As illustrated above, structural suppression, technical rescue, and emergency medical services were the areas with the most training hours over the previous five (5) years.

In Mercer Island, the training function is handled through the use of two Training Officers that are also shift personnel. These two individuals are each allotted 250 overtime hours per year to manage and instruct the various classes. These positions also conduct quality assurance reviews for the emergency medical services. The table that follows displays the Training Officers' overtime budget compared to actual expenditures.

#### Training Officer Overtime 2015 - 2019

Year	Budgeted OT	Actual OT	Reimbursement	Difference
2015	\$22,082	\$31,956	\$1,999	\$7,875
2016	\$22,634	\$39,334	\$0	\$16,700
2017	\$30,293	\$31,137	\$208	\$637
2018	\$31,050	\$43,497	\$17,862	(\$5,416)
2019	\$32,786	\$39,947	\$26,119	(\$18,958)
<b>Total</b>	<b>\$138,845</b>	<b>\$185,871</b>	<b>\$46,188</b>	<b>\$838</b>

The Training Officers change every two years and, therefore, the overtime rate paid changes. However, it remains advantageous to the City to utilize the overtime for this function in lieu of hiring a full-time Training Officer, as the salary and benefits' costs would well-exceed the current budget.

For the past five years, this line item has been over budget. The overage is generally reimbursed by the King County Emergency Medical Services to cover the cost of the quality assurance program for emergency medical calls.

#### Recommendation:

**Continue to use shift personnel on an overtime basis to manage and deliver training programs to the fire department.**

Another part of the training budget includes overtime paid to shift personnel that are off-duty and attending a training or other educational event. There are training sessions with the response partners in which an overtime crew is used to cover the station while the on-duty crew participates in the combined training. The following table illustrates the budget and actual expenditures for the past five years.

#### Training Overtime 2015 - 2019

Year	Budgeted OT	Actual OT	Reimbursement	Difference
2015	\$70,100	\$75,167	\$0	\$5,067
2016	\$71,500	\$56,663	\$0	(\$14,837)
2017	\$71,500	\$70,222	\$0	(\$1,278)

2018	\$71,500	\$110,486	\$0	\$38,986
2019	\$75,234	\$70,809	\$0	(\$4,425)
<b>Total</b>	<b>\$359,834</b>	<b>\$383,347</b>	<b>\$0</b>	<b>\$23,513</b>

Other trainings included in this item are special teams' training such as hazardous materials, rope rescue, confined space, and trench rescue.

For the past five years, this line item has consistently been under budget. Educational and training opportunities occur that may not be consistent with budgets that are drafted months ahead of the event. Overall, the Fire Department has performed well in the utilization of the funding in this line item.

To further reduce or maintain the budget, the fire department should look to other technologies to deliver the training programs. There are several online training programs that can be custom tailored to the fire department to meet the needs and reduce the number of hours needed for an instructor working overtime. Records management is typically a part of these programs. The cost for these types of systems will vary depending on the features and systems that are desired. Video conferencing between stations currently allows the delivery of training classes while all crews remain in their stations. This would also help to improve the response time should a call for service occur during the training session. Other avenues, such as the National Fire Academy, offer both self-study and online facilitated programs.

### **Recommendations:**

**The fire department should invest in an online training program to deliver some of the training classes (at a cost of \$20,000 depending on the features of the system).**

**Utilize other avenues such as the National Fire Academy online programming to boost the availability of training and reduce the dependence on an instructor.**



## 7 Contracting for Service

Another mechanism some municipalities use to provide fire suppression and emergency medical services is to contract with another municipality or provider for services.

The King County area has a somewhat unique system for the delivery of fire suppression and emergency medical services. The county is separated into three zones to manage fire services. Seattle is its own zone. The other two zones include multiple cities. Using the zones, the response to calls for service ensures the entire county maintains adequate resources and allows for those cities in each of the zones to establish various regionalized services such as hiring, apparatus replacement, and training.

The location of Mercer Island allows for the City to review potential contracts for service from three other service providers. To the west is the City of Seattle, to the east is the City of Bellevue, and further east is Eastside Fire and Rescue. Each of these service providers submitted a preliminary cost estimate to provide fire emergency services to the City of Mercer Island. The figures provided were based on their 2019 fiscal years. Multi-year cost projections have been updated to reflect their average budget increases over the past five years. It is also important to note that many factors impact the accuracy of these projections, including upcoming labor negotiations and the budgetary impacts of Covid 19. As such, all of the figures below should be regarded as ballpark estimates; true costs may swing positively or negatively to a great degree.

### 1 | Seattle Fire Department

The potential contract with Seattle Fire Department (SFD) has an operations and maintenance annual cost of \$7,153,005 and an additional one-time cost of \$2,911,997. The one-time costs include training and transfer of existing employees, information systems, and other equipment and supplies.

The proposed contract includes 45 full-time equivalents (FTE) and assumes the Mercer Island fire stations meet the Seattle requirements and are ready to occupy. The current fire department staffing is 31 FTEs and the potential contract with Seattle increases the FTEs to 45, a 45% increase in the number of staff. The increase in staffing is related to Seattle's minimum staffing requirement for an engine company of four (4) personnel.

Based on the 2019 budget, this represents an increase of \$527,609 in annual costs for Mercer Island to contract with Seattle to provide fire and EMS services. In addition to the assumption that the existing Mercer Island fire stations meet the Seattle requirements, there are other assumptions:

- The SFD will utilize the existing apparatus and will replace that apparatus in accordance with their replacement program.
- The training costs are for transfers from Mercer Island who will staff the engine companies and fill other assignments.
- One-time costs of transferring benefits of the 31 existing employees to the Seattle system. Some of these costs are unlikely to be immediate costs and will be payable in the future when employees retire from duty.
- Equipment and supplies are for the new fire personnel and apparatus.
- Information systems cost will connect the new stations and new staff to the Seattle systems.

The SFD proposal includes the need to complete an assessment of the Mercer Island fire stations to determine if the stations meet the Seattle requirements. There is a potential for additional costs once this assessment has been completed.

Operationally, the only improvement is the increase in staffing for the engine companies from a minimum of three (3) personnel to a minimum of four (4) personnel. Additional resources for a structure fire will continue to come from off-island stations.

The benefits of contracting with the City of Seattle for fire and EMS Services are as follows:

- Existing staff will be absorbed and become employees of the City of Seattle Fire Department.
- Engine company staffing levels will increase, which improves the number of personnel arriving to a structure fire on the initial response.
- There is a potential to lower the WSRB rating due to increases in Fire Prevention, Training and engine company staffing levels.
- Increased promotional opportunities for staff.
- Increased Fire Marshal capacity.

The potential downsides to contracting with the City of Seattle are as follows:

- Estimated costs for providing fire and EMS services are over \$500,000 higher annually than the current cost of providing services locally.
- The culture of a metropolitan fire department is different than a small department in terms of customer service.
- The City will have limited control over future cost increases related to employee salary and benefit packages.

- There is a time and distance issue related to receiving additional response components on major incidents.
- Seattle is a party to King County EMS, but is in a separate coverage area than Medic One, which serves the City of Mercer Island.
- There may be an increase in apparatus maintenance costs due to shop rates.
- There will be costs involved in the contracting process.
- The City would lose a dedicated Fire Chief.
- The Fire Department would be dispatched by the Seattle Fire Department emergency communications center, which would mean there would be a separate primary and secondary Public Safety Answering Point, possibly resulting in longer call processing times.

Seattle currently does not provide contracted fire services to other jurisdictions. The following table illustrates the expected first year and subsequent year costs based on the estimate provided by Seattle and the average actual expenditure increase of 3% experienced since 2017. In comparison, the MIFD has averaged 3.92% over the same period.

	2021	2022	2023	2024	2025
One Time	2,911,997				
Operating	7,588,623	7,816,282	8,050,770	8,292,293	8,541,062
<b>Total</b>	<b>\$10,500,620</b>	<b>\$7,816,282</b>	<b>\$8,050,770</b>	<b>\$8,292,293</b>	<b>\$8,541,062</b>

As illustrated above, the operating costs are expected to increase from \$7.589 million in 2021 to \$8.541 million in 2025.

## 2 | Eastside Fire and Rescue

Eastside Fire and Rescue provided an estimate to deliver fire and EMS services to Mercer Island. This estimate included three service delivery options – one contract scenario and two partnership scenarios.

Eastside Fire and Rescue currently serves an area to the east of Bellevue that includes Issaquah, Sammamish, Preston, North Bend and May Valley (unincorporated King County). Mercer Island could choose to contract for services, similar to the approach with Bellevue or Seattle. Or, Mercer Island could become a partner, where the City would have representatives serving on the Board of Directors.

The table that follows highlights the preliminary cost estimates provided by Eastside Fire and Rescue for the three different scenarios.

**Eastside Fire and Rescue Estimated Contracts**

<b>Partnership</b>	\$5,539,490	2 Engine Companies and BC in existing EFR response area
Equipment	\$250,000	
Facility	\$75,000	
Revenue Transfer	\$720,000	KCEMS BLS Allocation and Transport Revenue
<b>Total</b>	<b>\$6,614,490</b>	
<b>Contract Scenario #1</b>	\$6,693,394	2 Engine Companies and 1 Battalion Chief
Equipment		Maintenance included replacements not included
Facility		Maintenance included improvements not included
<b>Total</b>	<b>\$6,693,394</b>	
<b>Contract Scenario #2</b>	\$6,279,011	2 Engine Companies and BC in existing EFR response area
Equipment		Maintenance included replacements not included
Facility		Maintenance included replacements not included
<b>Total</b>	<b>\$6,279,011</b>	
One Time Liability Fund	\$202,564	This in addition to all options above

Under the partnership model, the ownership of all equipment and facilities would be maintained by the City. This means the City would be responsible for the replacement of these items.

Depending on the scenario, the City could save as much \$346,385 in Year 1 compared to the current costs of providing services.

Operationally, there would not be any changes to the existing staffing and operations of the Mercer Island Fire Department under this scenario (other than the possibility of the Battalion Chief not being located in Mercer Island). Additional resources for a structure fire will continue to come from stations off the island and most likely from other Eastside Fire and Rescue stations unless other arrangements are made with Bellevue and Seattle.

The benefits of contracting or partnering with Eastside Fire and Rescue for Fire and EMS services are as follows:

- There are opportunities to reduce costs for providing fire and EMS services by as much as \$346,000 annually if contract scenario # 2 is chosen, although this does not factor in equipment or facility maintenance and replacement.
- Eastside Fire and Rescue has experience providing fire and EMS services for a number of communities on the East Side of Seattle.

- Eastside Fire and Rescue is part of the Medic One service area in the King County EMS system.
- Eastside Fire and Rescue has similar performance standards and strives for high levels of customer service.
- All scenarios provide employment for existing Mercer Island line personnel.
- There is a potential to lower the WSRB rating due to improvements in training and fire prevention staffing.
- There would be increased promotional opportunities for staff.
- Increased Fire Marshal capacity.

The potential downsides to partnering with Eastside Fire and Rescue are as follows:

- The option that provides the most cost savings does not include a full Battalion Chief for Mercer Island, and the distance between Eastside Fire Rescue and Mercer Island makes a timely response of a Battalion Chief impossible.
- There is no opportunity for other Eastside Fire and Rescue assets to respond in a timely manner to assist on critical incidents. Mutual and/or automatic aid agreements with Seattle and Bellevue would still be needed to provide a timely effective response force.
- Each scenario eliminates the current Deputy Chief position.
- The City of Mercer Island will lose local control of future cost increases related to employee salary and benefit packages negotiated unless they join as a partner agency and have a seat on the Board of Directors.
- There will be costs associated with the contracting process.
- The City will lose a dedicated Fire Chief position.
- There would be no operational efficiencies gained and, possibly, some lost with the closest 3<sup>rd</sup> engine company being 8 miles from the island.

The following tables illustrate the expected first year and subsequent year costs based on the estimate provided by Eastside Fire and Rescue and the average actual expenditure increase of 2.25% experienced by their contract agencies since 2017. In comparison MIFD have averaged 3.92% over the same period.

	<b>Partnership</b>				
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
One Time	1,247,564				
Operating	5,908,840	6,056,561	6,207,975	6,363,174	6,522,254
<b>Total</b>	<b>\$7,156,404</b>	<b>\$6,056,561</b>	<b>\$6,207,975</b>	<b>\$6,363,174</b>	<b>\$6,522,254</b>

	<b>Contract #1</b>				
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
One Time	202,564				
Operating	7,139,682	7,318,174	7,501,128	7,688,657	7,880,873
<b>Total</b>	<b>\$7,342,246</b>	<b>\$7,318,174</b>	<b>\$7,501,128</b>	<b>\$7,688,657</b>	<b>\$7,880,873</b>

	<b>Contract #2</b>				
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
One Time	202,564				
Operating	6,697,669	6,865,111	7,036,738	7,212,657	7,392,973
<b>Total</b>	<b>\$6,900,233</b>	<b>\$6,865,111</b>	<b>\$7,036,738</b>	<b>\$7,212,657</b>	<b>\$7,392,973</b>

As illustrated above, the operating costs are expected to increase from \$5.909 - \$7.140 million in 2021 to \$6.522 to \$7.881 million in 2025 depending on the chosen contracting option.

### 3 | City of Bellevue

The Bellevue Fire Department provided an estimate for the cost of delivering fire and EMS services to the City of Mercer Island. The City of Bellevue is an automatic aid partner with Mercer Island and currently provides additional resources for structure fires. The preliminary cost estimate is \$6,261,010 for ongoing operations and maintenance, with a one-time cost of \$1,617,132. Similar to the Seattle contract the one-time costs are associated with the vacation and sick leave liabilities, training of the transferred employees and information systems. The Bellevue contract proposal includes the following assumptions:

- There would need to be additional verification and validation of line item details in the budget.
- Completion of an assessment of facilities, apparatus, and equipment.
- The one-time costs are payouts upon the retirement of the personnel.

Based on the 2019 budget, this contract would potentially save the City of Mercer Island approximately \$364,385 in Year 1. It should also be noted, Bellevue currently provides services to six other cities through contracts.

The City of Bellevue currently supports Mercer Island with the response of a ladder company. This response is a part of the King County Fire Resource Plan. Bellevue sends their fire resources to Mercer Island more often than Mercer Island sends resources to Bellevue. Through an Interlocal Agreement, Mercer Island provides marine patrol and other services to Bellevue, which offsets the imbalance in fire service calls.

Operationally, there would not be any changes to the Mercer Island response. The proposal uses the same number of FTEs as the current staffing for the Mercer Island Fire Department. Additional resources for a structure fire would continue to come from Bellevue under this scenario proposal.

The benefits associated of contracting with Bellevue to provide fire and EMS services to the City of Mercer Island are as follows:

- The proposed contract provides savings of approximately \$364,000 annually.
- The proposed contract provides employment for existing Mercer Island line personnel.
- Bellevue is a current aid partner with Mercer Island and provides a ladder truck on all working fires.
- Bellevue is part of the Medic One EMS service area within the King County EMS.
- There are opportunities to regionalize the Battalion Chiefs as Bellevue has a gap in Battalion Chief coverage adjacent to Mercer Island.
- The Bellevue Fire Department has similar performance and customer service expectations to those of Mercer Island.
- There are opportunities to improve the regionalization of services and realize operational efficiencies as Bellevue is immediately adjacent to Mercer Island.
- There is a potential for a lower WSRB rating due to improvements in fire prevention and training staffing, as well as regionalization of services,
- Savings on hiring costs moving forward.
- Increased promotional opportunities for staff.
- Increased Fire Marshal capacity.
- Increased public education staffing.
- Access to the FD CARES (Mobile Integrated Health) Program.

Some efficiencies that would be gained by contracting with Bellevue include the following.

- Combined suppression training, night drills, firefighter evaluations and company evaluations.
- The ability of the Bellevue fire company to move up personnel to cover the island for training events, which would reduce overtime costs.

The potential downsides to contracting with the City of Bellevue for fire and EMS services are as follows:

- The City of Mercer Island will lose local control of future cost increases related to employee salary and benefit packages negotiated.
- There will be costs associated with the contracting process.
- There may be increased apparatus maintenance costs due to shop rates.
- The City will lose a dedicated Fire Chief position.
- Salaries tend to be higher in Bellevue.

The following table illustrates the expected first year and subsequent year costs based on the estimate provided by the Bellevue Fire Department and the actual average expenditure increase of 3.4% experienced by their contract agencies since 2017. It is important to note that the actual cost to contract agencies decreased in 2020 and is projected to increase in 2021. An increase of 12.32% occurred in 2019 following collective bargaining establishing retroactive pay. In comparison MIFD actual expenditure increases have averaged 3.92% over the same period.

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
One Time	1,617,132				
Operating	6,693,996	6,921,592	7,156,926	7,400,261	7,651,870
<b>Total</b>	<b>\$8,311,128</b>	<b>\$6,921,592</b>	<b>\$7,156,926</b>	<b>\$7,400,261</b>	<b>\$7,651,870</b>

As illustrated above, the operating costs are expected to increase from \$6.694 million in 2021 to \$7.651 million in 2025.

## 4 | Partial Contract Services

Beyond fully contracting for all fire services, there may be opportunities for contracting solely for particular services. The costs of partial consolidation options have not been vetted out and would have to be negotiated if desired. Some potential areas for contracting services may include:

- Administrative services
- Training
- Fleet maintenance (currently done with Eastside Fire Rescue)
- Fire prevention
- \* Fire investigation



## 5 | Summary

There are advantages to contracting for services that include sharing costs and equipment. For example, two communities need a ladder truck, so it makes sense for the two communities to share the resource. The same holds true for some of the essential functions of a fire department. Training is a necessary function to maintain skills and knowledge. Sharing this resource between two or more communities allows for each community to receive appropriate training with a shared cost. Operationally, there may be a deeper pool of personnel to handle paid time off absences, depending on the size of the department. For the administration, there could be a reduction in the need for information technology support, human resources, and financial services support as these functions would likely be handled through the contract.

Primary disadvantages to contracting for service is the loss of direct control over fire department operations. Depending on the contract and how that contract is established, there may be little control over the operation of the department. The contract could stipulate the services to be provided, but not allow for the control of how those services are provided. For example, the fire prevention function could be centralized, meaning the Office of the Fire Marshal could be located in another community with no presence in the other contracted area.

The cost of the contract is another area that is a concern in these types of systems. With the cost of the fire service largely being personnel costs, this can become an issue. Contracting agencies must pay according to the contract obligations and have little recourse other than to demand a bigger seat at the governance table, to agree to a reduction in service commiserate with a reduction in cost, or to execute contract termination processes.

As an option to provide fire and emergency medical services, Mercer Island could contract for fire services. Based on the analysis, the City of Bellevue appears to be the leading contender for several reasons.

- There is a strong automatic aid relationship between Mercer Island and Bellevue Fire Departments.
- Bellevue is the only potential partner agency that brings operational and organizational efficiencies to Mercer Island.
- Current Bellevue resources are closer to Mercer Island than Seattle and Eastside Fire and Rescue.

- Bellevue has experience with providing services through contracts with six other cities in the area.

Should the City of Mercer Island decide to provide services through a contract, there are some issues that should be considered:

- Identify the ownership of apparatus and facilities and account for maintenance and replacement costs.
- Consider the future of the contracts and how they would be managed and the mechanism for addressing issues that arise.
- Understand how the negotiations with labor will be handled and what, if any, opportunities there may be to participate.
- While a relief staffing factor is provided in the estimates, actual leave or turnover may cause higher overtime staffing needs, which will result in an annual true-up for overtime needs that exceed the projected staffing needs. In Bellevue, these are smoothed over a five-year period to avoid large one-time swings.

**Recommendation: If the option of contracting for services is desired, the City of Mercer Island should issue a Request for Proposals and encourage the City of Bellevue to respond.**

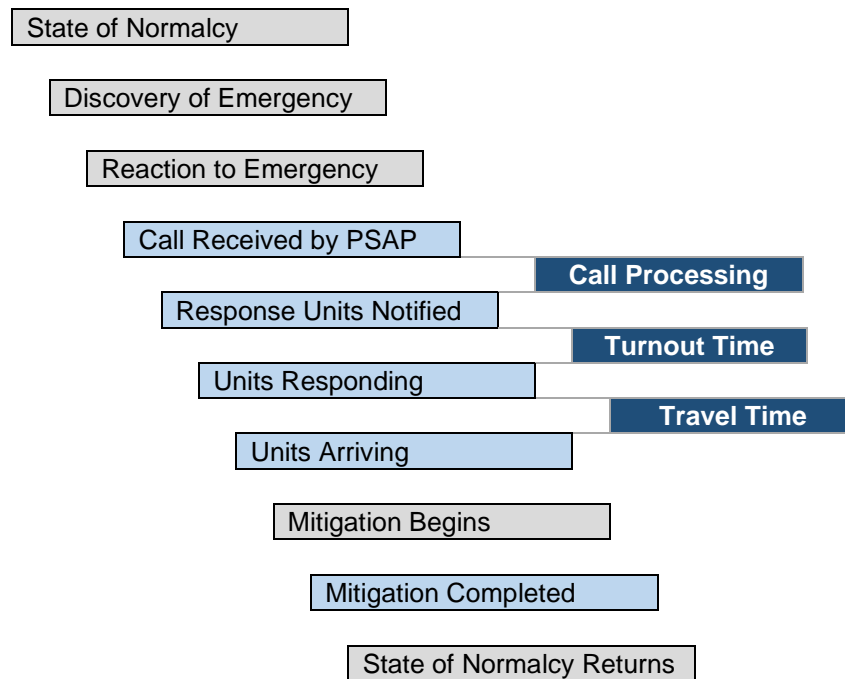
## Appendix 1 National Standards

In years past, response time measurement was expressed as an average of time. This essentially represents how the system or department is performing 50% of the time and is not a true reflection of how a department is performing. More recently, fractal time has become the best practice in the measurement and presentation of response time components.

Fractal response time measures how often (as a percent of calls) a department meets each response time component. The National Fire Protection Association (NFPA) and the Center for Public Safety Excellence (CPSE) use the 90<sup>th</sup> percentile as the standard to meet for benchmark and baseline criteria.

The following chart outlines the cascade of events that occurs once an emergency starts or is recognized. Those highlighted points represent response data that can be quantified.

### Response Time Continuum



There are three segments of a response, as described in the previous chart, that can be used for evaluation: call processing, turnout time, and travel time. Each of these components represents a different point in the response time continuum that can be measured and evaluated. Definitions for the three components are provided below:

- “Call Processing” begins when the call taker answers the call and ends with dispatch of appropriate emergency services.
- “Turnout Time” is defined as when the emergency service receives the call and is on the apparatus responding (wheels rolling) to the call.
- “Travel Time” is defined as when the apparatus and personnel begin the response (wheels rolling) and ends once on location of the emergency (wheels stopped).

There are three models used to measure performance of the emergency services system and each have their own set of performance measurements based on different aspects of the community served.

- NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments last published in 2020.
- Center for Public Safety Excellence (CPSE) Fire and Emergency Service Self-

Assessment Manual las published in 2015 and Community Risk Assessment and Standard of Cover last published in 2016.

- Insurance Services Office (ISO) updated their Fire Suppression Rating Schedule in 2012 to allow the systematic performance evaluation of responses for their distribution and concentration ratings.

Benchmark measurements are described as the industry best practice. Baseline measurements are described as the actual performance of the organization. Baseline performance is generally based on three to five years of data.

NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments was last published in 2020. NFPA 1710 defines a career fire department as one that utilizes full-time or full-time equivalent (FTE) station-based personnel immediately available to comprise at least 50 percent of an initial full alarm assignment

ISO continues to use their standard 1.5-mile and 2.5-mile criteria for engine company and ladder company placement and station locations. The criteria indicate that engine companies should be located in 1.5-mile increments and ladder companies in 2.5-mile increments. Although they now accept a systematic performance evaluation that demonstrates the department can meet the time constraints outlined in NFPA 1710.

CPSE had previously defined benchmark and baseline response times for each of the three response time components (call processing, turnout time and travel time). They have since determined they are not a standard making organization and decided to leave the establishment of benchmark performance standards to others. However, their body of work is significant and has been and continues to be used by numerous communities across the country. Their performance objectives were based on population density demographics.

Appendix A contained in the NFPA 1710 document provides additional information and background as it pertains to service delivery objectives for the jurisdiction as follows:

“There can be incidents or areas where the response criteria are affected by circumstances such as response personnel who are not on duty, unstaffed fire station facilities, natural barriers, traffic congestion, insufficient water supply, and density of population or property. The reduced level of service should be documented in the written organizational statement by the percentage of incidents and geographical areas for which the total response time criteria are achieved.

Additional service delivery performance objectives should be established by the AHJ for occupancies other than those identified within the standard for benchmark single-family dwellings. Factors to be considered include specific response areas (i.e., suburban, rural, and wilderness) and occupancy hazards.”

This excerpt acknowledges that the authority having jurisdiction (AHJ), in this case the City of Mercer Island, is responsible for determining the level of service to be provided by its fire department. Considerations for the level of service include, but are not limited to, the manner in which the fire department responds, travel time, staffing, emergency calls versus non-emergency calls, roadways, financial resources, and those calls involving different occupancies.

## 1. Turnout Time

Turnout time is a measurable time segment that begins when the emergency service receives the call and the apparatus is responding (wheels rolling) to the call. The following table provides a comparison between the three models for benchmark performance objectives.

**Turnout Time – Benchmark Performance Objectives**

<b>Call Type</b>	<b>NFPA 1710</b>	<b>ISO</b>	<b>CPSE</b>
Emergency Medical Calls	60 seconds or less 90% of the time	No Requirement	60 seconds or less 90% of the time
Fire or Special Operations Calls	80 seconds or less 90% of the time	No Requirement	80 seconds or less 90% of the time

Travel time is a measurable time segment that begins when the apparatus and personnel begin the response (wheels rolling) and ends once on location of the emergency (wheels stopped). It is the most appropriate measurement available for the distribution of resources. The table that follows illustrates the differing viewpoints based on the three performance models for the travel time of the initial arriving unit.

The following table illustrates the baseline performance for the past three years as compared to the benchmark performance objective of 60 seconds for medical calls and 80 seconds for fire or special operations calls as outlined in nationally recognized best practices.

**Mercer Island Fire Department**

<b>All Emergency Calls – 90th Percentile Times</b>			<b>2015 - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Benchmark</b>
Turnout Time	1st Unit	Medical Calls	1:50	1:56	1:51	1:49	1:45	1:46	1:00
		Fire Calls	1:58	1:53	1:51	1:57	2:02	2:02	1:20

The baseline time shown is the 90<sup>th</sup> fractal time for all emergency calls. For medical calls, the baseline time over the past three years is 50 seconds over the benchmark performance objective of 1 minute and fire calls are 38 seconds over the benchmark performance objective of 1 minute and 20 seconds.

The table that follows illustrates the baseline performance for each station using the same benchmark performance objectives. The stations were consolidated as the apparatus in the stations are cross staffed.

**Mercer Island Fire Department**

<b>All Emergency Calls – 90th Percentile Times</b>			<b>2015 - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Benchmark</b>
Turnout Time	Station 191	Medical Calls	1:52	1:57	1:53	1:51	1:49	1:47	1:00
		Fire Calls	2:06	2:02	2:12	2:05	2:07	2:05	1:20
	Station 192	Medical Calls	1:57	2:07	2:00	1:51	1:57	1:57	1:00
		Fire Calls	2:18	2:22	2:21	2:15	2:17	2:12	1:20

**2. Travel Time**

The City of Mercer Island has a population density of 3,947 people per square mile. Based on the 2010 Census Tract data, the population densities are spread relatively evenly across the city, indicating that urban performance objectives are the most appropriate to be used. The following table illustrates the national standards for travel time.

**First Arriving Unit - Benchmark Performance Objectives**

<b>Demand Zone</b>	<b>Demographics</b>	<b>NFPA 1710</b>	<b>ISO</b>	<b>CPSE</b>
Urban	Greater than 1,000 per sq. mile	4 minutes or less 90% of the time	1.5 road miles in the built-upon area	4 minutes or less 90% of the time
Suburban	500 - 1,000 per sq. mile	4 minutes or less 90% of the time	1.5 road miles in the built-upon area	5 minutes or less 90% of the time
Rural Area	Less than 500 per sq. mile	4 minutes or less 90% of the time	1.5 road miles in the built-upon area	10 minutes or less 90% of the time
Remote Area	Travel Distance greater than / equal to 8 miles	4 minutes or less 90% of the time	1.5 road miles in the built-upon area	No Requirement

The following table illustrates the travel time component for the past three years.

**Mercer Island Fire Department**

<b>All Emergency Calls - 90th Percentile Times</b>		<b>2015 - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Benchmark</b>
Travel Time	1st Unit Distribution	6:15	5:57	5:58	6:15	6:18	6:34	4:00

The baseline is the 90<sup>th</sup> fractal time for emergency calls. The fire department is exceeding the benchmark performance objective by 2 minutes and 15 seconds over the past three years.

The following table includes the travel time for each station as the apparatus is cross staffed.

**Mercer Island Fire Department**

<b>All Emergency Calls – 90th Percentile Times</b>		<b>2017 - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Benchmark</b>
Travel Time	Station 191	6:05	5:24	6:00	6:09	6:17	6:19	4:00
	Station 192	7:31	7:15	7:04	7:43	7:38	7:53	4:00

The baseline illustrated for each unit is the 90<sup>th</sup> fractal time for emergency calls.



# City of Mercer Island Fire Services Study Memorandum

To: City Council

For: Regular City Council Meeting of October 6, 2020

Prepared by: Emily Moon, ICMA-Credentialed Manager, independent consultant

Following Matrix Consulting's July 2020 presentation of a draft Fire Services Study Report, I have guided a revision to the report and performed additional analysis of fire department data to assist the City Council in its discussion of the study's central question: "Can the Mercer Island Fire Department (MIFD) improve its efficiency in its delivery of services?"

This memo presents additional background, analysis and considerations for the City Council's review and use.

## History

The City initiated this Fire Services Study in response to the question of whether the City was providing fire department-related services in the most efficient manner. Whether the department is cost-efficient is a question that has been circulating and resurfacing for several years, concurrent with discussions about the financial sustainability of the entire City budget. Year-after-year projected budget shortfalls, an inherent structural deficit, and the current Pandemic crisis have led to multiple years of challenging budget discussions, decisions and actions. Here are some key dates and steps that led to the Fire Services Study:

- The City conducted community engagement from mid-2017 to mid-2018 regarding City services and spending priorities
- The City Council referred Proposition 1 (levy lid lift) in the Summer of 2018
- Voters rejected Proposition 1 in November 2018
- The biennial 2019-2020 budget was adopted on December 4, 2018, and the City Council commenced with developing the Fiscal Sustainability Plan, building on the City's routine financial forecasting
- On April 2, 2019 the City Council made additional reductions to the biennial budget
- On April 16, 2019 Management Partners presented the Fiscal Sustainability Plan, which included a review of the financial forecast, additional budget strategies, recommendations for adjustments to expenditures and revenues, and a public engagement plan
- On June 21, 2019 the City Council conducted its Mid-Year Planning Session. The City Council also reviewed City Staff's responses to a selection of the Management Partners' strategies
- During the 2019/2020 budget approval process, funds were set aside to conduct department efficiency studies
- In October 2019, the City issued a Request For Proposals (RFP) for a "Fire Services Study," described as a staffing study conducted by performing an organizational and operational analysis
- On July 14, 2020 the selected consultant, Matrix Consulting Group (Matrix), presented a draft study report and collected feedback on that report from the City Council
- From August through September 2020, a new project team of Matrix, Chief Steve Heitman and local government management consultant Emily Moon gathered additional data and researched answers to councilmembers' questions. The draft report was expanded and improved.

This timeline led to tonight's presentation of the final report and the City Council's discussion of how to proceed.

### Purpose of Fire Services Study: Evaluation of Efficiency

The fundamental question posed in the staffing and operational study was "Can the MIFD improve its efficiency in its delivery of services?" The RFP stated: *"The purpose of this evaluation is to assess the Department's current staffing level and operations in comparison to industry standards and best practices... Complete a comprehensive review of the Mercer Island Fire Department's current organizational and service delivery configuration."* Matrix analyzed this question by examining how the department's Calls for Service performance and its staffing levels relate to established industry standards. In addition, the RFP sought to have Matrix *"develop an inventory and analysis of opportunities under which the Mercer Island Fire Department can improve efficiency and effectiveness."*

Before measuring efficiency, it is important to define what that term means. Efficiency is the ability to maximize output given certain resources or while minimizing the use of resources. Efficiency measures usually fall into two categories: costs and productivity. Efficiency may not be the only appropriate way to evaluate the delivery of public services; quality of service and the achievement of preferred outcomes should also be evaluated. In addition to measuring efficiency, setting appropriate performance measures and goals are critical steps to attainment of desired efficiencies. Helpful performance measures include efficiency measures related to unit costs and productivity and measurements of quality and outcomes. The Fire Services Study examined a variety of inputs and outputs in each of these categories. Additionally, the study recommends areas where revised measures or goals would be warranted. Understanding how the department's performance is currently assessed, and what measures, outputs and outcomes are most important to the City Council and community members will help the department provide the services consistent with expectations. If those expectations are unknown, the City should spend time gaining clarity on that front.

The following sections provide data and context concerning the department's level or quality of service and its cost of service. Additional data can be found in the Fire Services Study report (attached to the accompanying Agenda Bill as Exhibit 1).

### LEVEL or QUALITY of SERVICE

Data shows that the MIFD is performing its delivery of fire services well. For example, it is meeting established standards for its Public Safety Answering Point (emergency call handling), most measurements of turnout times (i.e., a portion of the overall response time), overall response travel times, and (for all but 2019) full alarm response concentration (i.e., ensuring all needed resources arrive on the fire scene on time). Short of building and operating another fire station, it is highly unlikely the MIFD can dramatically improve its fire suppression performance, as the island's unique road network and topography are the main factors preventing improved response times and, thus, additional fire suppression success (see four attached maps depicting call distribution in 2019).

As for emergency medical services, only Advanced Life Support (ALS) services may be improved through the addition of a dedicated aid unit stationed on the island. However, this is an expensive and improbable enhancement given the regionalized approach to ALS that already exists. (For more background information, see Matrix's report; also note that Fire Chief Heitman provided City Council with a response to Management Partners' report recommendation on this matter in June 2019.)

Another measurement of the department's performance is residents' satisfaction ratings. In 2018, when the City last conducted its biennial community survey, the two questions relating to the fire department scored exceptionally high. Ninety-two and 93% percent, respectively, of residents who had an opinion expressed being "very satisfied" or "satisfied" with fire and emergency medical services and how quickly fire and rescue personnel respond to emergencies.

The research firm that conducted the study also asked respondents to rate 14 City services according to their satisfaction levels and those services' relative importance over the next two years. This analysis was called the Importance Satisfaction rating. Among those 14 major City service areas assessed, fire and emergency medical services were ranked #1 in satisfaction and #9 in relative importance for the next two years, resulting in weighted rank order priority rating of #14 out of 14. It is the national norm for fire services to be ranked highest or second highest among municipal services and for those services to score low on immediate-term prioritization lists unless a recent incident has raised the concern level in the community (such as a fire death, improprieties or encroaching wildfires). Residents are frequently happy with their fire service, and fire department services are rarely a public focal point until a crisis or tragedy unfolds.

When asked to consider which public safety-related services the City should prioritize over the next two years, residents rank ordered "how quickly fire and emergency services personnel respond" as #3 out of 7 services, with approximately one quarter of respondents naming this service among their top two public safety priorities.

#### COST of SERVICE

The fire department's adopted budget has grown 12.59% over the last 5 years while the City's General Fund Adopted Budget has grown 21.95% over that same period.

<b>Total Adopted Budget</b>		
	Fire Department	General Fund
2015	\$5,904,438	\$26,703,657
2016	\$6,240,104	\$27,723,094
2017	\$6,252,898	\$29,436,000
2018	\$6,443,305	\$29,413,162
2019	\$6,647,831	\$32,564,082
<i>Total 5-Year Percent Change</i>	<i>12.59%</i>	<i>21.95%</i>
<i>Average Annual Percent Change</i>	<i>3.15%</i>	<i>5.49%</i>

87.26% of the department's 2019 budget was related to personnel (salary, wages, and benefits) while the remaining 12.74% was related to its training, technology, supplies, contractual services, and equipment needs. This is a common ratio of staffing versus non-staffing costs for fire departments.

With personnel expenses being a main driver of the department's budget, any analysis of cost-effectiveness requires examination of staffing costs. As personnel in the department are covered under Collective Bargaining Agreements, many of the staffing costs are fixed for the duration of the contract. Salary and benefit levels are the result of numerous, successive negotiations, which considered Mercer Island Fire

Department's labor market comparisons, historical adjustments to the contract, and compromises on non-economic contractual elements. Some City Councilmembers and community members have raised questions about a perceived variable cost for overtime. This study thoroughly examined MIFD's policies, practices, and costs of overtime; those findings are discussed in a later section of this agenda bill and in the report.

While fire and emergency medical services are considered essential and the bulk of these services' costs are critical personnel-related, the MIFD has recognized the necessity of cost-containment. Here are a few of the ways the department has contained, offset, or reduced costs in the past few years:

- Training classes and related budgets have been reduced during budget development season and throughout the year. In the past five years, the Fire Chief has "locked down" the budget for training classes and associated overtime, with the exception of those items necessary for the continuity of operations, partway through the year to reduce spending.
- Purchases that are not essential require approval by the Chief.
- The Chief has proposed budget cuts in each of the three past biennia, including the upcoming 2021/2022 budget.
- The department delayed fleet replacements by a year to save costs in the capital budget.
- An early retirement incentive was negotiated in 2015/2016 with the intent to decrease duty related disabilities that were occurring in senior firefighters. Salary savings provided the necessary funding.
- The department eliminated overtime for special events that were not reimbursing the City for the costs of providing an aid crew.
- The department no longer requires that duty crews wear Class-C uniform shirts during operational responses. This has cut down on the number of Class-C shirt replacements, at a cost of \$110+ per shirt. This action has also reduced cleaning costs.
- The Union has taken over the groundskeeping of the fire stations, as Parks/Grounds maintenance staffing positions have been eliminated. This saves approximately \$1,000 per month.
- The Deputy Chief works a reduced schedule of 36 hours per week, resulting in a 10% salary savings of approximately \$17,000 per year.
- The department and City implemented the EFR recovery program, which provides approximately \$15,000 to \$20,000 per year for apparatus replacement. This program bills the insurance company of drivers involved in motor vehicle accidents to recoup cost related to the response.
- The department and City implemented the GEMT (Ground Emergency Medical Transport) program, a federal program that pays the City the difference between what the federal government allows and what is billed for transporting Medicaid patients. The program is expected to add approximately \$50,000 per year in new revenue.
- The department is currently researching a company called Tactical Athlete, which helps to expedite duty related disability diagnosis and treatment, therefore decreasing the amount of time an employee is off work due to injury. The department believes that if this service is procured, there will be savings in overtime coverage due to decreased time off for injuries.
- Management has continued to clarify the rules governing the use of sick leave through contract negotiations and policy development to ensure appropriate use. Management successfully negotiated a sick leave incentive to reduce sick leave liability. An outdated exchange of vacation for sick leave was removed (1-day vacation for 2 days sick leave).
- The department negotiated a contract with Eastside Fire and Rescue (EF&R) for apparatus maintenance, which is saving the City \$30 per hour for mechanic labor whenever it is needed. In addition, EF&R shuttles the apparatus to and from their facility, which has saved the City the overtime cost this transportation required previously.
- Starting in 2021, with City Council's consent, the Fire Marshal's Office will implement operational permits that are projected to bring the City \$20,000-\$30,000 in new revenue per year.

- The Fire Marshal's Office has streamlined their processes and reduced the Assistant Fire Marshal's hours to the point that the Chief has been able to remove \$30,000 from this overtime budget.
- The Chief and the City negotiated with Sound Transit for reimbursement of the hours the Fire Marshal spent on the light rail project.
- The Fire Chief reevaluated and implemented changes to the Training Battalion Chief's responsibilities, transferring more of the duties that were resulting in overtime to the Deputy Chief (who is exempt).

### Personnel Costs

The consulting team performed a substantial review of the department's staffing structure, practices, policies and costs. Some areas of total compensation were evaluated more thoroughly than others. For example, benefit levels for health insurance and pension were not assessed.

### Budgets

While the total department budget for salaries and wages (most of which has been dictated by contractual obligations) has grown an average of 3.38% in the last three years, budgeted overtime has not kept pace and has only grown 2.69%. This is often the case for municipalities. With an inherent aversion to overtime spending, overtime budgets are sometimes kept artificially low and are exceeded. Many communities have begun to look at their three-year averages and contractual wage increases as better parameters for budgeting overtime.

### **Budgeted Salary and Wages**

	Administration	Fire Marshal/Community Risk Reduction	Operations/Fire Suppression	Training	Dept. Total
2017	\$418,425	\$134,560	\$2,965,607	N/A	\$3,518,592
2018	\$428,081	\$137,872	\$3,083,805	N/A	\$3,649,758
2019	\$431,883	\$143,673	\$3,180,925	N/A	\$3,756,481
<i>Total 3-Year Percent Change</i>	3.22%	6.77%	7.26%		6.76%
<i>Average Annual Percent Change</i>	1.61%	3.39%	3.63%		3.38%

### **Budgeted Overtime**

	Administration	Fire Marshal/Community Risk Reduction	Operations/Fire Suppression	Training	Dept. Total
2017	16,820	95,000	461,335	101,792	674,947
2018	16,820	90,000	461,335	102,549	670,704
2019	17,703	80,000	505,555	108,019	711,277
<i>Total 3-Year Percent Change</i>	5.25%	-15.79%	9.59%	6.12%	5.38%
<i>Average Annual Percent Change</i>	2.62%	-7.89%	4.79%	3.06%	2.69%

## Overtime

MIFD's overtime policy is the product of best management practices, labor market comparisons and collaboration with the union. The policy is administered consistently and in an equitable fashion. However, resulting overtime hours and wages earned vary considerably between individuals; there is not equal distribution of overtime.

The policy (see **Attachment #1**) requires that union members are offered overtime shifts according to the level of overtime they have earned since September 1 of each year, where those with the fewest hours remain at the top of the call list and have the first right to take or refuse available shifts. The policy allows for each union member to accept or reject offers, and to put him/herself on either an automatic accept or a "do not call" list. A review of a sampling of the 2019 TeleStaff data shows that it is common for personnel to list themselves on the "do not call" list for 60-80% of the shifts that were available to them. Some shifts and assignments are only available to members who are eligible to perform the required tasks. For example, a firefighter is not eligible to fill an open battalion chief shift. The negotiated collective bargaining agreement specifies promotional opportunities, such as serving in an acting capacity, and Civil Service eligibility requirements.

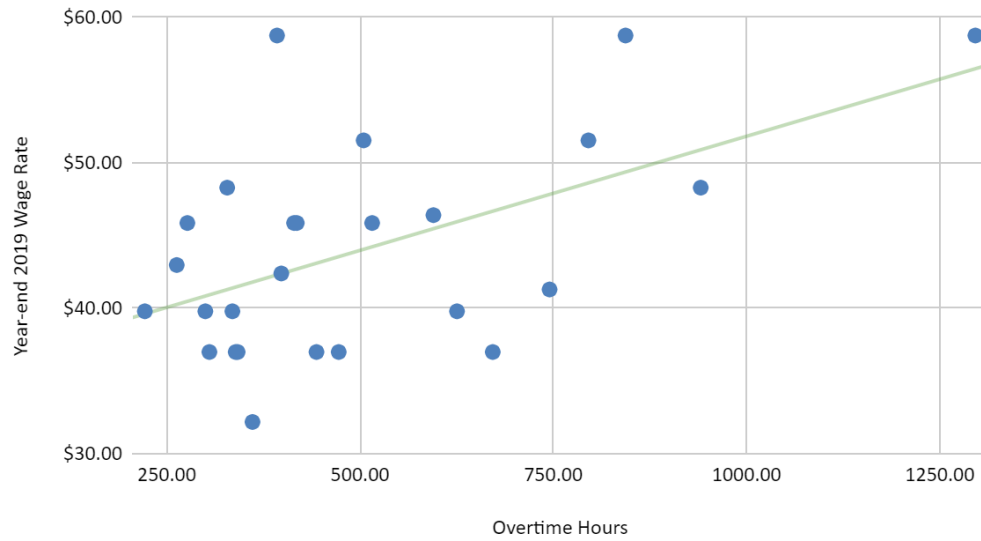
Due to the fact that only certain assignments (e.g., acting battalion chief) are available to be filled at certain times, that these positions are paid at higher wages, and that fewer individuals make up the eligibility pool for those assignments, it is also not surprising that higher paid individuals in the department have greater probabilities of earning more overtime hours and overtime wages. During 2019, although rank was not a prerequisite, two part-time and/or temporary assignments were performed by a Lieutenant and a Battalion Chief: Training Officer and Assistant Fire Marshal. Due to the voluntary nature of accepting or rejecting overtime shift offers and to the department's demographics, it is also not surprising that there is considerable variability within the personnel for the number of overtime hours worked and the amount of overtime pay earned. Here are a few illustrations of the distribution of overtime, with and without regard to rank. Note, these data points represent individuals who were employed for all of 2019.

	<b>Minimum OT Hours Worked</b>	<b>Maximum OT Hours Worked</b>	<b>Average OT Hours Worked</b>	<b>Total OT Hours Worked</b>
<b>Battalion Chief</b>	392.75	1,296.00	844.08	2,532.25*
<b>Lieutenant</b>	328.25	940.75	593.75	3,562.50*
<b>Firefighter</b>	221.75	745.25	414.78	7,051.25

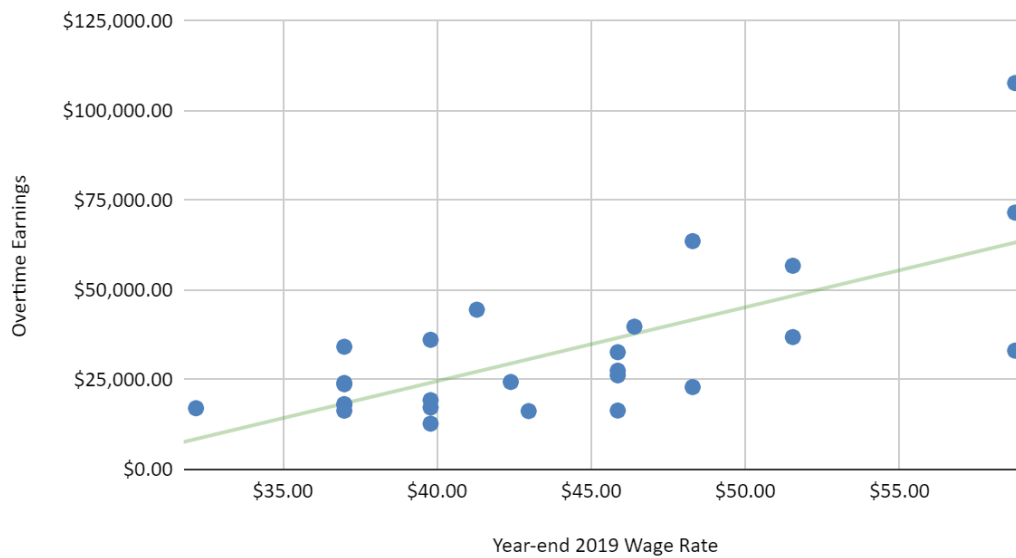
\* Hours include working in the capacity of Assistant Fire Marshal and Training Officer.

With fewer individuals able to serve in the battalion chief and lieutenant capacity, and departmental operations policies requiring a certain level of coverage in these positions at all times, these two ranks account for 46% of the overtime hours worked in 2019. Although battalion chiefs, on average worked the greatest number of overtime hours in 2019, this group had the greatest variance of hours worked. Conversely, firefighters (the largest pool of workers and available shifts) had the least variance of hours worked. Across the board, each rank had similar minimums (i.e., only seven shifts'-worth of difference over the course of a year), suggesting there is equal access to a baseline amount of overtime. It is important to note that Operational (or Shift) overtime, which is the greatest category of overtime, can be and is equitably distributed. Most of the position- or assignment-related overtime opportunities (such as Training Officer) are also available to qualified individuals of any rank.

Year-end 2019 Wage Rate vs. 2019 Overtime Hours



2019 Overtime Earnings vs. Year-end 2019 Wage Rate



Here are a few other statistics and facts concerning overtime and salaries:

- Twenty-one (21%) percent of 2019 total earnings were overtime compensation.
- In 2019, overtime compensation was equal to 27% of regular earnings (base pay).
- The overtime budget represented 10.7% of the department’s total budget in 2019.
- Overtime expenditures are “on budget” for 2020.

- Mercer Island aims to situate its salary ranges at the 50<sup>th</sup> percentile for its labor market and collective bargaining comparison entities. MIFD's salary ranges are reviewed during each collective bargaining season.

2019 was a particularly challenging year to maintain minimum staffing and, thus, relied on filling shifts through issuing overtime. The department's daily staffing level and its minimum staffing level (i.e., the minimal number of personnel that is required to perform fire suppression services in the community) are the same number. Each platoon has nine personnel assigned, with one to two of those members assigned a Kelly Day on a rotating basis. In addition, the City guarantees one available vacation day for each scheduled shift. This results in minimal staffing for almost every day of the year, after vacation days are picked. As such, anytime more than one individual on the shift is absent for any reason, the department has no staffing cushion and must fill the shift via overtime.

Departments rarely can afford to budget overtime for "bad years." Instead, many departments attempt to budget overtime for predictable operational needs and a small amount for the more difficult to predict circumstances. It is becoming more common for fire districts or associations (less so for standalone departments) to create personnel or operations' reserve funds that are carried over from year to year. Larger departments sometimes have more flexibility to cover their overtime needs, as they sometimes "overfill" positions as a technique to ensure new hires can quickly fill attrition vacancies. Larger departments also may have more individuals in specialized positions that can be reallocated to regular duty when needed. A minority of departments have moved away from having constant shift strength to adding positions to cover portions of the day when calls for service are higher. This is a difficult model to employ in a small department. Lastly, some departments work longer work week shifts, which tends to reduce a minimal amount of overtime but requires additional salary expenditure. Work week schedules and staffing configurations (e.g., daily and minimum staffing levels) must be bargained.

The Mercer Island Fire Department will continue to explore how to efficiently deploy personnel. As Matrix's report states, MIFD is currently using overtime as a critical component of its staffing methodology. Best practices for overtime include efficient deployment of personnel and carefully balancing budgeted staffing levels at the replacement factor (i.e., the point in time where using overtime to meet the department's operational needs is more expensive than hiring additional personnel). That type of staffing system needs to be monitored for when the optimal use of overtime has been exceeded and additional personnel are required. Matrix's report describes how performance indicators or other catalysts (such as increased injury rate) may be triggers to modify the staffing plan.

*Sick, Family Medical Leave ACT (FMLA), Duty Related Disability (DRD) and Vacation Leave*

Policies governing the accrual and utilization of sick and vacation leave, in addition to the as-needed use of Family Medical Leave Act and Duty Related Disability leave were examined during this Fire Service Study, as these leave benefits contribute most significantly to absences that are filled through overtime.

Employees earn 20 hours of sick leave per month, capping at 1,440 hours (equivalent to allowing them to be off work for 6 months). They reach this cap, if no hours are used, in six years. Duty Related Disability (DRD) is also available for another six months of leave, per incident. MIFD's sick leave accrual appears to be more generous than some comparable jurisdictions, but that allowance may have been the product of other concessions in bargaining. While both types of benefits are typical and DRD is offered at a level consistent with those of other jurisdictions, the sick leave and DRD benefits together create the potential for long-term leaves that can create significant impacts on staffing levels. The median number of days of sick leave used in



2019 was approximately 7; this utilization level has not changed in several years and remains within the national average range for fire personnel.

Accrual and utilization rates for vacation appear to be within the norm, but the practice concerning use of “carryover” vacation earned appears to be more generous. The average number of days of vacation used in 2019 per employee was 12.

Some national research shows that shorter work weeks (such as MIFD’s schedule) can lead to higher use of sick and vacation leave and, therefore, overtime. It does not appear that MIFD is utilizing more sick or vacation leave than is allowable under the Collective Bargaining Agreement nor more than what occurs in other fire departments. However, the department’s sick leave utilization is slightly higher than elsewhere throughout the City organization (7 days versus 4.5 days). Leave use statistics should be monitored over time.

During the past three years, a total of 6 individuals used time off via the Family Medical Leave Act (averaging 20 days or 480 hours off per person; FMLA allows 12 work weeks or 576 hours for MIFD shift personnel to care for themselves and 26 work weeks or 1,248 hours to care for family member) and 7 individuals required Duty Related Disability (DRD) time off (averaging 30 days off per person). These statistics are well within the norm experienced by other departments, but each of these absences create a significant disruption in a smaller department that is providing daily staffing levels at its minimum staffing level requirement. It is worth noting that, for the most part, these individuals who used FMLA or who were on DRD were not the same individuals. In addition, in some fire departments, there is a correlation between employees who work a substantial amount of overtime and those who require Duty Related Disability leave. That is not the case in Mercer Island. Nevertheless, City and department management are aware that Union Leadership spoke with members about the burden of having too few members fill shift slots, and the potential problems that could result from having too many members listing themselves too frequently on the “do not call” list, some of which include employee burnout or a potential for increased injury rates.

#### CONTRACTING/MERGING DISCUSSION

The scope of work for the Fire Services Study included investigating opportunities for regional partnerships or other means of providing fire services to Mercer Island in the future. One of the questions posed was: Could the City of Mercer Island achieve efficiencies in service delivery by contracting or merging its fire department with another entity?

At this point in time, there is a limited ability to calculate the costs and benefits of contracting or merging with another fire entity. However, the consulting team has examined initial inquiry responses from Seattle Fire (SFD), Bellevue Fire (BFD) and Eastside Fire and Rescue (EF&R), formulated a list of decision variables (see **Attachment #2**) or considerations, researched the experiences of partner agencies and sought to develop possible timetables, cost estimates, and processes for conducting a RFP.

Choosing to contract or merge with another entity requires a willing partner agency that sees mutual benefit in the endeavor. When SFD, BFD and EF&R were originally contacted, they were asked what it would cost if they were to provide services to Mercer Island. These agencies were selected primarily due to their proximity to Mercer Island. These agencies’ actual interest level and the benefits they would expect to receive through entering into an agreement with the City of Mercer Island are largely unknown. Maintaining their existing service levels while reducing current or future costs will be the aim of any potential partner. All four agencies have similar levels and quality of service, with some providing additional resources or programs in functions such as the Fire Marshal’s Office, public education, or community health services.

The following is a list of potential decision variables (i.e., effectiveness and efficiency factors that should be weighed) and other considerations regarding contracting or merging. Should City Council wish to further contemplate issuing an RFP, the consulting team highly recommends that the City Council discuss and come to a consensus on which factors are the most critical and what the City hopes to achieve for those factors. How and how well are these services performed - now, as MIFD, or in a possible future partnership?

*Contracting decision variables/considerations:*

Customer satisfaction levels
EMS response times
Fire response times
Suppression success
Investigations
Public education
Fire control (codes, permitting, plan review, pre-plans)
Training
Dispatch; reporting; records management
Resiliency in staffing (from having a larger pool)
Specialty teams and services (e.g., Marine Patrol)
Emergency management planning/coordinated response
Insurance (Washington State Ratings Board) ratings and costs
Governance and oversight structure
Costs to execute the RFP, evaluate responses, negotiate with prospective partner
Costs to resolve the current contract with the Collective Bargaining Unit; cost implications to a successor agreement undertaken with discussing a merger; costs to mitigate any impacts of merging or contracting with another entity
Organizational culture and characteristics
“Back of house” administrative services (Human Resources, Information Technology, Finance, City Management)
Departmental leadership
Community values
Performance monitoring and management
Accreditation and professional standards
Ownership and maintenance of physical assets (e.g., rolling stock, land, buildings, equipment)
Cost per capita
Cost per assessed value
Transfer/transition costs
Revenue impacts (sharing and loss)
LEOFF 1 liability
Any other outstanding liability or pending claims
Branding/perception of ownership
Timing of decision-making and process
Community involvement in decision-making
Schedule for collective bargaining for other entities
Partnership termination/withdrawal rules and impacts

Potential impacts of another entity joining after MIFD, or substantial annexations
Impacts of capital replacements/upgrades on annual budgets
Length of term of contract/Interlocal Agreement

Contracting or merging with another entity may or may not reset the department’s cost baseline. If the baseline is reset, the City of Mercer Island would be able to assume a single-year downward budget adjustment for fire services. That budget reduction may occur in Year 1 or, due to transition and close-out costs, Year 2 of a new agreement. The overall amount of costs avoided, saved, or increased during a multi-year period, as a result of contracting or merging and as compared to MIFD continuing on its solo budgetary path, will be dependent on many factors. No outcome can be guaranteed.

Matrix’s analysis of the cost for SFD, BFD or EF&R to provide service to Mercer Island suggests that any pairing is likely to result in higher first year costs than Mercer Island would have on its own. Seattle Fire Department’s estimated costs to provide service to Mercer Island appear to be higher in every year. Without taking the one-time costs into consideration, it appears that all of the proposals (except Seattle’s) may result in cost decreases in at least the first year. However, only EF&R’s Contract #2 and Partnership proposals remain lower than Mercer Island’s estimated costs by the end of 2025. If BFD’s and EF&R’s (average estimated) first-year costs are spread over a five-year period (to mitigate the impact of those first-year costs), it appears that only EF&R’s Contract #2 and Partnership proposals may result in a cost savings for the City of Mercer Island (excluding the large unknown of legal/collective bargaining costs).

It is important to note that all the cost estimate proposals submitted to the City were rough estimates, subject to re-calculation and negotiation. It is also critical to note that this illustration relied on Mercer Island’s 2019 year-end actual expenses as the baseline year and grew the future years’ cost estimates by the average annual increase in actual expenditures since 2017. As 2019 was a particularly high actual expenditure year, the future year costs for Mercer Island are likely overstated. (Chief Heitman expects to request a 2021 budget of approximately \$6,932,544 (\$222,464 or 3.2% lower than the figure the consulting team has used in this illustration.) The same base year (2019) and three-year actual cost experience period (2017-2019) were used for the other agencies, thus allowing for a consistent comparison.

**Potential Partnership or Contracting Expenses**

	MIFD	BFD	SFD	EF&R
<b>2021 Estimated Budgets</b>	\$7,155,008 <sup>1</sup>	\$6,693,996 <sup>2</sup>	\$7,588,623 <sup>2</sup>	\$6,451,434 <sup>2, 5</sup>
<b>One-time Transition Costs</b>	<sup>3</sup> -	\$1,617,132	\$2,911,997	\$202,564 to \$1,247,564
<b>First Year Subtotal Cost</b>	\$7,155,008	\$8,311,128	\$10,500,620	\$7,176,498 <sup>6</sup>
<b>Legal and Collective Bargaining Costs</b>	<sup>4</sup> unknown	unknown	unknown	unknown
<b>First Year Total Cost</b>	unknown	unknown	unknown	unknown

*Notes:*

- 1. For illustration purposes: 2019 actual expenditures increased by average increases in actual expenses (3.92%, 2017 to 2019) for both 2020 and 2021. Likely overstates 2021 yet-to-be adopted budget.*
- 2. 2019-basis cost estimates provided by jurisdictions, increased by average increases in actual expenses (2017 to 2020) for both 2020 and 2021 (BFD = 3.4%/year; SFD = 3.0%/year; EF&R = 2.25%/year)*

3. Potential partners indicated these costs may include technology/info systems, risk management, uniforms, equipment, dispatch, training, leave liability, benefits transfer, supplies, KC EMS levy revenue transfer

4. May include costs to close out current Collective Bargaining Agreement, costs to mitigate impacts of contracting/merging, legal counsel for bargaining and for negotiating contract with potential partner agency

5. Average of the three estimates EF&R provided

6. Includes average of one-time cost estimates provided

#### Extrapolations of Potential Partnerships or Contracting

		2021	2022	2023	2024	2025
<b>MIFD budget estimates</b>	<sup>1</sup>	\$7,155,008	\$7,269,488	\$7,385,800	\$7,503,973	\$7,624,036
<b>BFD cost proposal</b>	<sup>2</sup>	\$6,693,996	\$6,921,592	\$7,156,926	\$7,400,262	\$7,651,871
<b>EFR cost proposal</b>	<sup>2</sup>					
<b>"Contract #1"</b>		\$6,997,985	\$7,155,440	\$7,316,437	\$7,481,057	\$7,649,381
<b>EFR cost proposal "Contract #2"</b>		\$6,564,745	\$6,712,452	\$6,863,482	\$7,017,911	\$7,175,814
<b>EFR cost proposal "Partnership"</b>		\$5,791,571	\$5,921,882	\$6,055,124	\$6,191,364	\$6,330,670
BFD cost proposal plus 20% of the first year, one-time costs		\$7,017,423	\$7,245,019	\$7,480,353	\$7,723,688	\$7,975,297
<b>EFR cost proposal "Contract #2" plus 20% of the first year, one-time costs</b>	<sup>3</sup>	\$6,854,771	\$7,002,478	\$7,153,508	\$7,307,936	\$7,465,839

Notes:

1. MIFD's estimated budgets are for illustration purposes: 2019 actual expenditures increased by average increases in actual expenses (3.92%, 2017 to 2019) for 2 years to get 2021 estimate. Likely overstates 2021 yet-to-be adopted budget.

2. Does not include first-year, one-time costs

3. Utilizes EF&R's average of one-time, first year costs.

The consulting team has attached a spreadsheet labeled "Fire Service Comparisons: Population, Assessed Value, Employees, Budget," which depicts a few ways the MIFD could be compared to Seattle Fire Department, Bellevue Fire Department and Eastside Fire and Rescue (see **Attachment #3**). A couple of take-aways from that data are: MIFD is protecting a higher level of assessed value property for its budgetary and personnel resources; and MIFD is the median value amongst these entities for its ratios of budget to population and budget to employees.

It is important to mention that these entities are not entirely the same entities that Mercer Island uses to compare itself for performance and collective bargaining purposes; again, these entities were largely chosen for their proximity and potential ability to provide service to Mercer Island. The Public Employment Relation Commission prefers that cities use similar sized departments as market comparisons for the purposes of

bargaining. (In past years, Mercer Island’s collective bargaining comparisons have included: the cities of Bothell, Kirkland, Redmond, Shoreline, Tukwila and Woodinville, Northshore Fire and Valley Regional Fire.)

The consulting team has also attached a spreadsheet labeled “Fire Department Staffing Comparisons,” which shows budgetary, schedule, and staffing level data (see **Attachment #4**). The data depict how each department except for MIFD has a higher daily staffing ratio (i.e., the number of personnel assigned to a shift each day out of the total staff) than its minimum staffing level (i.e., the number of personnel required each shift). The data also depict MIFD and SFD have higher overtime Operations expenditures per person and as a percentage of their department’s overall Operations budgets. The data also show an inverse relationship between the daily staffing ratio and the Operations OT budget level, where the lower the daily staffing ratio, the greater the Operations OT budget is as a percentage of the overall budget.

	MIFD	EF&R	BFD	SFD
<b>2019 actual expenditure of Operations OT per person</b>	\$23,714	\$13,012	\$12,091	\$28,077
<b>Total personnel/daily staffing</b>	4.00	4.19	4.22	3.71
<b>Total personnel/min staffing</b>	4.00	5.06	4.40	4.21
<b>2019 actual expenditure for Operations OT as % of total budget</b>	9.99%	6.97%	4.65%	11.64%

*Other Considerations*

Apart from direct cost experiences, other implications exist for cities who have contracted for fire services. These implications vary considerably and are difficult to measure but are nonetheless important to mention. Some cities have found that they continue to invest a significant amount of time performing the governance and oversight roles in their partnerships. Frequently, the city manager/administrator, city attorney, finance director and one or more members of City Council spend time in meetings, reviewing data, examining policies, and helping to steer the partnership agency. In some cases, depending on the balance of assets in the partnership, the joining member must also dedicate Information Technology, Human Resources, fleet/grounds/facility maintenance, risk management, city administration, finance and legal personnel and other resources to keep the entity running effectively and efficiently, and to ensure the municipality’s interests are met.

Some cities have found that its fire entity partners do not always share their objectives and values, making organizational decision-making cumbersome or contentious. When the municipality is no longer the only party providing direction and controlling the allocation of resources, absolute local control is replaced with negotiation and consensus building. For example, one member may feel the need to advocate for expansion of services (such as the addition or relocation of a station) while another may be highly cost-sensitive or cost-avoidant. Long-term strategic plans and a clear organizational mission and vision can help keep the entity on a consistent path. Partners also may have very different Calls for Service drivers and dissimilar abilities to pay for services. As such, expenditure and revenue sharing formulas can become a frequent topic of discussion. Policies that address how frequently or under what circumstances these formulas are updated can help keep this discussion from taking over the board’s agenda.

Some cities have found that removing the fire department from the auspices of the municipality have led to a perception that it is more difficult to influence the fire service’s performance, community connection, legislative focus, and budget priorities. When the municipality’s interests have deviated from those of the fire

service, it has sometimes been challenging for the elected officials to wear two hats as board representatives and city councilmembers. Clear policies at the municipal and board level can help limit these occurrences.

All of the benefits and drawbacks of contracting cannot be fully known until after an RFP is issued and, certainly, until the experience has been lived. However, City of Mercer Island and City of Bellevue staff have identified these potential pros and cons for each party (in that possible partnership):

**Potential Pros for City of MI, MIFD or MIFD staff**

- Potential lower WSRB rating
- Dedicated training division
- Increased Fire Marshal capacity
  
- Increased public education programming
  
- BFD's CARES program
- Additional promotion opportunities for fire fighters (includes ability to train as aerial crew)
- Scale of economy savings for hiring processes
- Scale of economy savings on overtime
- Staffing resiliency (if BFD has additional positions above minimum staffing or is able to reallocate personnel in specialized functions to line duty)
- Some "back office" administration tasks, time and expenses may be reduced due to scaling up or the ability to use more efficient systems
- Could retain Mercer Island branding
- Higher base salaries for personnel

**Potential Cons for City of MI, MIFD or MIFD staff**

- Loss of direct local control
- Costs of executing the contract (legal, collective bargaining and other transition costs)
- Increased apparatus maintenance costs
  
- Higher base salary costs
- Loss of the Fire Chief position
- Fewer opportunities or less ability to utilize FD resources to assist with other City needs (e.g., serving on employee task teams,

**Potential Pros for City of Bellevue, BFD or BFD staff**

- Increased Fire Marshal capacity
- Addition of a Battalion Chief position
- Ability to spread costs among more partners, reducing City of Bellevue's share of future increases
- Additional scale of economy for purchasing, etc.

**Potential Cons for City of Bellevue, BFD or BFD staff**

- Cede some governance power
- Unforeseen or non-negotiated transition costs
  
- Need to integrate large, one-time number of personnel

- assuming miscellaneous duties, helping reduce budget gaps)
- Less efficient means of oversight for City Manager and Finance Director

If the City Council wishes to improve the efficiency of the MIFD, there are a limited number of broad actions it could direct to either focus on performance improvements or costs. If the City Council desires to focus on reducing the operating cost of providing fire services to the community, choices are limited given the bulk of the department's costs are related to personnel and all of those options will require engaging the collective bargaining units, which will result in offsetting expenses.

These broad options include:

- Retaining a standalone MIFD, as is,
- Retaining the MIFD and reducing costs through negotiations with the Collective Bargaining Unit,
- Retaining MIFD, as is, and improving performance (which could include adding EMS enhancements in/out-of-house),
- Retaining the MIFD, but reducing costs (through bargaining) and improving performance,
- Contracting with another fire entity for some or all services,
- Merging with another fire entity for some or all services (merging assumes giving up all governance control), or
- Forming a fire protection district.

City management could attempt through collective bargaining to negotiate changes to cost drivers such as salaries and benefits (the net reduction would likely be minimized by give-backs to employees). The staffing structure could be altered to reduce overtime but would require augmenting the minimum staffing level (thus negating the cost savings). The City could evaluate whether another entity could provide the same or better level of service for all or some of MIFD's services.

While this Fire Services Study and agenda bill provide some initial glimpses at potential costs in year one and beyond, the only way to get a fully-burdened cost estimate is to conduct a Request for Proposals, engage in negotiations with an interested party, and bargain impacts with the Fire Department's Collective Bargaining Units. Before setting on that path, the Council should discuss the decision variables/considerations (see **Attachment #2** and listed previously in this agenda bill) and come to consensus on its goals and objectives for conducting the RFP. City Council should also discuss the process, timetable, and budget for any potential RFP (see **Attachment #5**).

Should the Mercer Island City Council wish to further explore the cost-benefits of contracting with another fire service entity, there are perhaps five critical pieces of information to keep in mind before taking that path:

1. Public engagement, information and input are needed to ensure a successful outcome. For example, City Council and community members could embark first on a conversation regarding the desired level/quality of service the community wants to establish or maintain, and the cost of attaining that desired outcome. If a Request for Proposals is ultimately conducted, the City Council may also wish to consider how to involve stakeholders in the development of the RFP and the review of the proposals.
2. The full process of conducting a Request for Proposals, negotiating with a potential partner, working through the collective bargaining process, providing public engagement and seeking input, City Council deliberations, amending the municipal code, transitioning assets, etc., will not be completed in a short

timeframe. Many cities who have gone through similar processes took many years to arrive at a final decision (and some chose not to proceed) and even more time to complete the transition (some included “bridge” years of partial changes).

3. Discussion of contracting may occur at the same time the City is attempting to negotiate a successor agreement with the union.
4. The impacts of contracting and of transferring personnel into the employment of another entity will have to be bargained with the union. The Washington State Public Employment Relations Commission (PERC) has made it clear that respect for the bargaining process includes giving the union an opportunity to suggest alternatives. In addition, any union that represents the personnel of the agency Mercer Island would join would also have the right to bargain any impacts of the new partnership.
5. Currently, all cost implications are largely unknown. Initial hard and soft costs, even prior to City Council potentially executing an agreement, are likely to be significant. Expenses may include contractual services’ fees for legal or special counsel, project management, collective bargaining, and consulting. Without knowing all necessary variables currently, it is difficult to estimate this expense. Some of the scope of work may be able to be performed by the City Attorney’s Office, but given the workload in that office and the specialized expertise that may be helpful in this matter, it is likely that external resources will be needed. An early cost estimate for the professional services needed for this scope of work is \$50,000 to \$80,000. Final costs incurred as a result of executing a potential contract are also largely unknown. As the highly conditional and conjectured estimates that the City received from three potential partners demonstrate, the transition and one-time/first-year costs each would charge the City of Mercer Island were wildly varied (ranging from \$200,000 to \$2.9 million). In addition, the City’s costs to close the bargaining unit’s incumbent contract, the costs to mitigate the union’s impacts of the new partnership and the costs the partner agency will incur due to its need to bargain impacts (which the City will likely absorb a portion of, over time) are all unknown now. Soft costs would likely include prioritizing and reserving time in the workplans of the Fire Department, City Manager, Finance, IT and Human Resources.

Attachments:

1. Overtime policy
2. Decision variables and considerations
3. Fire Service Comparisons: Population, Assessed Value, Employees, Budget
4. Fire Department Staffing Comparisons
5. Contracting preliminary process/timetable and budget
6. Maps



## MIFD Process for Filling Overtime (Overtime Policy)

The Mercer Island Fire Department uses the software program “Telestaff” to maintain and monitor the work schedules for all employees. This program ensures that we constantly maintain the required minimum staffing of personnel 24/7/365. When a vacancy occurs or overtime (OT) is required to fill any extra positions, such as the staffing of E193 for special events, Telestaff will automatically start calling employees based upon preconstructed lists and rules to fill the vacancy.

### Lists

OT callback is based upon two main lists, a long-list (>12 hrs.) and a short list (<12 hrs.). Each of these lists is maintained separately and are based upon the total number of hours an employee has at the time the OT is called. For the long list, the person having the least number of total hours is positioned at the top of the list and is called first for an available OT. Once that OT has been accepted the number of total hours is recalculated and that person drops down the list and is placed according to their total OT hours. For the short list, the position of the employee on the list is based upon their last worked short OT, so when one is accepted, that employee goes to the bottom of the list. If an employee does not accept the offered OT, Telestaff moves on to the next person on the list, continuing this process until the vacancy is filled. This is designed to provide fairness and equity in the assignment of OT for all employees.

### Rules

1. Two Battalion Chiefs cannot be on operations duty at the same time (BC's cannot fill OT for a FF or Lt. if another BC is already on-duty).
2. At least one officer, Lt. or BC, must be on-duty each day.
3. Once a short OT has been accepted, it cannot be turned back in for an exchange in favor of a longer OT, such as a 24 hour.
4. Short OT's will be posted as soon as they become available for maximum notification to employees.
5. Employees who accept a short OT of 6 hours or less via Telestaff will have 3 hours deducted from their long OT list accrual.
6. Sign-up sheets will be used to allow employees to volunteer for short OT's for special events, and these do not impact their short OT accrual.
7. Long OT vacancies will be called for before short OT vacancies.
8. OT accrual bucket lists will 0 out each Sept 1.
9. Once the long or short OT list has been gone through twice, the Watch Commander will manually call all eligible members. The member who accepts the OT on the third time through the list will not have those hours counted against their overall accrual.
10. All employees can manually assign themselves as “do not contact for OT” or “automatic acceptance of OT” for any day of the year they are not currently scheduled to work.

### ***Contracting decision variables/considerations***

Customer satisfaction levels
EMS response times
Fire response times
Suppression success
Investigations
Public education
Fire control (codes, permitting, plan review, pre-plans)
Training
Dispatch; reporting; records management
Resiliency in staffing (from having a larger pool)
Specialty teams and services (e.g., Marine Patrol)
Emergency management planning/coordinated response
Insurance (Washington State Ratings Board) ratings and costs
Governance and oversight structure
Costs to execute the RFP, evaluate responses, negotiate with prospective partner
Costs to resolve the current contract with the Collective Bargaining Unit; cost implications to a successor agreement undertaken with discussing a merger; costs to mitigate any impacts of merging or contracting with another entity
Organizational culture and characteristics
“Back of house” administrative services (Human Resources, Information Technology, Finance, City Management)
Departmental leadership
Community values
Performance monitoring and management
Accreditation and professional standards
Ownership and maintenance of physical assets (e.g., rolling stock, land, buildings, equipment)
Cost per capita
Cost per assessed value
Transfer/transition costs
Revenue impacts (sharing and loss)
LEOFF 1 liability
Any other outstanding liability or pending claims
Branding/perception of ownership
Timing of decision-making and process
Community involvement in decision-making
Schedule for collective bargaining for other entities
Partnership termination/withdrawal rules and impacts
Potential impacts of another entity joining after MIFD, or substantial annexations
Impacts of capital replacements/upgrades on annual budgets
Length of term of contract/Interlocal Agreement

**Fire Service Comparisons: Population, Assessed Value, Employees, Budget**

Department	2018 Population (pop)	2018 Assessed Value (AV)	2018 # of Employees (ee)	Budget	\$1,000 AV/ pop	\$1,000 AV/ee	\$1,000 AV/Budget	pop/ee	budget/pop	budget/ee
<b>MIFD</b>	25,976	\$13,299,694,072	32	\$6,422,193	\$512.00	\$415,615.44	\$2.07	811.75	\$247.24	\$200,694
<b>ESF&amp;R</b>	141,176	38,852,178,150	157	\$32,364,356	\$275.20	\$247,466.10	\$1.20	899.21	\$229.25	\$206,142
<b>SFD</b>	744,955	\$214,109,064,214	1,158.55	\$212,163,674	\$287.41	\$184,807.79	\$1.01	643.01	\$284.80	\$183,129
<b>BFD - Fire &amp; ALS</b>	332,734	U <sup>2</sup>	254	\$52,600,000 <sup>4</sup>	U	U	U	1309.98	\$158.08	\$207,087
BFD - Fire only	162,000 <sup>1</sup>	60,376,567,539 <sup>3</sup>	U	\$44,136,000 <sup>5</sup>	\$372.69	\$237,703.02	\$1.37	637.80 <sup>6</sup>	\$272.44	\$173,764
BFD - ALS	332,734	U	U	\$8,464,000 <sup>5</sup>	U	U	U	U	\$25.44	U

Notes:

1. Bellevue pop of 162,000 represents total service area for fire suppression only (ALS service area is greater = 332,734, includes Mercer Island, ESF&R service area and Issaquah, Sammamish, Duvall, Fall City, unincorporated areas of King County and North Bend.)
2. U = unavailable/unknown at this time
3. City of Bellevue, only
4. Includes ALS-related budget, which has a service area of 332,734.
5. Estimated based on City of Bellevue budget history for 2019 and 2020
6. Uses all 254 employees in calculation

Prepared for October 6, 2020 Mercer Island City Council Meeting

Fire Department Staffing Comparisons

Mercer Island Fire Department				
	2017	2018	2019	NOTES
<b>Total Budget</b>	\$6,252,898	\$6,443,305	\$6,647,831	
<b>Ops Budgeted OT</b>	\$461,335	\$461,335	\$505,555	
<b>Ops Actual OT</b>	\$531,407	\$491,160	\$663,978	
<b>Total # of Personnel</b>	28	28	28	
<b>Work Schedule</b>	3 Platoon/D Shift	3 Platoon/D Shift	3 Platoon/D Shift	48 hours on/96 hours off
<b>Scheduled Daily Staffing</b>	7	7	7	4 Personnel at Station 91 and 3 at Station 92
<b>Minimum Staffing Level</b>	7	7	7	1 BC, 2 LT and 4 FF
			\$23,714	2019 actual OT per person
			4.00	total personnel/daily staffing
			4.00	total personnel/min staffing
			9.99%	2019 actual OT as % of total budget

Eastside Fire & Rescue				
	2017	2018	2019	NOTES
<b>Total Budget</b>	\$25,858,181	\$29,113,877	\$29,316,198	
<b>Ops Budgeted OT</b>	\$1,012,444	\$1,152,479	\$2,689,144	While OT actual is over budget in all three years, we have a dedicated Liability Reserve Fund that must be maintained (with End Fund Balance) and is utilized to cover specific costs. In the last five years the partners have never been asked to cover more than the budgeted amount of OT. It is the Chief's job to shift resources from other line items to cover any overages. All overages are anticipated and contingencies are made throughout the year. The large increase in 2019 was due to the dedicated OT staffing of an Aid Car.
<b>Ops Actual OT</b>	\$1,300,000	\$1,030,509	\$2,042,907	\$750k of the 2019 amount was a planned base staffing add in lieu of hiring more firefighters (12 hour aid car)
<b>Total # of Personnel</b>	157	157	157	
<b>Work Schedule</b>	4 Platoon	4 Platoon	4 Platoon	24 on 48 off, 24 on 96 off + 12 debit days per year
<b>Scheduled Daily Staffing</b>	37-38	37-38	37-38	Two floaters per shift, plus 4 or 5 (depending on the day) debit day FF working back. So this gives EF&R 6-7 extra a day. As long as EF&R has fewer than 6-7 (depending on the day) out on sick, vacation or disabilities, there is no overtime.
<b>Minimum Staffing Level</b>	31	31	31	3 on engines/ladder, 2 on aid units, 1 BC
			\$13,012	2019 actual OT per person
			4.19	total personnel/daily staffing
			5.06	total personnel/min staffing
			6.97%	2019 actual OT as % of total budget

Bellevue Fire Dept.				
	2017	2018	2019	NOTES
<b>Total Budget</b>	\$46,899,905	\$51,962,075	\$54,887,077	Total budget from 2017-2018 displays odd due to a significant retro payment/budget adjustment for the expired CBA that was not budgeted in 2019
<b>Ops Budgeted OT</b>	\$2,620,543	\$2,494,142	\$2,881,683	Total budget in 2019 includes Fire's LEOP 1 retiree medical payments (\$1.5M budgeted) as the city moved these into the operational departments budget in 2019
<b>Ops Actual OT</b>	\$2,585,484	\$2,479,290	\$2,551,208	
<b>Total # of Personnel</b>	211	211	211	9 of which are assigned solely to day shift (40 hours/week)
<b>Work Schedule</b>	3 Platoon	3 Platoon	3 Platoon	Modified Detroit: on/off/on/off/on/off off off
<b>Scheduled Daily Staffing</b>	50	50	50	BFD is currently down 10+ personnel, so they are hiring 3-6 on OT each day.
<b>Minimum Staffing Level</b>	48	48	48	They only track the minimum staffing, each day varies for extra personnel.
			\$12,091	2019 actual OT per person
			4.22	total personnel/daily staffing
			4.40	total personnel/min staffing
			4.65%	2019 actual OT as % of total budget

Seattle Fire Department				
	2017	2018	2019	NOTES
<b>Total Budget</b>	\$200,936,479	\$212,163,673	\$219,514,500	
<b>Ops Budgeted OT</b>	\$25,263,616	\$28,279,878	\$25,546,036	
<b>Ops Actual OT</b>	\$23,483,169	\$27,846,620	\$25,549,642	
<b>Total # of Personnel</b>	910	910	910	
<b>Work Schedule</b>	4 Platoon	4 Platoon	4 Platoon	24on/48off/24on/96off. Members also work 7 debits throughout the year, or ~103 shifts per year
<b>Scheduled Daily Staffing</b>	245	245	245	
<b>Minimum Staffing Level</b>	216	216	216	
			\$28,077	2019 actual OT per person
			3.71	total personnel/daily staffing
			4.21	total personnel/min staffing
			11.64%	2019 actual OT as % of total budget

**Contracting for Fire/EMS Services - Preliminary Process/Timetable and Budget**

**Project's Preliminary Timetable\* - Fire/EMS Service Options**

Activity	2020	2021	2022	2023
Review and accept final report	Q4			
Determine whether to proceed with RFP	Q4			
Conduct public outreach?	Q4	Q1		
Conduct RFP		Q1		
Review/analyze responses (includes public outreach)		Q1-Q2-Q3		
Communication with IAFF	Q4	Q1-Q4		
Council preliminary decision re: preferred partner		Q3		
Negotiation with fire service entity		Q3-Q4		
Agreement approved by Council		Q4		
Implementation (assets transferred, personnel changes, budgets amended, etc.)			Q4	Q1
Collective bargaining (current contract for 2019-2021 ends 12/31/2021)		Q1-Q4		
Bargaining impacts due to merger (both City of Mercer Island and partner agency)		Q3-Q4		
Mediation and interest arbitration, if necessary			Q1-Q3	
Biennial budget development and adoption	Q2-Q4		Q2-Q4	

\* If City Council were to initiate a RFP process. Note, this schedule presents an aggressive timeline and is a draft.

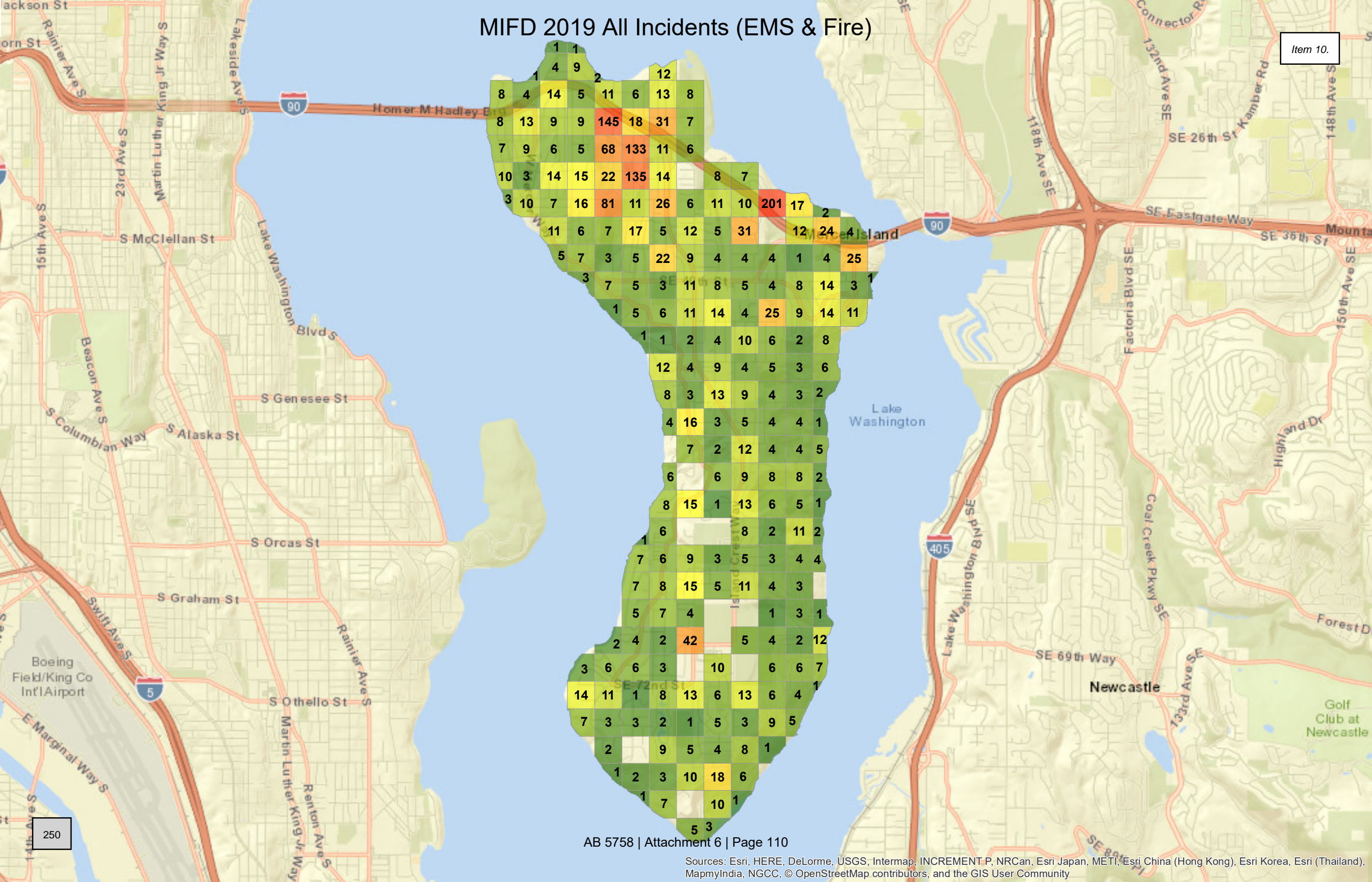
**Project's Preliminary Budget\* - Fire/EMS Service Options**

Activity	2020	2021	2022	2023
Contractual/professional services	\$10,000	\$70,000	Not estimated	Not estimated
Collective bargaining resolution costs	\$0	\$0	Unknown	Unknown
Other transition costs	\$0	\$0	Unknown	Unknown

\* If City Council were to initiate a RFP process. Note, this a draft estimate and budgetary timeline.



# MIFD 2019 All Incidents (EMS & Fire)

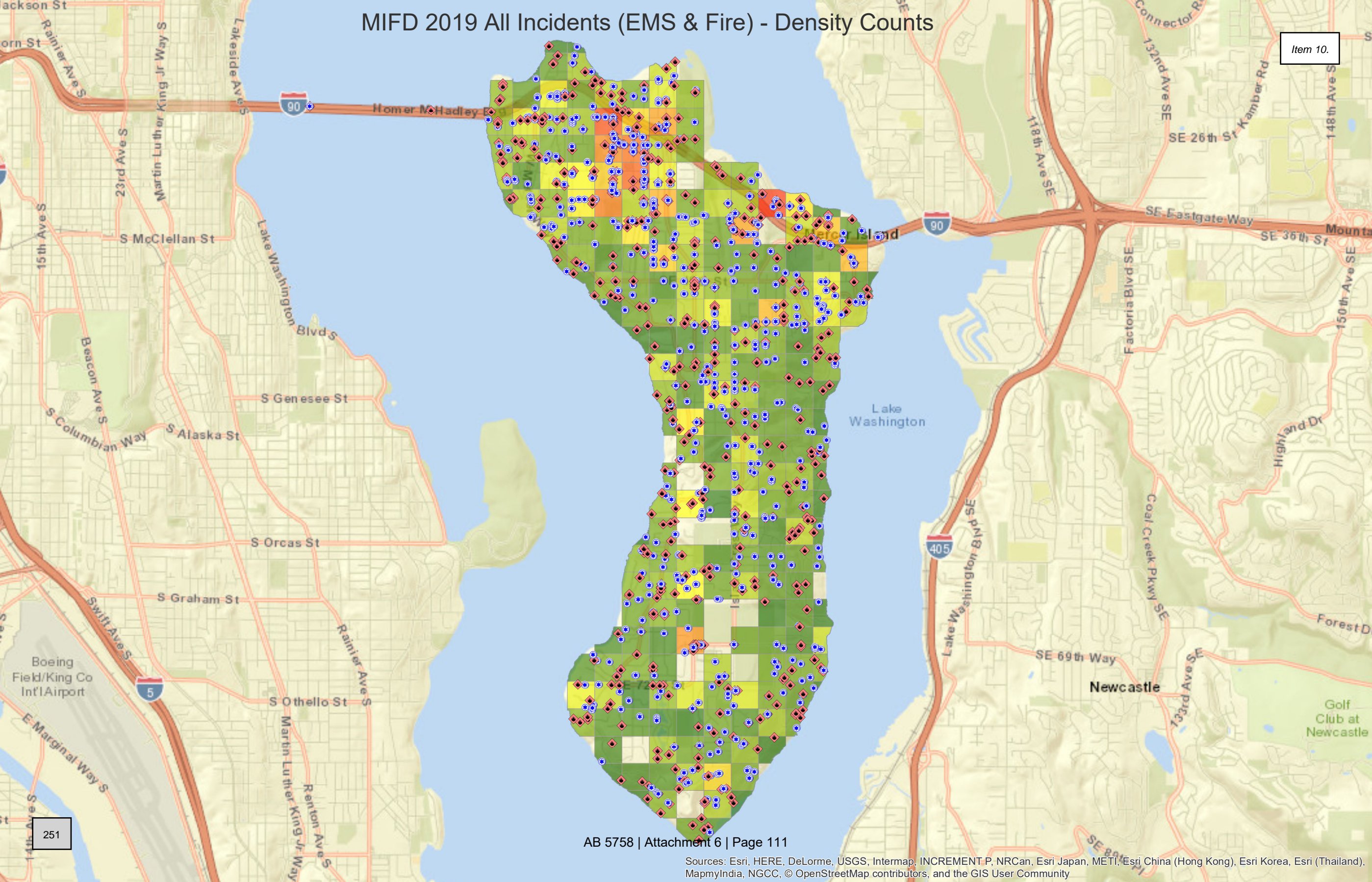


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# MIFD 2019 All Incidents (EMS & Fire) - Density Counts

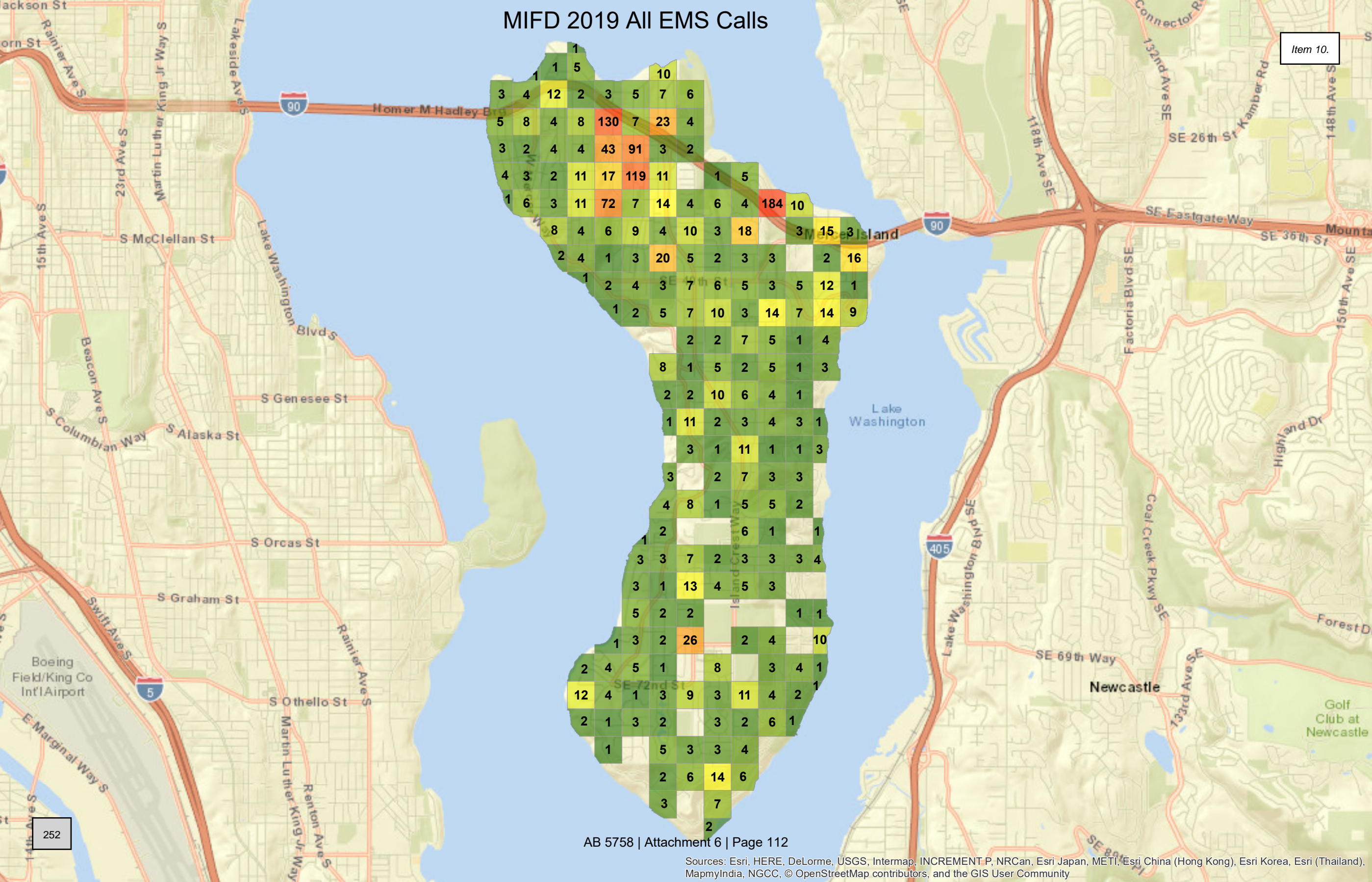


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# MIFD 2019 All EMS Calls

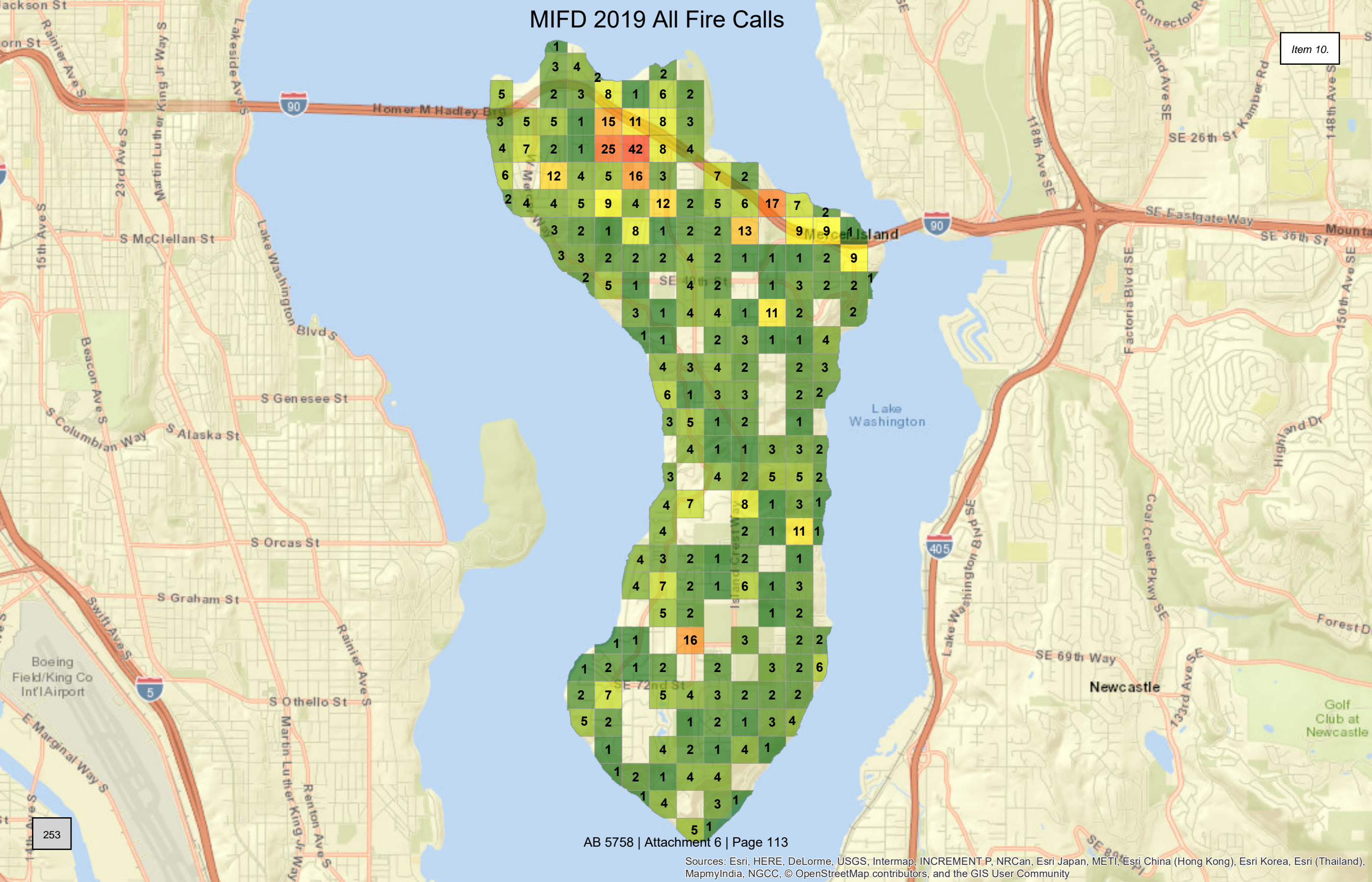


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# MIFD 2019 All Fire Calls



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# Fire Services Study

## Final Report

October 6, 2020

Presented by:

Emily Moon, local government management consultant

with assistance from:

Robert Finn, Matrix Consulting Group

Fire Chief Steve Heitman



# Background

- Introductions
  - Emily Moon, ICMA-Credentialed Manager and independent consultant
  - Robert Finn, Senior Manager at Matrix Consulting Group
- July 14, 2020 presentation of draft report
- Approach since July
- Plan for this meeting



# Tonight's Presentation

- Outline what has been updated
- Share some new information
- Discuss framework for analyzing efficiency
- Review a few FAQs; including additional data on overtime
- Introduce the contracting/partnership decision variables and process
- Accept the report and provide direction



# Updates to the Draft Report

- Added background concerning use of overtime and overtime policies
- Removed recommendation to replace apparatus with a quint-style truck and modified the recommendation concerning online training
- Updated and corrected calculations and figures



# Updates to the Draft Report

- Provided more data concerning salary, benefits, leave time and overtime budgets/expenses/uses
- Modeled multiple years of staffing recommendations/options and of the contracting responses
- Provided additional information regarding the option of adding a dedicated aid car
- Added a short list of possible partial contracting options



# The FMO and the WSRB







# Clarified Info

Community Standards





# Central question of the study:

*“Can the MIFD improve its efficiency in its delivery of services?”*



# Efficiency means...

Maximizing output given certain resources or while minimizing the use of resources

- Measurements of cost and productivity

## Effectiveness matters, too...

The degree to which something is successful in producing a desired result; success.

- Measurements of outcomes and satisfaction





# Department Performance

Level of Service

Quality of Service

Productivity

Cost



# Realities

- Fire departments are expensive, proud operations
- Designed for the 4% event
- Alternative models may be less expensive but may be unrealistic to implement or have other consequences
- The MIFD is operating close to as efficiently and effectively as it can for a standalone, island-bound service.



# Cost of Service

## Budget History

	MIFD Budget	MIFD Actuals	General Fund
2015	\$5,904,438	\$6,094,912	\$26,703,657
2016	\$6,240,104	\$6,131,818	\$27,723,094
2017	\$6,252,898	\$6,391,016	\$29,436,000
2018	\$6,443,305	\$6,468,756	\$29,413,162
2019	\$6,647,831	\$6,892,086	\$32,564,082
<i>Total 5-Year % Change</i>	<i>12.59%</i>	<i>13.08%</i>	<i>21.95%</i>
<i>Average Annual % Change</i>	<i>3.15%</i>	<i>3.27%</i>	<i>5.49%</i>

MIFD's budget per capita and per employee are similar to the regional norm for urban, professional departments that also provide BLS. The department protects a higher than average assessed property value per employee and per budget allocation.



# MIFD Overtime

Budget

Policy

Distribution





# MIFD Overtime

Year	Operations OT Over/Under Budget	Over/Under as a % of Total Budget
2015	-\$55,888	-0.95%
2016	-\$157,166	-2.52%
2017	\$56,230	0.90%
2018	\$7,578	0.12%
2019	\$144,481	2.17%

The department is at minimum staffing every day of the year and must use OT to maintain minimum staffing on most days.



# MIFD Overtime

2019	Minimum OT Hours Worked	Maximum OT Hours Worked	Average OT Hours Worked	Total OT Hours Worked
<b>Battalion Chief</b>	392.75	1,296.00	844.08	2,532.25*
<b>Lieutenant</b>	328.25	940.75	593.75	3,562.50*
<b>Firefighter</b>	221.75	745.25	414.78	7,051.25

\* Hours include working in the capacity of Assistant Fire Marshal and Training Officer.







# FAQ

Can OT be reduced?





# Other Frequently Asked Questions

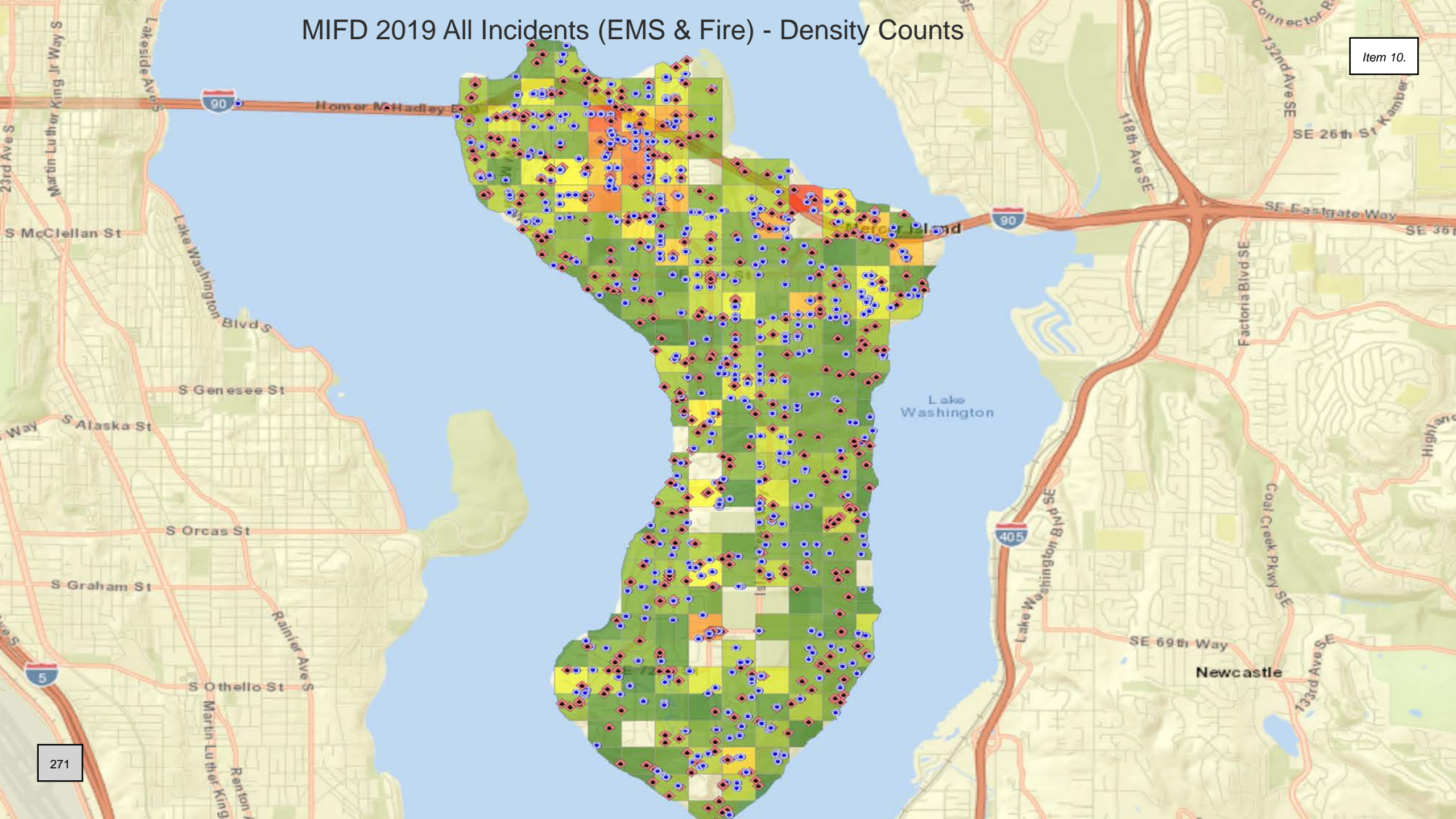
Can we convert one station/its staffing to EMS-only (BLS and ALS)?

Can we reduce firefighters per shift?





# MIFD 2019 All Incidents (EMS & Fire) - Density Counts



Item 10.





# Other Frequently Asked Questions

Can we convert one station/its staffing to EMS-only (BLS and ALS)?

Can we reduce firefighters per shift?



# Would contracting lead to better efficiency/effectiveness?

- Preliminary inquiry and findings
  - Quality and level of service is unlikely to change significantly
  - Productivity is unlikely to change
  - Cost of service is unknown
- Other choices



# Decision variables/considerations

- Technical
- Programmatic
- Indirect or direct (hard/soft) cost
- Quantifiable or qualitative

**Be clear about what issue you are trying to resolve and what you are willing to give to get there.**



# Imprecise Contracting Estimates

		2021	2025
MIFD budget estimates	1	\$7,155,008	\$7,624,036
BFD cost proposal	2	\$6,693,996	\$7,651,871
EFR cost proposal "Contract #1"	2	\$6,997,985	\$7,649,381
EFR cost proposal "Contract #2"	2	\$6,564,745	\$7,175,814
EFR cost proposal "Partnership"	2	\$5,791,571	\$6,330,670
BFD cost proposal plus 20% of the first year, one-time costs		\$7,017,423	\$7,975,297
EFR cost proposal "Contract #2" plus 20% of the first year, one-time costs	3	\$6,854,771	\$7,465,839

1. MIFD's estimated budgets are for illustration purposes: 2019 actual expenditures increased by average increases in actual expenses (3.92%, 2017 to 2019) for 2 years to get 2021 estimate. Likely overstates 2021 yet-to-be adopted budget.

2. Does not include first-year, one-time costs

3. Utilizes EF&R's average of one-time, first year costs.



# Understanding potential RFP process

- Outline of steps
- Timeline required
- Budget support needed

## First determine:

- Decision variable weights
- How/when you will direct staff to issue
- Stakeholder involvement
- Sequence of steps
- Targeted implementation date





# Lastly...

- What questions do you have for me?
- How would the City Council like to proceed?
- If further analysis is desired, how does that fit with the City's priorities?
- What should be done first if Council wants to further investigate options?





# 2020 PLANNING SCHEDULE

Item 11.

Please email the City Manager & City Clerk when an agenda item is added, moved, or removed.

NOTE - Regular Meetings begin at 5:00 pm from June 16, 2020 through December 31, 2020. Items are not listed in any particular order. Agenda items & meeting dates are subject to change.

OCTOBER 6		DD	FN	CA	Clerk 9/28	CM 9/28
ABSENCES:						
ITEM TYPE   TIME   TOPIC				STAFF		
<b>EXECUTIVE SESSION, 5 PM</b>						
30	For planning or adopting the strategy or position to be taken by the City Council during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress pursuant to RCW 42.30.140(4)(b)					
30	To discuss with legal counsel pending or potential litigation pursuant to RCW 42.30.110(1)(i)					
<b>CONSENT CALENDAR</b>						
10	AB 5756: Arbor Day 2020 Proclamation No. 257			Hannah Van Pelt		
<b>REGULAR BUSINESS</b>						
10	AB 5759: Emergency Ordinance No. 20-15 extending the docketing deadline this year for proposed code and comp plan amendments in MICC 19.15.230(D) from Oct. 1 to Nov. 1.			Alison VanGorp		
30	AB 5757: ARCH 2021 Budget			Alison VanGorp		
30	AB 5760: Additional Coronavirus Relief Funds allocation for EOC costs & small business grant program			Merrill Thomas-Schadt, Sarah Bluvas		
10	AB 5761: PSERN Operator Interlocal Agreement			Dave Jokinen		
90	AB 5758: Fire Services Study Final Report			Jessi Bon		

OCTOBER 13 – SPECIAL MEETING (BUDGET)		DD	FN	CA	Clerk 9/28	CM 9/28
ABSENCES:						
Legal Notice: 9/23 & 10/7						
ITEM TYPE   TIME   TOPIC				STAFF		
<b>STUDY SESSION</b>						
120	AB xxxx: 2021-2022 Biennial Budget Presentation (Part 1 of 2)			Jessi Bon/Matt Mornick		

OCTOBER 20 (BUDGET)		DD	FN	CA	Clerk 10/12	CM 10/12
Legal Notice for Public Hearing: 10/7 & 10/14						
ABSENCES:						
ITEM TYPE   TIME   TOPIC				STAFF		
<b>STUDY SESSION</b>						
<b>CONSENT CALENDAR</b>						
<b>REGULAR BUSINESS</b>						
120	AB xxxx: <b>Public Hearing:</b> 2021-2022 Biennial Budget (Part 1 of 2)			Matt Mornick/LaJuan Tuttle		
<b>EXECUTIVE SESSION</b>						

<b>OCTOBER 22 – SPECIAL JOINT MEETING (MISD)</b>	
ABSENCES:	
Legal Notice:	
<b>ITEM TYPE   TIME   TOPIC</b>	
<b>SPECIAL BUSINESS (5:00 PM)</b>	
Upcoming ILAs, operations update, budget updates, and an equity/inclusion discussion.	

<b>NOVEMBER 2 (MONDAY)</b>		DD	FN	CA	Clerk 10/26	CM 10/26
ABSENCES:						
<b>ITEM TYPE   TIME   TOPIC</b>				<b>STAFF</b>		
<b>STUDY SESSION</b>						
60	2021-2022 Biennial Budget Workshop (If Needed)					
<b>SPECIAL BUSINESS</b>						
<b>CONSENT CALENDAR</b>						
<b>REGULAR BUSINESS</b>						
30	AB xxxx: <b>Public Hearing</b> on 2020 Deadline to Submit Proposed Comprehensive Plan and Code Amendments. (tentative)					
30	AB xxxx: Construction Permit Fee Resolution			Alison Van Gorp		
60	AB xxxx: 2021 Comprehensive Plan / Code Amendment Preliminary Docket (tentative)				CPD Staff – TBD	
<b>EXECUTIVE SESSION</b>						

<b>NOVEMBER 17</b>		DD	FN	CA	Clerk 11/9	CM 11/9
Legal Notice for Public Hearing:						
ABSENCES:						
<b>ITEM TYPE   TIME   TOPIC</b>				<b>STAFF</b>		
<b>STUDY SESSION</b>						
<b>SPECIAL BUSINESS</b>						
<b>CONSENT CALENDAR</b>						
<b>REGULAR BUSINESS</b>						
60	AB xxxx: <b>Public Hearing:</b> Adopt 2021 Property Tax Ordinances; NORCOM and Utility Rate Resolutions				Matt Mornick/LaJuan Tuttle	
30	AB xxxx: Q3 2020 Financial Status Report and Budget Adjustments (Ord. No. 20-XX)				Matt Mornick/LaJuan Tuttle	
	AB xxxx: <b>2<sup>nd</sup> and Final Public Hearing:</b> 2021-2022 Biennial Budget				Matt Mornick/LaJuan Tuttle	
30	AB xxxx: School Impact Fee Update				CPD Staff – TBD	

30	AB xxxx: ARCH 2021 budget and work plan approval	Alison Van Gorp
<b>EXECUTIVE SESSION</b>		

<b>DECEMBER 1</b>		DD	FN	CA	Clerk 11/23	CM 11/23
ABSENCES:						
Public Hearing Notice:						
ITEM TYPE   TIME   TOPIC				STAFF		
<b>STUDY SESSION</b>						
45	MIFD contracting with BFD for Mobile Integrated Health (MIH) Services					Steve Heitman/Mike Mandella
<b>SPECIAL BUSINESS</b>						
<b>CONSENT CALENDAR</b>						
<b>REGULAR BUSINESS</b>						
30	AB xxxx: Adoption of 2021-2022 Biennial Budget					Matt Mornick/LaJuan Tuttle
15	AB xxxx: Interlocal Agreement with the Mercer Island School District for School Resource Officer Services (tentative)					Ed Holmes
30	AB xxxx: Interlocal Agreement with the Mercer Island School District for Field Maintenance (tentative)					Jason Kintner
<b>EXECUTIVE SESSION</b>						

<b>DECEMBER 15</b>		DD	FN	CA	Clerk	CM
ABSENCES:						
<b>POTENTIALLY CANCELED</b>						

**OTHER ITEMS TO BE SCHEDULED:**

- Open Space Vegetation Management Report
- Comprehensive Mobility Plan (ST Settlement)
- Mobile Integrated Health (MIH) Overview (Q3)
- PROS Plan Kick-Off
- Public Hearing to amend ORD No. 96-002, Article III (OSCT)
- Mobile Integrated Health (MIH) Overview
- FS 91 Site Characterization Appropriation
- Healthy Youth Initiative Interview
- Donations Code Amendment
- Open Space Conservancy Trust Board Annual Report
- Transportation Impact Fee Update
- Sign Regulations – Confirm Scope of Work
- Sustainability Committee Discussion
- International Building & Fire Code update
- Pavement 101 Discussion
- Residential Dev Standards 3-Yr Review – Scope of Work