



# **NORTH WHATCOM FIRE & RESCUE**

**AND**

# **FIRE DISTRICT # 4**

# **CAPITAL FACILITIES PLAN**

**APPROVED BY  
NORTH WHATCOM FIRE AND RESCUE COMMISSIONERS  
AND FIRE DISTRICT 4 COMMISSIONERS  
MAY 2016**

## TABLE OF CONTENTS

<b>Chapter 1.</b>	Purpose and Background . . . . .	2
<b>Chapter 2.</b>	Executive Summary . . . . .	3
<b>Chapter 3.</b>	Fire District History and Description . . . . .	4
<b>Chapter 4.</b>	Inventory of Fire District Capital Facilities . . . . .	5
<b>Chapter 5.</b>	Whatcom County Level of Service Standards . . . . .	7
<b>Chapter 6.</b>	Current and Projected Level of Service . . . . .	8
<b>Chapter 7.</b>	Projected Capital Facility Needs . . . . .	9
<b>Chapter 8.</b>	Capital Facility Financing Plan . . . . .	11
<b>Appendix A.</b>	Fire District Map . . . . .	16
<b>Appendix B.</b>	Incident Reports for 2010-2015 . . . . .	17
<b>Appendix C.</b>	Concurrency Mitigation Fees . . . . .	18
<b>Appendix D.</b>	Contingency Plan for Funding and Facilities. . . . .	19

## 1. Purpose and Background

The purpose of this Plan is to provide an inventory of the current North Whatcom Fire & Rescue (NWFR) and Fire District 4 capital facilities, project future capital facility needs to maintain the level of service through the year 2036, and to present the methods of financing improvement projects.

This plan is designed to fulfill the Washington Growth Management Act public facility and service requirements of RCW 36.70A.110 and Capital Facilities requirements, which are identified in RCW 36.70A.070(3) shown below:

- (a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;
- (b) A forecast of the future needs for such capital facilities;
- (c) The proposed locations and capacities of expanded or new capital facilities;
- (d) At least a six-year plan that will finance such capital facilities within project funding capacities that clearly identifies sources of public money for such purposes; and
- (e) A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan with the capital facilities plan element are coordinated and consistent.

To fulfill this purpose, the document is organized into the following sections:

- Executive Summary
- Fire District History and Description
- Inventory of Fire District Capital Facilities
- Whatcom County Level of Service Standards
- Current and Projected Level of Service
- Projected Capital Facility Needs
- Capital Facility Financing Plan
- Fire District Map (Appendix A)
- Incident Reports for 2010-2015 (Appendix B)
- Concurrency Mitigation Fees (Appendix C)
- Contingency Plan for Funding and Facilities (Appendix D)

## **2. Executive Summary**

In 2011, North Whatcom Fire and Rescue (also known as Fire District 21) completed a functional consolidation with Whatcom County Fire District 4 whereby NWFR provides management and all operation services through a contract with District 4. Together the service area covers one hundred eighty-two square miles. NWFR provides fire protection and emergency medical services for the City of Blaine and associated Urban Growth Area (UGA), the Birch Bay UGA, the Lynden UGA (outside city limits), a portion of the Bellingham UGA, rural areas and agricultural areas within the Districts' boundaries.

This Capital Facilities Plan was prepared in accordance with RCW 36.70A.070. It provides an overview of the Fire Districts' existing facilities and equipment together with a projection of future needs to serve areas within the Districts' boundaries.

This Capital Facilities Plan analyzes the Fire Districts' capability to serve projected growth within the Districts' boundaries. It is anticipated that, with the planned capital improvements in this document, the Fire Districts will be able to respond to emergency service calls and meet the adopted level of service standards in the Whatcom County Comprehensive Plan.

The financing aspect of this Capital Facilities Plan relies on existing property tax revenue, bond measures, capital reserves and other sources of revenue to pay for facilities and equipment improvements. The Fire District Commissioners will continue to review capital facilities needs on an annual basis and budget adequate funds for these purposes.

### **3. Fire District History and Description**

#### North Whatcom Fire and Rescue

North Whatcom Fire and Rescue (NWFR) is a combination fire department, relying on both career and volunteer firefighters to provide fire suppression and emergency medical services. Our career firefighters are all medically trained to the level of EMT-Basic.

The Fire District operates from 11 fire stations with four full paid engine companies with two of those companies being cross-staffed to ladder trucks. Fire District operations include fire response, emergency medical services including BLS transport, rescue, hazardous materials response at the operations level, fire prevention and education.

NWFR is managed by a Fire Chief. The Chief reports to the Board of Fire Commissioners who provide legislative authority for the fire district. The district includes management staff, administrative staff, career firefighters, volunteer firefighters, and maintenance mechanics.

North Whatcom Fire and Rescue was formed December 7, 2006, from a vote to merge Whatcom County Fire Protection District 3 and Whatcom County Fire Protection District 13. On January 16, 2007 the new Fire District received approval to officially change their name to Whatcom County Fire Protection District 21. The Fire District operates as North Whatcom Fire & Rescue.

The District serves the Blaine urban growth area (UGA) including land within the city limits, the Birch Bay UGA, the Lynden UGA (outside city limits), and surrounding rural and agricultural lands.

#### Fire District 4

Whatcom County Fire District 4 was formed under Title 52 of the Revised Code of Washington in the early 1950s. For many years, each of the three stations had it's own chief. However, effective July 1, 2011, Fire District 4 is now managed by the NWFR and responses are unified throughout the district. Fire District 4 serves the northeastern portion of the Bellingham UGA and surrounding areas.

#### Functional Consolidation

On July 1, 2011 NWFR completed a functional consolidation with Whatcom County Fire District 4 pursuant to an interlocal agreement. NWFR provides management and all operation services through a contract with District 4. Together the service area covers one hundred eighty-two square miles.

#### 4. Inventory of Fire District Capital Facilities

North Whatcom Fire & Rescue (NWFR) owns eight active fire stations and one station that is not operational. Fire District 4 owns three active fire stations. Information about these stations and buildings is found in Table 1 below.

<b>TABLE 1: STATION AND BUILDING INVENTORY</b>				
<b>Station</b>	<b>Location</b>	<b>Year Built</b>	<b>Site Acres</b>	<b>District</b>
Station 61: Blaine	9408 Odell Rd., Blaine	2004	1.16	NWFR
Station 62: Semiahmoo	9001 Semiahmoo Pkwy, Blaine	1995	0.92	NWFR
Station 63: Birch Bay	4501 Birch Bay Lynden Rd., Blaine	1981	2	NWFR
Station 64: Custer*	7625 Custer School Rd., Custer	1972	0.6	NWFR
Station 65: Haynie	3401 Haynie Rd., Blaine	1987	1.85	NWFR
Station 68: Delta	8118 N. Enterprise Rd., Custer	1974	0.9	NWFR
Station 69: Laurel	6028 Guide Meridian, Bellingham	1972	1.47	NWFR
Station 70: Wiser Lake	633 E. Wiser Lake Rd., Lynden	1995	1.0	NWFR
Station 72: Northwood	1507 E. Badger Rd., Lynden	1980	1.65	NWFR
Station 11: Agate Bay	3131 Y Rd., Bellingham	Unknown	0.25	Fire District 4
Station 12: Britton Loop**	4142 Britton Loop Rd., Bellingham	2001	7.06	Fire District 4
Station 13: Smith Rd.	2308 E. Smith Rd., Bellingham	1931 (Remodeled in 2009)	4.6	Fire District 4

\* Stations 64 is not operational and is currently in the process of being sold.

\*\* The Station 12 site also accommodates an administrative building and training grounds.

An inventory of District fire and emergency medical apparatus and its deployment appears in Table 2 below. Command and support vehicles are not shown.

<b>Table 2: APPARATUS DEPLOYMENT INVENTORY AND STAFFING (2015)</b>							
<b>Station</b>	<b>Ambulances</b>	<b>Ladder Trucks</b>	<b>Fire Engines</b>	<b>Water Tenders</b>	<b>Brush Trucks</b>	<b>Totals</b>	<b>Staffed Station?</b>
Station 61: Blaine	2	1	2			5	Yes
Station 62: Semiahmoo	1		1			2	
Station 63: Birch Bay	2	1	1	1	1	6	Yes
Station 65: Haynie	1		1	1		3	
Station 68: Delta			1	2	1	4	
Station 69: Laurel	1		1	1		3	Yes
Station 70: Wiser Lake	1		2	1		4	
Station 72: Northwood	1		1	1	1	4	
Station 11: Agate Bay	1		1			2	
Station 12: Britton Loop	2		1	1	1	5	Yes
Station 13: Smith Rd.	1		1			2	
<b>Totals</b>	<b>13</b>	<b>2</b>	<b>13</b>	<b>8</b>	<b>4</b>	<b>40</b>	<b>4</b>

A "staffed station" is defined as a station that is staffed 24 hours a day, 7 days a week, 365 days a year. Staff may be paid, volunteer, or a combination of the two.

## 5. Whatcom County Level of Service Standards

The Whatcom County Comprehensive Plan, adopted by the Whatcom County Council, identifies the following level of service (LOS) standards for fire protection<sup>1</sup>:

- *Urban levels of service for fire protection shall be a response time of 8 minutes 80% of the time when the department covering the urban area has staffed the fire station. When the fire station is not staffed the response time shall be 10 minutes 80% of the time, or a WSRB<sup>2</sup> Rating of 6.*
- *Rural levels of service for fire protection shall be a response time of 12 minutes 80% of the time when the department covering the rural area has staffed the fire station. When the fire station is not staffed the response time shall be 14 minutes 80% of the time, or a WSRB Rating of 8.*

A "staffed station" is defined as a station that is staffed 24 hours a day, 7 days a week, 365 days a year. Staff may be paid, volunteer, or a combination of the two.

In order to determine applicability of Whatcom County LOS standards, fire stations are divided into four categories:

### Staffed stations that serve a UGA (or portion of a UGA) and other areas:

- Station 61: Blaine
- Station 63: Birch Bay
- Station 12: Britton Loop

### Unstaffed stations that serve a city and rural areas:

- Station 62: Semiahmoo

### Staffed stations that primarily serve rural areas:

- Station 69: Laurel

### Unstaffed stations that primarily serve rural areas:

- Station 65: Haynie
- Station 68: Delta
- Station 70: Wiser Lake
- Station 72: Northwood
- Station 11: Agate Bay
- Station 13: Smith Rd.

<sup>1</sup> The Whatcom County Comprehensive Plan does not include a definition of "response time." Therefore, Fire Districts establish the method of measuring response times.

<sup>2</sup> Washington Surveying and Ratings Bureau.



### 6. Current and Projected Level of Service

The basic practice of North Whatcom Fire & Rescue (NFWF) and Fire District 4 is to respond safely and as quickly as possible to all emergency calls within their service areas. A summary of the 2014 response times for NFWF and Fire District 4 are provided below.

**Table 3 - Response to UGAs**

Station	Name	District	"Staffed Station"	UGA Served	UGA	Responses	Total Responses to UGA	Percent of	Meet	WSRB	Actual WSRB	Meet WSRB
					Response Time - LOS (80% min.)	meeting LOS Standard		Responses meeting LOS Standard		Response Time LOS Standard?		
61	Blaine	NWFR	Yes	Blaine	8	29	30	96.67%	Yes	N/A		
62	Semiahmoo	NWFR	No	Blaine	10	1	1	100.00%	Yes	6	5	Yes
63	Birch Bay	NWFR	Yes	Birch Bay	8	527	610	86.39%	Yes	N/A		
69	Laurel	NWFR	Yes	Bellingham	8	4	5	80.00%	Yes	N/A		
12	Britton Loop	4	Yes	Bellingham	8	121	130	93.08%	Yes	N/A		

**Table 4 - Response to Rural areas**

Station	Name	District	"Staffed Station"	Rural Response Time - LOS (80% min.)	Responses	Total Responses to Rural areas	Percent of	Meet	WSRB	Actual WSRB	Meet WSRB
					meeting LOS Standard		Responses meeting LOS Standard		Response Time LOS Standard?		
61	Blaine	NWFR	Yes	12	157	174	90%	Yes	N/A		
62	Semiahmoo	NWFR	No	14	0	0			8	5	Yes
63	Birch Bay	NWFR	Yes	12	323	366	88%	Yes	N/A		
65	Haynie	NWFR	No	14	2	2	100%	Yes	8	5	Yes
68	Delta	NWFR	No	14	3	5	60%	No	8	5	Yes
69	Laurel	NWFR	Yes	12	648	718	90%	Yes	N/A		
70	Wiser Lake	NWFR	No	14	7	7	100%	Yes	8	5	Yes
72	Northwood	NWFR	No	14	2	2	100%	Yes	8	5	Yes
11	Agate Bay	4	No	14	2	3	67%	No	8	5	Yes
12	Britton Loop	4	Yes	12	277	323	86%	Yes	N/A		
13	Smith Rd.	4	No	14	5	5	100%	Yes	8	5	Yes

At the current time, all stations within both Districts meet the response time LOS standards, except for Delta Station # 68 (NWFR) and Agate Bay Station # 11 (Fire District 4). However, since these two stations primarily serve rural areas and are not "staffed stations" the LOS standard can either be met by having a certain response time or having a WSRB rating of 8 or less (see Chapter 5 for discussion of LOS standards). Both Districts have WSRB ratings of 5 and, therefore, these two stations also meet the LOS standards in the Whatcom County Comprehensive Plan.

Any significant development within the District, whether residential, commercial, industrial, or institutional uses, has the potential to move the District into a deficiency mode of operation unless appropriate capital facility improvements (and adequate staffing) are provided. This plan identifies new and improved capital facilities required to serve existing development and projected growth. Therefore, with planned improvements, it is anticipated that both NWFR and Fire District 4 will meet the Whatcom County Comprehensive Plan Level of Service standards for fire protection over the 20-year planning horizon.

## 7. Projected Capital Facility Needs

### Projection of Capital Facility Costs

NWFR and Fire District 4 responded to 3,779 incidents in 2015. The District projects that the annual incident total will rise an average of 3% annually over the 20 year planning period. It is anticipated that call volume will increase at a rate faster than population growth because the aging population requires additional emergency medical services and other factors.

Based upon the geography of the Districts and in order to serve the population, businesses and other land uses, NWFR and Fire District 4 are planning the capital facility improvement projects in Table 5 below in order to meet the level of service standards adopted in the Whatcom County Comprehensive Plan.

The Fire District Commissions have the authority to modify the capital facility projects in Table 5 should conditions change or the Districts otherwise determine that modifications are needed.

**TABLE 5: NWFR AND FIRE DISTRICT 4 - PROJECTED CAPITAL COSTS**

<u>2016-2022 Projects</u>	<u>Year</u>	<u>Cost</u>
Ladder Truck (AP401)	2016	995,000
Ambulance (AP112)	2016	165,000
Vehicle (AP009)	2016	42,000
Ambulance (AP114)	2017	169,125
Fire Engine (AP501)	2017	507,375
Vehicle (AP010)	2017	43,050
Ambulance (AP115)	2018	173,353
Water Tender (AP202)	2018	393,984
Support Vehicle (305)	2019	43,076
Ambulance (AP107)	2020	182,129
Birch Bay Station Seismic Upgrade & Remodel	2020	4,432,913
Vehicle (AP011)	2021	47,519
Ambulance (AP111)	2022	191,349
Laurel Station Seismic Upgrade & Remodel	2022	1,972,639
Support Vehicle (312)	2022	11,017
	<b>Total (2016-2022):</b>	<b>\$9,369,529</b>

2023-2036 Projects

Ambulance (AP116)	2023	196,133
Support Vehicle (310)	2023	29,717
Agate Bay Station - Seismic Upgrade & Remodel	2024	2,150,481
Fire Engine (AP517)	2024	603,109
Support Vehicle (AP 309)	2024	30,460
Ambulance (AP104)	2025	206,062
Blaine Station Remodel	2025	447,093
Fire Engine (AP508)	2025	618,187
Fire Engine (AP512)	2025	618,187
Vehicle (AP013)	2025	52,452
Fire Engine (AP511)	2026	633,642
Ambulance (AP117)	2027	216,494
Fire Engine (AP513)	2027	649,483
Ambulance (AP101)	2028	221,907
Ambulance (AP118)	2028	221,907
Delta Station Replacement	2028	6,701,581
Brush Truck (AP806)	2028	181,560
Smith Rd. Station - Seismic Upgrade & Remodel	2029	2,433,072
Ambulance (AP106)	2029	227,454
Ladder Truck (AP402)	2029	1,371,618
Support Vehicle (AP 313)	2029	13,785
Support Vehicle (AP 306)	2029	6,893
New Station	2030	7,040,849
Wiser Lake Station Seismic Upgrade & Remodel	2030	2,355,427
Semiahmoo Station Seismic Upgrade & Remodel	2032	2,525,144
Support Vehicle (AP 308)	2032	37,113
Fire Engine (AP510)	2033	753,201
Northwood Station Seismic Upgrade & Remodel	2034	2,581,235
Ambulance (AP102)	2035	263,777
Britton Loop Station - Seismic Upgrade & Remodel	2036	6,580,684
Britton Loop Admin - Seismic Upgrade & Remodel	2036	6,580,684
Fire Engine (AP509)	2036	811,115
Haynie Station Seismic Upgrade & Remodel	2036	2,892,158

**Total (2023-2036): \$50,252,665**

**Grand Total (2016-2036): \$59,622,194**

## 8. Capital Facility Financing Plan

### **Overview**

This capital facilities plan projects that NWFR and Fire District 4 will invest approximately \$59.6 million in capital facilities from 2016-2036. This Capital Facilities Plan demonstrates, and the Fire District Commissions concur, that adequate funding should exist to pay for the proposed capital facility improvements from 2016-2036.

### **Sources of Revenue**

The Districts' revenues are derived from a variety of sources, including:

- Annual Revenues
- EMS Levy
- Bond Measures
- Fire Mitigation Fees
- Grants

Annual Revenues - Annual revenues are derived from property taxes and other income sources such as a basic life support (BLS) transport reimbursement contract with Whatcom Medic One.

Property taxes are a major source of revenue for the District. Fire districts generally have a maximum tax rate of \$1.50 per \$1,000 of assessed value. Additionally, Washington State law limits the increase in property taxes by individual taxing districts to 1% per year, plus tax revenue generated by new construction (RCW 84.55). Voter approval is required to exceed the 1% annual increase (this does not include taxes from new construction).

EMS Levy - The Districts anticipate that a county-wide EMS levy will be brought to the voters in 2016. If this EMS levy passes, the Districts are assuming for planning purposes that they will receive 60% of the levy proceeds each year for BLS operating costs. The other 40% would go to the ALS system.

Bond Measures - The Districts anticipate that multiple bond measures will be needed over the 20-year planning period to provide adequate funds for apparatus and station improvements. Each bond measure will be subject to a vote and, if one or more of these measures do not pass, the Districts will need to re-evaluate service levels and capital facility improvement schedules.

Fire Mitigation Fees - Fire mitigation fees include voluntary agreements, SEPA mitigation and/or fire impact fees.

The Fire District intends to request mitigation fees pursuant to RCW 82.02.020 (voluntary agreements) and/or RCW 43.21C.060 (SEPA mitigation) from developers to partially finance planned capital facilities needed to serve new growth. However, these mechanisms would not capture the incremental impacts to Fire/EMS services that smaller developments might cause over time. For example, they would not apply to construction of a new single-family residence on an existing lot. Whatcom County and the City of Blaine currently do not have fire impact fee ordinances that would allow collection of impact fees for both larger and smaller developments pursuant to RCW 82.02.050 -.100. The Fire Districts encourage the County and the City of Blaine to adopt fire impact fee ordinances.

*Grants* – Grants are dependent on availability of federal and state funding sources, such as funding from the Federal Emergency Management Agency. The District will pursue grants for staffing and capital facilities. However, this capital facilities plan does not rely on grant funding.

### **Operating Expense Assumptions**

The District is projecting that operating expenses will normally increase by 3.25% per year. While this is a capital facilities plan, projected operational costs have a significant impact on District finances. The District Commissioners will address operating costs through changes to operational procedures or additional funding streams as may be needed at the time.

## **Annual Revenues and Costs**

Funding sources, operating costs, capital facility costs and the projected annual surplus or deficit are shown below in the Table 7 below.

**TABLE 7: NWFR and District 4 - PROJECTED FUNDING, OPERATING COSTS AND CAPITAL FACILITY COSTS**

Year	Annual Revenue	EMS Levy	Capital Bond Proceeds	Total Funds	Operating Costs	Capital Facility Costs	Total Costs	Total Annual Surplus/Deficit
2016	7,473,169	0		7,473,169	7,403,860	1,202,000	8,605,860	-1,132,692
2017	7,622,632	600,000		8,222,632	7,644,486	719,550	8,364,036	-141,404
2018	7,775,085	606,000		8,381,085	7,892,932	567,338	8,460,269	-79,184
2019	7,930,586	612,060	7,500,000	16,042,646	8,149,452	43,076	8,192,527	7,850,119
2020	8,089,198	618,181		8,707,379	8,414,309	4,615,042	13,029,351	-4,321,972
2021	8,250,982	624,362		8,875,345	8,687,774	47,519	8,735,293	140,051
2022	8,416,002	630,606		9,046,608	8,970,127	2,175,005	11,145,132	-2,098,524
2023	8,584,322	636,912		9,221,234	9,261,656	225,850	9,487,506	-266,272
2024	8,756,008	643,281	12,500,000	21,899,289	9,562,660	2,784,051	12,346,710	9,552,579
2025	8,931,128	649,714		9,580,842	9,873,446	1,941,982	11,815,428	-2,234,586
2026	9,109,751	656,211		9,765,962	10,194,333	633,642	10,827,975	-1,062,013
2027	9,291,946	662,773		9,954,719	10,525,649	865,977	11,391,626	-1,436,907
2028	9,477,785	669,401		10,147,186	10,867,732	7,326,954	18,194,687	-8,047,501
2029	9,667,341	676,095	17,500,000	27,843,436	11,220,934	4,052,822	15,273,756	12,569,679
2030	9,860,687	682,856		10,543,543	11,585,614	9,396,276	20,981,890	-10,438,347
2031	10,057,901	689,685		10,747,586	11,962,147	0	11,962,147	-1,214,561
2032	10,259,059	696,581		10,955,641	12,350,916	2,562,257	14,913,173	-3,957,532
2033	10,464,240	703,547		11,167,788	12,752,321	753,201	13,505,522	-2,337,735
2034	10,673,525	710,583	22,500,000	33,884,108	13,166,772	2,581,235	15,748,007	18,136,101
2035	10,886,996	717,688		11,604,684	13,594,692	263,777	13,858,469	-2,253,785
2036	<u>11,104,736</u>	<u>724,865</u>		<u>11,829,601</u>	<u>14,036,519</u>	<u>16,864,640</u>	<u>30,901,160</u>	<u>-19,071,559</u>
<b>Totals</b>	<b>192,683,080</b>	<b>13,211,402</b>	<b>60,000,000</b>	<b>265,894,482</b>	<b>218,118,329</b>	<b>59,622,194</b>	<b>277,740,524</b>	<b>-11,846,042</b>

### Notes/Assumptions:

1. Revenue will increase at 2 % per year after 2016 (not including tax revenue from voter approved bonds used to re-pay bondholders).
2. Normal operating expenses will increase at 3.25% per year
3. Assumes EMS levy funds starting in 2017, with 60% of funds going to BLS and 40% to ALS.
4. The District will apply for grants, but revenue projections do not assume any grants.
5. The capital bond amounts may be modified, depending future capital project costs, the amount collected from mitigation fees, etc.

This capital facilities plan provides adequate funding for proposed capital improvements. The District recognizes that operational costs will exceed projected revenues in the future. In order to address this, the District will seek additional funding streams. If adequate funding for on-going operations does not materialize, the District may have to reduce staffing, which could impact the long term level of service.

## **Cash Flow Projections**

NWFR and District 4 combined cash flow projections include beginning cash and reserves, district revenues, operating expenses, capital expenses, and ending balances. Table 8 presents this information.

**TABLE 8: NWFR/Fire District 4 - CASH FLOW PROJECTIONS**

<b>2016</b>	
Beginning Cash and Reserves	5,828,541
Revenue	7,473,169
Operating Expenses	7,403,860
Capital Expenses	<u>1,202,000</u>
ENDING CASH & RESERVES	\$4,695,849
<b>2017</b>	
Beginning Cash and Reserves	4,695,849
Revenue	8,222,632
Operating Expenses	7,644,486
Capital Expenses	<u>719,550</u>
ENDING CASH & RESERVES	\$4,554,446
<b>2018</b>	
Beginning Cash and Reserves	4,554,446
Revenue	8,381,085
Operating Expenses	7,892,932
Capital Expenses	<u>567,338</u>
ENDING CASH & RESERVES	\$4,475,261
<b>2019</b>	
Beginning Cash and Reserves	4,475,261
Revenue	16,042,646
Operating Expenses	8,149,452
Capital Expenses	<u>43,076</u>
ENDING CASH & RESERVES	\$12,325,380
<b>2020</b>	
Beginning Cash and Reserves	12,325,380
Revenue	8,707,379
Operating Expenses	8,414,309
Capital Expenses	<u>4,615,042</u>
ENDING CASH & RESERVES	\$8,003,409
<b>2021</b>	
Beginning Cash and Reserves	8,003,409
Revenue	8,875,345
Operating Expenses	8,687,774
Capital Expenses	<u>47,519</u>
ENDING CASH & RESERVES	\$8,143,460

<b>2022</b>	
Beginning Cash and Reserves	8,143,460
Revenue	9,046,608
Operating Expenses	8,970,127
Capital Expenses	<u>2,175,005</u>
ENDING CASH & RESERVES	\$6,044,936
<b>2023-2036</b>	
Beginning Cash and Reserves	6,044,936
Revenue	199,145,619
Operating Expenses	160,955,390
Capital Expenses	<u>50,252,665</u>
ENDING CASH & RESERVES	-\$6,017,501

### **Financial Feasibility of Capital Facilities Plan**

This financing plan will enable NWFR and Fire District 4 to pay for capital facility improvements needed to provide urban levels of service in the urban growth areas within the Districts' boundaries, while continuing to provide a rural level of service in other areas of the Districts, over the next 20 years.

The projected sources of revenue described in this plan indicate that the District should have the funding capacity to provide adequate capital facilities within the planning horizon. The District acknowledges the need for this Capital Facility Plan to be financially feasible in order to serve the current population and forecasted growth, but also recognizes uncertainties associated with making future growth and financial projections. In the event that probable funding falls short of financing the needed capital facilities, the Fire Districts can employ the following strategies to ensure that the Capital Facilities Plan is financially feasible:

- Work with the County to make adjustments to level of service standards;
- Make adjustments to the planned capital facility expenditures;
- Make adjustments to sources of revenue; or
- A combination of the options above.

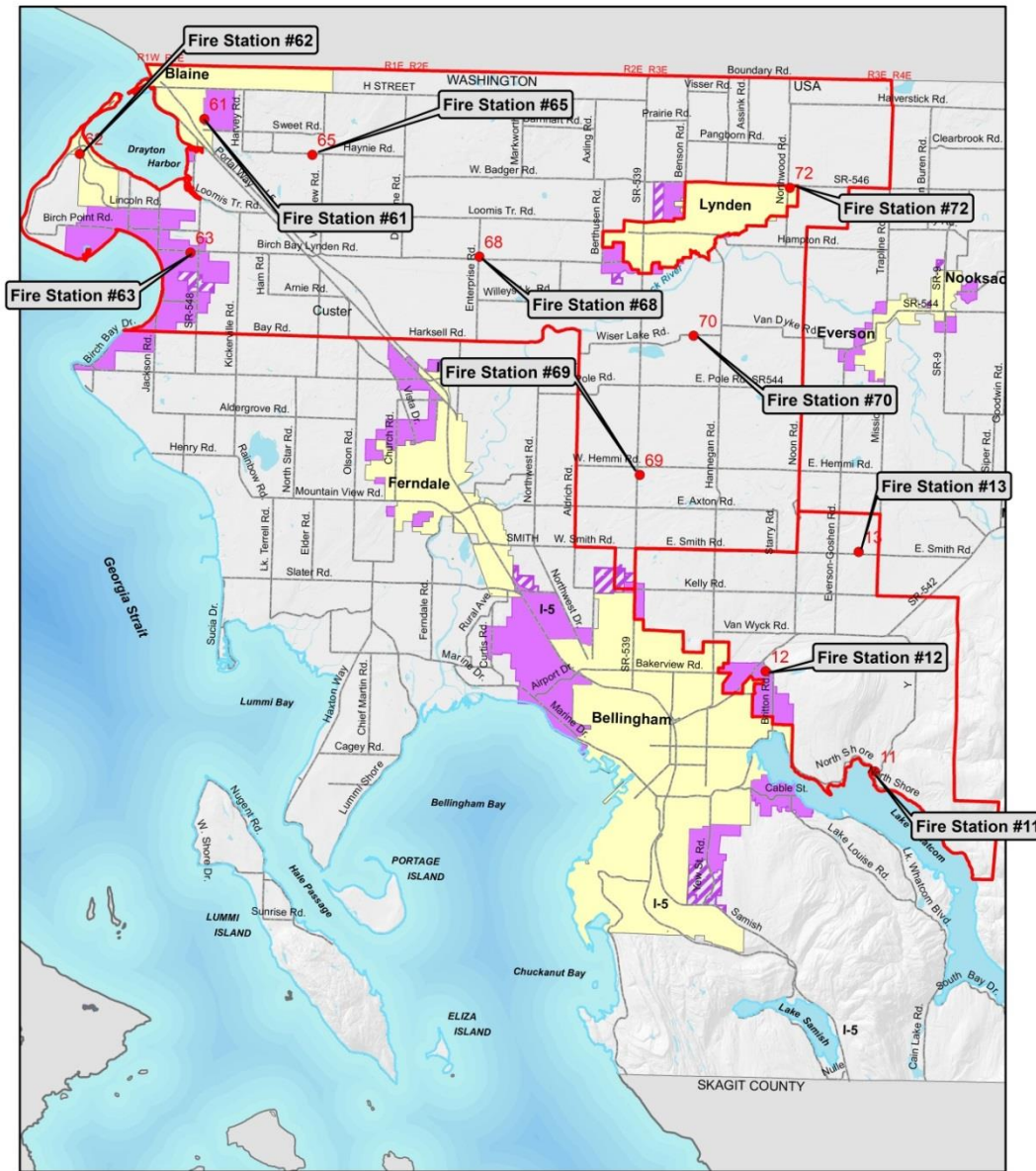
The intention of these adjustments would be to achieve a balance between available revenue and capital facility expenditures (see Appendix D for contingency plan).

### **Financial Feasibility of Operating Plan**

While a capital facilities plan is not required to address on-going operating costs, operating costs are a major part of the Districts' expenditures. This plan demonstrates a shortfall of almost \$12 million in projected funding to pay for operating costs over the 20-year planning period. While the Districts do have almost \$6 million in cash reserves at the start of the planning period, this is not enough to pay operating costs and maintain a rainy day fund for emergencies over the full 20-year planning period (although there are sufficient funds for the initial six-year planning period). Therefore, the Districts see a need for better, sustained funding sources for on-going operating costs over the life of the plan.



### APPENDIX A – Fire District Map



#### North Whatcom Fire & Rescue/Fire District #4

- District Boundary
- Fire Stations
- City Limits
- Existing Urban Growth Area
- Proposed Urban Growth Area Expansion



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### APPENDIX B - Incident Reports for 2010-2015

The table below shows the annual fire and emergency medical service incidents to which NWFR and Fire District 4 responded between 2010 and 2015. During this period, calls have increased by almost 30%. Annual Reports of this data have been regularly submitted to the National Fire Information Reporting System (NFIRS).

<b>TABLE B-1: ANNUAL INCIDENTS</b>	
<b>Year</b>	<b>Number of Incidents</b>
2010	2,916
2011	2,981
2012	3,102
2013	3,057
2014	3,361
2015	3,779

## APPENDIX C – Concurrency Mitigation Fees

The District has developed a Concurrency Mitigation Fee Program (2016) that sets forth the basis and rationale for the mitigation fees set forth below. The standard mitigation fee applies when a sprinkler system is not installed. The mitigation fee is reduced when a sprinkler system is installed, as shown below.

**Table C-1: Mitigation Fees by Land Use**

	Standard Mitigation Fee		Mitigation Fee With a Sprinkler System
<u>Residential</u>			
Single Family and Duplex	\$1,019.92	Per dwelling unit	\$509.96
Multi-Family	\$1,450.96	Per dwelling unit	\$362.74
<u>Non-Residential</u>			
Hotel/Motel/Resort	\$4.52	Per square foot	\$1.13
Medical			
Nursing Home	\$17.24	Per square foot	\$3.45
Medical-Dental	\$7.92	Per square foot	\$1.98
Commercial			
Office	\$3.85	Per square foot	\$0.96
Retail	\$1.49	Per square foot	\$0.37
Leisure Facilities	\$0.88	Per square foot	\$0.22
Restaurant/Lounge	\$2.29	Per square foot	\$0.57
Industrial/Manufacturing	\$0.49	Per square foot	\$0.12
Institutions			
Churches/Non-Profit	\$0.61	Per square foot	\$0.15
Education	\$1.17	Per square foot	\$0.29
Special Public Facilities	\$2.57	Per square foot	\$0.64

## **APPENDIX D – Contingency Plan for Funding and Facilities**

North Whatcom Fire & Rescue and Fire District 4 intend to fund the capital facilities in this plan in order to serve the public health, safety and welfare. However, this Capital Facilities Plan assumes voter approval of a county-wide EMS levy and multiple bond measures. Since these revenue sources are uncertain, the District has developed this contingency plan.

If the EMS levy, which contributes to operating costs, is not approved by the voters, then staffing will have to be reduced.

If one or more of the bond measures are not approved by the voters, the District would evaluate capital facility improvements to determine improvements that could be scaled back, delayed or eliminated.

Additionally, Fire District Commissioners may select from the following options if funding falls short of the revenue needed for the capital facility improvements in this plan:

- Re-evaluate how the District provides services and the level of service that can be provided; and/or
- Request the voters of the District to approve a smaller bond amount and modify capital improvement projects and services accordingly.