

Option 1	Pros	Cons	Comments/Explanation
STAND ALONE			
COMMUNITY ISSUES	Retain control w/directly elected commissioners		
	Tax \$ collected stays in Fire District 27	Financial instability; Rely on voter-approved excess levy (4-year interval with 60% approval required)	Excess levy being used until the end of 2020.
		Limited opportunity to share resources (back-up equipment, apparatus, supplies, etc.)	
	Retain community identity and tie to fire district	Employee Retention	
	Retain current community and school programs		
STAFFING ISSUES		Staff reductions if excess levy fails	Rainy Day Fund for short-term needs
		Career staffing inadequate for 3-person crew 24/7	Career staffing minimum stays at 2 (KC standard practice is $\geq 3$ )
		No depth of employees in case of injuries, illness, leaves	Have agreement to share staff from Snoqualmie and Duvall, if available.
	Retain successful volunteer program	Dependent on volunteer system for supplemental staffing	Only 2 volunteers live in D27 currently
		Lack of specialized resources	
		Rely on other agencies for major calls	Agencies only provide if have uncommitted resources; If regional emergency, first commitment is to their community
		No dedicated training officer	
		Limited career advancement opportunities	
		With relatively small staff there is significant impact when employees leave due to vacancy, new staff training time, etc.	
OPERATIONAL ISSUES		Structure fire response limited to defensive tactics when only 2 fire fighters available	
		Lack efficiencies gained in a bigger organization	
		Limited resources for HR, fire prevention, training, maintenance, etc.	
		No battalion chief resource	

Option 2	Pros	Cons	Comments/Explanation
Join Eastside Fire & Rescue as Interlocal Agreement Partner	More control		D27 Commissioners on EFR Board
	Reversible; can withdraw from Interlocal Agreement		
	More flexibility on how to raise the taxes to pay the bill	Costs \$514,200 plus approx \$125,000 capital and facilitates maintenance fees more than what D27 currently collects even with an excess levy.	Could use FBC or levy

Option 3	Pros	Cons	Comments/Explanation
<b>MERGE WITH D10</b>			
<b>COMMUNITY ISSUES</b>		Irreversible decision	
	~\$250-300K overall tax decrease to D27		
	Eliminates 4-year M&O excess levy that needs 60% voter approval	Rely on voter-approved FBC that can be adjusted annually w/out voter approval	M&O levy replaced by 6-year Fire Benefit Charge (FBC) that needs 50% approval. FBC has been stable at approx. 3%/yr
	Tax decrease to most (~77%) of tax payers w/ FBC	Increased cost to some businesses w/ FBC	
	FBC provides financial flexibility	FBC ceiling is higher than D27 levy ( $\leq 60\%$ of operating budget)	D10 commissioners can adjust FBC rate for unexpected needs. A hearing of the public is required.
	Transport fee revenue	Transport fees charged	Fee can be collected from insurance companies as a source of revenue.
	D10 Board after merger would include D27 commissioners through current terms	Decisions made to benefit larger (entire D10) area	D27 Commissioners transition to D10 Board, then elected at large next term
	Expanded community outreach programs		
	Community Liaison Officer		
	Citizen Corps		
	Fire Explorer program for Youth		
	Community Emergency Response Teams		
<b>STAFF ISSUES</b>	All employees transfer with no loss of jobs including Admin and Volunteers		
	3-person minimum career staffing 24/7		D27 currently 2-person minimum career staffing
	Continuation of existing reservefire fighter volunteer program	Long term uncertainty on structure of reserve fire fighter volunteer program	
	Current D27 volunteers will have greater chance of getting hired as career fire fighters		
	Expanded firefighter training		Dedicated training division; Access to regional training
	Special operation enhancement		Haz-Mat, trench rescue, confined rescue, etc. More exposure to the Spec Ops training
	Increased career pathways for staff		
<b>OPERATIONAL ISSUES</b>	Administrative efficiencies		
	Expanded administrative expertise & capacity Battalion Chief services		HR, IT, facilities, etc.
	Fire Prevention Division w/ more resources to identify and inspect higher hazard / target areas		Expanded inspection program and Fire Marshall oversight
	Dedicated Training Division for enhanced training opportunities and service delivery.		

<b>Option 4</b>	<b>Pros</b>	<b>Cons</b>	<b>Comments/Explanation</b>
<b>CITY OF SNOQUALMIE</b>			
<b>Option 1</b>	Improves overall training	Costs more money	
<b>Consolidate Training Division</b>		excess levy dependent	
<b>Option 2</b>			
<b>Consolidate Administration</b>	Improves overall training	Reduced control of operations	
	Admin efficiencies	Costs more money	Unknown how costs are shared
		Excess levy dependent	Not common among Fire Depts
		No local examples to research	
<b>Option 3</b>	Improves overall training	Reduced control of operations	
<b>Join in an ILA</b>	Admin efficiencies	Costs more money	Unknown how costs are shared
	Could improve staffing	Excess levy dependent	
<b>Option 4</b>	Improves overall training	Not preferred by City of Snoqualmie	
<b>Full Merger RFA - voter approved</b>	Admin efficiencies	Too many unknowns	Costs could come down for D27 but costs most likely will go up for Snoqualmie
	Could improve staffing		