

Attachment #2

Option 3 Staffing Plan - Revised

Based on preliminary 2019 Strategic Plan presented to City Council on July 9, 2019

| Title | Full Time Equivalent 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total in 2025 |
|-----------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|
| Administrative Assistant | 1 | | | | | | 1 | 2 |
| Fire Chief (Paramedic) | 1 | | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | | 1 |
| Fire Marshal | 1 | | | | | | | 1 |
| Deputy Fire Marshal (Lt??) | | 1 | | | | | | 1 |
| | | | | | | | | |
| Firefighter Captain | 3 | | | | | | -3 | 0 |
| Battalion Chief | | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | | 3 | 6 |
| Fire Engineer | 3 | | | 3 | | | | 6 |
| FF/Inspector | 3 | | | | | | | 3 |
| Fire Paramedic | 9 | | | | | 3 | | 12 |
| Reg Firefighter/EMT | 6 | 3 | | -3 | 3 | | | 9 |
| Firefighters on-shfit | 8/shift | 9/shift | 10/shift | | 11/shift | 12/hift | 13/shift | |
| Training Lieutenant | | | 1 | | | | | 1 |
| "Floater" FF/EMT | 3 | | 1 | | | 1 | | 5 |
| New FTE | 0 | 4 | 5 | 0 | 3 | 4 | 4 | |
| Total Full Time FTEs | 31 | 35 | 40 | 40 | 43 | 47 | 51 | 51 |
| New PT FTE | | | | | | | | |
| Total Part Time FTEs | 2 | | | | | | 0 | 2 |
| Grand Total FTEs | 33 | 37 | 42 | 42 | 45 | 49 | 53 | 53 |

All Emergency Response Staff are Firefighter and Medical trained--Title indicate special training or specific responsibilities .

In 2025 delete 3 FF Capt, add 3 FF BC, promote 3 FF/Lts

In 2021 add 3 Fire Lieutenants

In 2022 add 3 Fire Engineers and delete 3 FF.

In 2024 add 3 FF/Paramedics (back to 4 person engines

In 2020 add 3 FF/In 2023 add 3 FF

Total Expense in 2025 = \$8,375,349

Option 4 Staffing Plan

| Title | Full Time Equivalent 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total in 2025 |
|-----------------------------|---------------------------|----------------|-----------------|-----------------|-----------------|----------------|-----------------|---------------|
| Administrative Assistant | 1 | | | | | | 1 | 2 |
| Fire Chief (Paramedic) | 1 | | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | | 1 |
| Fire Marshal | 1 | | | | | | | 1 |
| Deputy Fire Marshal (Lt??) | | 1 | | | | | | 1 |
| | | | | | | | | |
| Firefighter Captain | 3 | | | | | | -3 | 0 |
| Battalion Chief | | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | | 3 | 6 |
| Fire Engineer | 3 | | | 3 | | | | 6 |
| FF/Inspector | 3 | | | | | | | 3 |
| Fire Paramedic | 9 | | | | | 3 | | 12 |
| Reg Firefighter/EMT | 6 | 3 | | -3 | | | | 6 |
| Firefighters on-shfit | <u>8/shift</u> | <u>9/shift</u> | <u>10/shift</u> | <u>10/shift</u> | <u>10/shift</u> | <u>11/hift</u> | <u>12/shift</u> | |
| Training Lieutenant | | | 1 | | | | | 1 |
| "Floater" FF/EMT | 3 | | 1 | | | 1 | | 5 |
| New FTE | 0 | 4 | 5 | 0 | 0 | 4 | 4 | |
| Total Full Time FTEs | 31 | 35 | 40 | 40 | 40 | 44 | 48 | 48 |
| New PT FTE | | | | | | | | |
| Total Part Time FTEs | 2 | | | | | | 0 | 2 |
| Grand Total FTEs | 33 | 37 | 42 | 42 | 42 | 46 | 50 | 50 |

All Emergency Response Staff are Firefighter and Medical trained--Title indicate special training or specific

In 2025 delete 3 FF Capt, add 3 FF BC, promote 3 FF/Lts

In 2022 add 3 Fire Lt and delete 3 FF.

In 2021 add 3 FF/Engineers

In 2024 add 3 FF/Paramedics (back to 4 person engines

In 2020 add 3 FF/in 2023 add 3 FF

Total Expense in 2025 = \$8,102,364

Option 5 Staffing Plan

| Title | Full Time Equivalent 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total in 2025 |
|-----------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|
| Administrative Assistant | 1 | | | | | | 1 | 2 |
| Fire Chief (Paramedic) | 1 | | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | | 1 |
| Fire Marshal | 1 | | | | | | | 1 |
| Deputy Fire Marshal (Lt??) | | 1 | | | | | | 1 |
| | | | | | | | | |
| Firefighter Captain | 3 | | | | | | -3 | 0 |
| Battalion Chief | | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | | 3 | 6 |
| Fire Engineer | 3 | | | 3 | | | | 6 |
| FF/Inspector | 3 | | | | | | | 3 |
| Fire Paramedic | 9 | | | | | 3 | | 12 |
| Reg Firefighter/EMT | 6 | 3 | | -3 | | -3 | | 3 |
| Firefighters on-shfit | 8/shift | 9/shift | 10/shift | 10/shift | 10/shift | 10/Shift | 11/shift | |
| Training Lieutenant | | | 1 | | | | | 1 |
| "Floater" FF/EMT | 3 | | 1 | | | 1 | | 5 |
| New FTE | 0 | 4 | 5 | 0 | 0 | 1 | 4 | |
| Total Full Time FTEs | 31 | 35 | 40 | 40 | 40 | 41 | 45 | 45 |
| New PT FTE | | | | | | | | |
| Total Part Time FTEs | 2 | | | | | | 0 | 2 |
| Grand Total FTEs | 33 | 37 | 42 | 42 | 42 | 43 | 47 | 47 |

All Emergency Response Staff are Firefighter and Medical trained--Title indicate special training or specific

In 2025 delete 3 FF Capt, add 3 FF BC, promote 3 FF/Lts

In 2022 add 3 Fire Lt and delete 3 FF.

In 2021 add 3 FF/Engineers

In 2024 add 3 FF/Paramedics (back to 4 person engines

In 2020 add 3 FF/in 2023 add 3 FF

Total Expense in 2025 = \$7,841,664

FIRE SERVICES SUMMARY - Option 3

6/27/19- Kim Weber

| BUDGET | Projection | Projection | Projection | Projection | Projection | Projection | |
|--------|------------|------------|------------|------------|------------|------------|-------|
| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |

STAFFING PLAN

FULL TIME EMPLOYEES

| | | | | | | | |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Fire Chief | 1 | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | 1 |
| Fire Marshal | 1 | | | | | | 1 |
| Administrative Assistant | 1 | | | | | 1 | 2 |
| Firefighter Captain | 3 | | | | | -3 | 0 |
| Fire Engineer | 3 | | | 3 | | | 6 |
| Firefighter/EMT-P | 9 | | | | 3 | | 12 |
| Firefighter/EMT-B | 6 | 3 | | -3 | 3 | | 9 |
| Firefighter/EMT-Inspector | 3 | | | | | | 3 |
| Floater - FF/EMT | 3 | | 1 | | | 1 | 5 |
| Training Lieutenant | | | 1 | | | | 1 |
| Deputy Fire Marshal | | 1 | | | | | 1 |
| Battalion Chief | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | 3 | 6 |
| TOTAL FULL TIME STAFF | 31 | 35 | 40 | 40 | 43 | 47 | 51 |

PART TIME AND SEASONAL STAFF

| | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Firefighter/EMT | 4.5 | | | | | | 1.5 |
| Reserve Firefighter | 0.5 | | | | | | 0.5 |
| New Personnel - Reduce PT by using "floaters" | -3 | | | | | | |
| TOTAL PART TIME STAFF | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL FTES | 33 | 37 | 42 | 42 | 45 | 49 | 53 |

REVENUE SUMMARY

| | | | | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Steamboat Springs Area Fire District | \$ 985,585 | \$ 1,070,607 | \$ 1,260,847 | \$ 1,385,475 | \$ 1,519,944 | \$ 1,686,747 | \$ 1,871,082 | Note: 25% of net |
| Charges for Services | 791,200 | 807,024 | 823,164 | 839,628 | 856,420 | 873,549 | 891,020 | |
| Grant Revenue | 34,000 | - | - | - | - | - | - | |
| Other Revenue | 2,000 | 2,020 | 2,040 | 2,061 | 2,081 | 2,102 | 2,123 | |
| TOTAL REVENUES | 1,812,785 | 1,879,651 | 2,086,052 | 2,227,163 | 2,378,446 | 2,562,398 | 2,764,225 | |

EXPENDITURES BY CATEGORY

| | | | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Personnel Costs | 3,576,864 | 3,755,707 | 3,943,493 | 4,140,667 | 4,347,701 | 4,565,086 | 4,793,340 | |
| New Personnel | - | 335,400 | 835,770 | 908,759 | 1,188,196 | 1,590,806 | 2,066,847 | |
| Operating Expenses | 438,245 | 451,392 | 464,934 | 478,882 | 493,249 | 508,046 | 523,287 | |
| Operating Expense related to new personnel | - | 20,000 | 80,000 | 45,000 | 75,000 | 100,000 | 110,000 | Note: \$10K/New FTE + \$5K ongoing |
| New Operating (New Station) | - | - | - | 250,000 | 257,500 | 265,225 | 273,182 | |
| Small Equipment | 20,000 | 20,200 | 20,402 | 20,606 | 20,812 | 21,020 | 21,230 | |
| New Small Equipment | - | - | - | - | - | - | - | |
| Overhead | 506,751 | 506,751 | 521,954 | 537,612 | 553,740 | 570,353 | 587,463 | |
| TOTAL EXPENDITURES | 4,541,860 | 5,089,451 | 5,866,552 | 6,381,526 | 6,936,198 | 7,620,536 | 8,375,349 | |
| NET INCOME/(LOSS) | \$ (2,729,075) | \$ (3,209,800) | \$ (3,780,501) | \$ (4,154,363) | \$ (4,557,752) | \$ (5,058,138) | \$ (5,611,124) | 7-Year Cumulative \$ (29,100,753) |

2020-2025 Assumptions:

- Charges for Services - 2% Annual Increase
- Personnel - 5% Annual Increase
- Operating - 3% Annual Increase
- Equipment - 1% Annual Increase
- Overhead - 3% Annual Increase

FIRE SERVICES SUMMARY - Option 4

7/10/19- Kim Weber

| BUDGET | Projection | Projection | Projection | Projection | Projection | Projection | |
|--------|------------|------------|------------|------------|------------|------------|-------|
| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |

STAFFING PLAN

FULL TIME EMPLOYEES

| | | | | | | | |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Fire Chief | 1 | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | 1 |
| Fire Marshal | 1 | | | | | | 1 |
| Administrative Assistant | 1 | | | | | 1 | 2 |
| Firefighter Captain | 3 | | | | | -3 | 0 |
| Fire Engineer | 3 | | 3 | | | | 6 |
| Firefighter/EMT-P | 9 | | | | 3 | | 12 |
| Firefighter/EMT-B | 6 | 3 | | -3 | | | 6 |
| Firefighter/EMT-Inspector | 3 | | | | | | 3 |
| Floater - FF/EMT | 3 | | 1 | | 1 | | 5 |
| Training Lieutenant | | | 1 | | | | 1 |
| Deputy Fire Marshal | | 1 | | | | | 1 |
| Battalion Chief | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | 3 | 6 |
| TOTAL FULL TIME STAFF | 31 | 35 | 40 | 40 | 40 | 44 | 48 |

PART TIME AND SEASONAL STAFF

| | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Firefighter/EMT | 4.5 | | | | | | 1.5 |
| Reserve Firefighter | 0.5 | | | | | | 0.5 |
| New Personnel - Reduce PT by using "floaters" | -3 | | | | | | |
| TOTAL PART TIME STAFF | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL FTES | 33 | 37 | 42 | 42 | 42 | 46 | 50 |

REVENUE SUMMARY

| | | | | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Steamboat Springs Area Fire District | \$ 985,585 | \$ 1,070,607 | \$ 1,260,847 | \$ 1,385,475 | \$ 1,453,944 | \$ 1,621,572 | \$ 1,802,836 | Note: 25% of net |
| Charges for Services | 791,200 | 807,024 | 823,164 | 839,628 | 856,420 | 873,549 | 891,020 | |
| Grant Revenue | 34,000 | - | - | - | - | - | - | |
| Other Revenue | 2,000 | 2,020 | 2,040 | 2,061 | 2,081 | 2,102 | 2,123 | |
| TOTAL REVENUES | 1,812,785 | 1,879,651 | 2,086,052 | 2,227,163 | 2,312,446 | 2,497,223 | 2,695,979 | |

EXPENDITURES BY CATEGORY

| | | | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Personnel Costs | 3,576,864 | 3,755,707 | 3,943,493 | 4,140,667 | 4,347,701 | 4,565,086 | 4,793,340 | |
| New Personnel | - | 335,400 | 835,770 | 908,759 | 954,196 | 1,345,106 | 1,808,862 | |
| Operating Expenses | 438,245 | 451,392 | 464,934 | 478,882 | 493,249 | 508,046 | 523,287 | |
| Operating Expense related to new personnel | - | 20,000 | 80,000 | 45,000 | 45,000 | 85,000 | 95,000 | Note: \$10K/New FTE + \$5K ongoing |
| New Operating (New Station) | - | - | - | 250,000 | 257,500 | 265,225 | 273,182 | |
| Small Equipment | 20,000 | 20,200 | 20,402 | 20,606 | 20,812 | 21,020 | 21,230 | |
| New Small Equipment | - | - | - | - | - | - | - | |
| Overhead | 506,751 | 506,751 | 521,954 | 537,612 | 553,740 | 570,353 | 587,463 | |
| TOTAL EXPENDITURES | 4,541,860 | 5,089,451 | 5,866,552 | 6,381,526 | 6,672,198 | 7,359,836 | 8,102,364 | |
| NET INCOME/(LOSS) | \$ (2,729,075) | \$ (3,209,800) | \$ (3,780,501) | \$ (4,154,363) | \$ (4,359,752) | \$ (4,862,613) | \$ (5,406,385) | 7-Year Cumulative \$ (28,502,489) |

2020-2025 Assumptions:

- Charges for Services - 2% Annual Increase
- Personnel - 5% Annual Increase
- Operating - 3% Annual Increase
- Equipment - 1% Annual Increase
- Overhead - 3% Annual Increase

FIRE SERVICES SUMMARY - Option 5

7/10/19- Kim Weber

| BUDGET | Projection | Projection | Projection | Projection | Projection | Projection | |
|--------|------------|------------|------------|------------|------------|------------|-------|
| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |

STAFFING PLAN

FULL TIME EMPLOYEES

| | | | | | | | |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Fire Chief | 1 | | | | | | 1 |
| Deputy Fire Chief | 1 | | | | | | 1 |
| Fire Marshal | 1 | | | | | | 1 |
| Administrative Assistant | 1 | | | | | 1 | 2 |
| Firefighter Captain | 3 | | | | | -3 | 0 |
| Fire Engineer | 3 | | 3 | | | | 6 |
| Firefighter/EMT-P | 9 | | | | 3 | | 12 |
| Firefighter/EMT-B | 6 | 3 | | -3 | | -3 | 3 |
| Firefighter/EMT-Inspector | 3 | | | | | | 3 |
| Floater - FF/EMT | 3 | | 1 | | 1 | | 5 |
| Training Lieutenant | | | 1 | | | | 1 |
| Deputy Fire Marshal | | 1 | | | | | 1 |
| Battalion Chief | | | | | | 3 | 3 |
| Lieutenant | | | 3 | | | 3 | 6 |
| TOTAL FULL TIME STAFF | 31 | 35 | 40 | 40 | 40 | 41 | 45 |

PART TIME AND SEASONAL STAFF

| | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Firefighter/EMT | 4.5 | | | | | | 1.5 |
| Reserve Firefighter | 0.5 | | | | | | 0.5 |
| New Personnel - Reduce PT by using "floaters" | -3 | | | | | | |
| TOTAL PART TIME STAFF | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL FTES | 33 | 37 | 42 | 42 | 42 | 43 | 47 |

REVENUE SUMMARY

| | | | | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Steamboat Springs Area Fire District | \$ 985,585 | \$ 1,070,607 | \$ 1,260,847 | \$ 1,385,475 | \$ 1,453,944 | \$ 1,555,572 | \$ 1,737,661 | Note: 25% of net |
| Charges for Services | 791,200 | 807,024 | 823,164 | 839,628 | 856,420 | 873,549 | 891,020 | |
| Grant Revenue | 34,000 | - | - | - | - | - | - | |
| Other Revenue | 2,000 | 2,020 | 2,040 | 2,061 | 2,081 | 2,102 | 2,123 | |
| TOTAL REVENUES | 1,812,785 | 1,879,651 | 2,086,052 | 2,227,163 | 2,312,446 | 2,431,223 | 2,630,804 | |

EXPENDITURES BY CATEGORY

| | | | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|
| Personnel Costs | 3,576,864 | 3,755,707 | 3,943,493 | 4,140,667 | 4,347,701 | 4,565,086 | 4,793,340 | |
| New Personnel | - | 335,400 | 835,770 | 908,759 | 954,196 | 1,111,106 | 1,563,162 | |
| Operating Expenses | 438,245 | 451,392 | 464,934 | 478,882 | 493,249 | 508,046 | 523,287 | |
| Operating Expense related to new personnel | - | 20,000 | 80,000 | 45,000 | 45,000 | 55,000 | 80,000 | Note: \$10K/New FTE + \$5K ongoing |
| New Operating (New Station) | - | - | - | 250,000 | 257,500 | 265,225 | 273,182 | |
| Small Equipment | 20,000 | 20,200 | 20,402 | 20,606 | 20,812 | 21,020 | 21,230 | |
| New Small Equipment | - | - | - | - | - | - | - | |
| Overhead | 506,751 | 506,751 | 521,954 | 537,612 | 553,740 | 570,353 | 587,463 | |
| TOTAL EXPENDITURES | 4,541,860 | 5,089,451 | 5,866,552 | 6,381,526 | 6,672,198 | 7,095,836 | 7,841,664 | |
| NET INCOME/(LOSS) | \$ (2,729,075) | \$ (3,209,800) | \$ (3,780,501) | \$ (4,154,363) | \$ (4,359,752) | \$ (4,664,613) | \$ (5,210,860) | 7-Year Cumulative \$ (28,108,964) |

2020-2025 Assumptions:

- Charges for Services - 2% Annual Increase
- Personnel - 5% Annual Increase
- Operating - 3% Annual Increase
- Equipment - 1% Annual Increase
- Overhead - 3% Annual Increase