

Good morning Ron,

I want to thank you for reaching out to Mackenzie regarding your upcoming Capital Facilities Plan study. The information you provided along with Chief Swinhart's and your time helped us understand your goals and expectations.

You requested that we give you an idea on timeline and cost for the new study and based on our understanding of your objectives this what we would suggest.

Contract with a team that brings specialized experience and expertise in fire facilities, response time assessment and financial forecasting. The scope would entail the selected team completing the following services:

- Evaluate and complete a diagnostic assessment of the existing response time study completed by ESCi. The diagnostic assessment will take into account zoning/growth rate that may have been impacted by the COVID pandemic and would change the trigger, or trigger, period for when a new station would need to be constructed to maintain targeted response time and increased service area coverage. Prepare an opinion letter that either validates the findings from the previous study or offers a new opinion for when and where new and/or replacement stations will be required and the prioritization of them.
- Develop a hypothetical space needs program for the new/replacement stations to establish a base line on which cost forecasts can be established.
- Develop high level cost estimates for one new and two replacement stations based on current market trends for fire stations. This will take into account essential facility and prevailing wage rate cost premiums, and include a forecast for hard cost as well as soft costs including allowances for suitable property acquisition.
- Develop financial forecast for funding the stations. This will entail the evaluation and forecast of potential changes to Fire Impact Fees. We would then compare existing funding sources and costs to determine funding gaps where they exist. We will then identify potential new revenue sources that could potentially fill funding gaps. These sources will be analyzed and ranked based on their legality/ease of implementation, funding capacity, timing, and political acceptability.
- Compile each of the tasks above into a concise report that can be utilized as a supplement to the ESCi study from 2019.

We would anticipate that the work would take approximately 2-3 months to complete from notice to proceed and we would anticipate the following timeline:

January: Development of an RFQ from which Camas-Washougal Fire can issue (2-4 wks)

February: Teams prepare qualifications for Camas-Washougal Fire to review (2 wks)

March: Camas-Washougal Fire evaluate qualifications and select team (1-2 wks)

March-April: Scope of services and fees negotiated and notice to proceed issued (2-4 wks)

April-May/June: Services rendered and final report completed (2-3 months)

Based on the scope we have discussed and outlined, we are confident that the work could be completed for a budget of \$30,000 – \$40,000. Due to the scope and fee for the professional services being limited in scale, we would recommend you consider foregoing interviews as part of the process. The additional effort of interviews related to the scale of service is often very disproportionate to the fee budget and something most firms can simply not absorb while being able to complete the work.

We would welcome the opportunity to work with you and will watch for the RFQ. If we can be of further assistance, please do not hesitate to ask.

Happy holidays!

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