

**Amendment #2 to AR 2026-81
FY 2026 General Government Operating Budget**

Submitted by: Member Baldwin Day

PROPOSED AMENDMENT <input checked="" type="checkbox"/> INCREASE <input type="checkbox"/> DECREASE <input type="checkbox"/> NEUTRAL

Department: Anchorage Fire Department

Amount: \$45,000 (onetime)

Fund: Areawide General Fund

Description of amendment: This amendment provides an additional \$45,000 to the Anchorage Fire Department, specifically for a study of the department's current staffing levels, operational demands, infrastructure capacity, and long-term public safety needs.

Legislative Recommendation: Facets Consulting provided the Municipality and the Anchorage Fire Department with a staffing study in January of 2023. The prior study gives Facets Consulting a unique perspective which they can build from. As such, it is recommended a sole source contract with Facet Consulting be pursued for this study.



April 15, 2026

The Honorable Erin Baldwin Day
Assembly Member
Municipality of Anchorage
632 West 6th Avenue
Anchorage, Alaska 99501

Dear Assembly Member Day:

Thank you for the opportunity to present a proposal to provide consulting services for the Municipality of Anchorage and the Anchorage Fire Department. Our overall proposal is to provide an objective, data-driven assessment of the Anchorage Fire Department's current staffing levels, operational demands, infrastructure capacity, and long-term public safety needs.

In response to our current understanding of the scope of work desired by the Municipality and the Fire Department, we propose the following services:

- An assessment of the Anchorage Fire Department's current staffing model and shift schedule for efficiency and effectiveness in terms of attracting and retaining a qualified workforce.
- An assessment of whether current staffing levels are adequate to support current and projected operational demand. An assessment of whether Anchorage Fire Department employs the appropriate number and classification of firefighters and fire officers to staff current operations with a look toward the future.
- A review of the demand for Anchorage Fire Department emergency services activity levels over the past 20 years, including an assessment of the impact of higher service demand levels on the provision of emergency services.
- Practical recommendations on short and long-term strategies for staffing levels and operational efficiency based on the real world experience of our team.

FACETS had the honor of providing the Municipality and the Fire Department with a staffing study in January of 2023. This proposal leverages on that work and the relationships that we built as the research was conducted. In many ways, Anchorage is an island unto itself when it comes to the provision of governmental services, including fire protection and emergency medical services.

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FACETS continues its unique standing within public safety and public-sector management agencies with divergent points of view on issues. FACETS has completed work for the International City/County Management Association, the International Association of Fire Chiefs, the International Association of Fire Fighters, and the National Fallen Firefighters Foundation, to name a few. We believe that we are the only consultancy in the field that has earned the trust of these divergent organizations. FACETS recently celebrated its 20-year anniversary in business.

We propose a team for this project composed of Jessica Pickett, Crystal Yates-Gale, Adam Thiel, and me. More detail about the qualifications of each team member is attached.

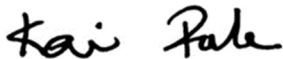
We estimate that this work will take approximately twelve weeks from the start of work to the delivery of the draft report. FACETS consultants value the privacy of the process and we do not make statements on the progress or conclusions of our work without the permission of our client. FACETS team members will conduct briefings on the process used and conclusions presented in the report, as directed.

The total cost of this work, including consulting fees, supplies, insurance, travel, and all other costs is \$48,750.00. We propose to bill 25 percent at completion of data gathering, 25 percent at draft report delivery, and 50 percent upon report acceptance.

I acknowledge that this is a brief summary of our plan for this project. If you prefer a more detailed proposal or a refined scope of work, please let me know.

Thank you for this opportunity!

Sincerely,

A handwritten signature in black ink that reads "Kevin Roche". The signature is written in a cursive, flowing style.

Kevin Roche
Partner