



City Council Workshop Agenda
Tuesday, June 21, 2022, 4:30 PM
Council Chambers, 616 NE 4th Avenue

NOTE: The City welcomes public meeting citizen participation. TTY Relay Service: 711. In compliance with the ADA, if you need special assistance to participate in a meeting, contact the City Clerk's office at (360) 834-6864, 72 hours prior to the meeting so reasonable accommodations can be made (28 CFR 35.102-35.104 ADA Title 1)

To Participate Remotely:

OPTION 1 – Video & Audio (*able to public comment*)

Use Zoom app and Meeting ID – 821 9808 6521; or click <https://zoom.us/j/82198086521>

OPTION 2 – Audio-only (*able to public comment*)

By phone: 877-853-5257, Meeting ID – 821 9808 6521

OPTION 3 – Observe video & audio (*no public comment*)

Go to www.cityofcamas.us/meetings and click "Watch Livestream" (left on page)

For Public Comment:

1. On Zoom app – click Raise Hand icon
 2. On phone – hit *9 to “raise hand”
 3. Or, email publiccomments@cityofcamas.us (400 word limit); routes to Council
-

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS

WORKSHOP TOPICS

1. [Summer Reading Kickoff](#)
[Presenter: Connie Urquhart, Library Director](#)
[Time Estimate: 5 minutes](#)
2. Staff Miscellaneous Updates
Presenter: Jeff Swanson, Interim City Administrator
Time Estimate: 10 minutes
3. [JPAC and Merina Update](#)
[Presenter: Jeff Swanson, Interim City Administrator](#)
[Time Estimate: 20 minutes](#)

COUNCIL COMMENTS AND REPORTS

PUBLIC COMMENTS

CLOSE OF MEETING



Staff Report

June 21, 2022 Council Workshop Meeting

Summer Reading Kickoff

Presenter: Connie Urquhart, Library Director

Time Estimate: 5 minutes

Phone	Email
360.817.1234	curquhart@cityofcamas.us

BACKGROUND: The Library’s annual Summer Reading Program kicked off June 10. Director Urquhart will briefly outline this year’s program, discuss the importance of reading programs, and finally, introduce and thank the Summer Reading Team.

SUMMARY: Each year, the Camas Public Library aims to provide a bridge for schools between spring and fall, encouraging kids and teens to read via an incentivized program. Participants can log their reading in one of three ways: in a badge book, on a paper game board, or through a mobile device app. Youth participants who finish will receive a gift bag containing a book and other prizes, as well as an entry into the raffle with many fantastic prizes.

This year’s theme is *Read Beyond the Beaten Path*, where the Library is drawing a connection with nature in many of its programs, and partnering with Parks and Recreation in several. Examples include storytimes at many local parks, as well as events at Crown Park such as Jessa Campbell and the Saplings, S’more Stories, and a Storywalk throughout the month of July.

According to the *American Educational Research Journal*, the average student loses 17-34% of the prior year’s learning gains during summer break. Studies show that summer reading programs help prevent summer reading loss, also known as the summer slide.



Summer Reading Graphics. The Camas Library uses graphics from iRead Reading Programs (left), as well as in-house designs (right).

EQUITY CONSIDERATIONS:

The 2022 Summer Reading Program Team has extended every effort to consider equity in their planning. They have scheduled storytimes in parks in all neighborhoods across the City. Families who come to those storytimes are able to sign up for library cards on site, which gives them access to our many online resources – even if they can't make it to the Library building.

In addition, the in-house events run the gamut from a summer movie series celebrating world cultures to Mahjong and origami. Some events are offered virtually, not necessarily because of COVID but because staff found that patrons aren't always able to leave their homes, but would like to take advantage of all that the Library has to offer.

BUDGET IMPACT: All non-donated prizes and costs for reading logs, software, or performers were funded by the Friends and Foundation of the Camas Library, aided in part by a grant from the Camas-Washougal Community Chest. Cost to the budget includes staff time and minimal office supplies.

RECOMMENDATION: Information only.

Camas-Washougal Fire Department Partnership Analysis Summary

June 2022





Item 1.

PROCESS: HOW WE GOT HERE

DEFINING SUCCESS

EXISTING PARTNERSHIP GAPS

POTENTIAL ALTERNATIVES

ALTERNATIVES ANALYSIS

NEXT STEPS

Item 1.

PROCESS

ROADMAP

Item 1.

Information Gathering

- + Listen to understand the wants, needs, and concerns of the Camas and Washougal Councils and staff, CWFD, IAFF, and ECF&R



Define Success Criteria

- + Develop list of specific criteria for “sustainability” and “equity” based on what we heard
- + Validated the success criteria with each of the Councils, City staff, CWFD Leadership, and IAFF through an online survey



Evaluate Current Partnership

- + Provide qualitative and quantitative analysis to evaluate current partnership model against the success criteria
- + Build consensus among both Cities and CWFD in determination of “gaps” in current partnership model



Evaluate Alternatives

- + Provide qualitative and quantitative analysis to evaluate potential partnership models to assess if and how current “gaps” will be addressed



Provide Recommendation

- + Build consensus among both Cities and CWFD in determination of optimal solution moving forward

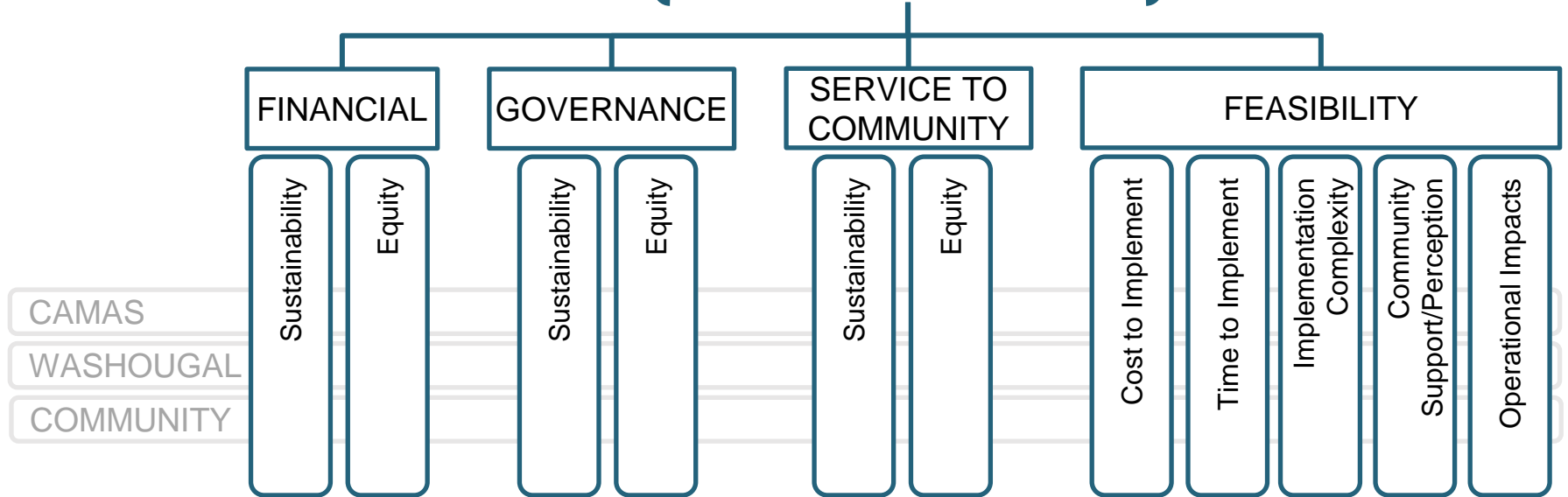
Item 1.

DEFINING SUCCESS

SUCCESS CRITERIA

Item 1.



*Sustainable & Equitable
Approach to Delivering
Fire and EMS*



EXISTING PARTNERSHIP ANALYSIS RESULTS

EXISTING PARTNERSHIP GAP ANALYSIS

Item 1.

		Governance		Financial		Service to Community	
		Sustainability	Equity	Sustainability	Equity	Sustainability	Equity
	<p>Unified, long-term vision</p> <p>Decision-making model</p> <p>Continuity of governance – mitigate impacts of high turnover</p> <p>Process for development and accountability over budget</p>	<p>Equity of representation in governance</p> <p>Alignment of governance expectations and responsibilities/authority</p> <p>Visibility to and understanding of complex operational issues/data to inform decision-making</p>	<p>Planning for capital and operational expenditures</p> <p>Ability to minimize reliance on general fund revenues while funding Department’s capital/operational needs</p>	<p>Methodology for distributing equipment replacement and repair costs</p> <p>Equitable distribution of cost burden among community members</p>	<p>Plan to address operational needs to keep up with increasing demand while maintaining current service levels</p> <p>Plan for forecasted capital facilities expenditures</p> <p>Enhanced communication</p> <p>Alignment of long-term vision and operational strategies</p>	<p>Clarified communication channel to address community voice</p>	
				<p>Economies of scale</p> <p>Operational efficiencies</p>	<p>Allocation of operational costs (Demand vs. Availability)</p>	<p>Maintain high-levels of service</p>	<p>Continue to provide the same services and level of service to all community members</p>

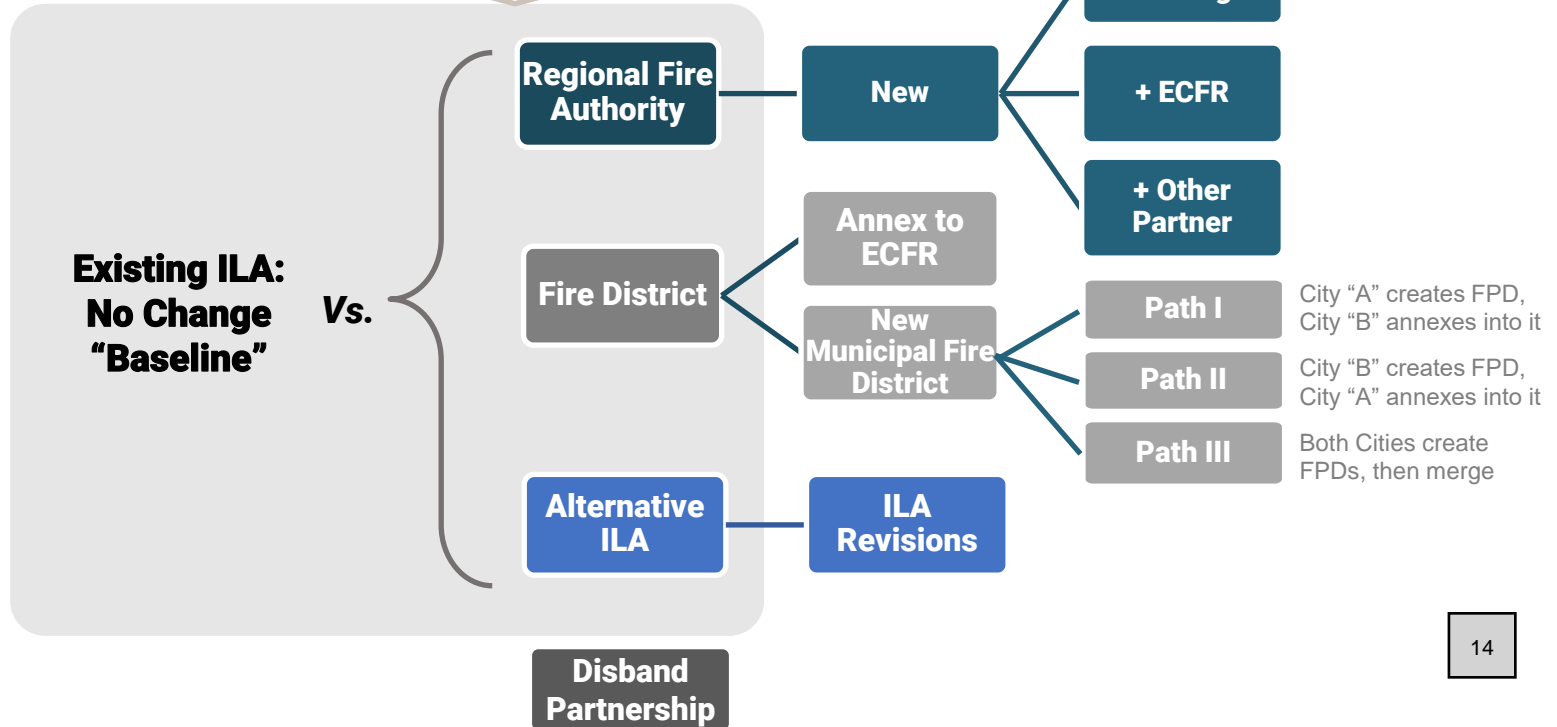
ALTERNATIVES CONSIDERED

ALTERNATIVES

Item 1.

Alternatives Analysis – Feasibility Screening
Which model(s) best meet the success criteria

Sub-Alternatives –
What are the specific financial/service impacts of sub-options within the preferred model(s)?



ALTERNATIVES ANALYSIS

Governance

GOVERNANCE

RFA	District	Revised ILA
<p>One dedicated governing body:</p> <ul style="list-style-type: none"> • Opportunity for streamlined decision-making • Direct accountability over budget/operations • Continuity • Clear roles and responsibilities • Opportunity to provide equitable representation <p>RFA Planning Process establishes:</p> <ul style="list-style-type: none"> • Unified vision • Plan for funding • Organizational design 	<p>One, dedicated governing body:</p> <ul style="list-style-type: none"> • Opportunity for unified vision, streamlined decision-making (depends on new district vs. annexation) • Direct accountability over budget/operations • Continuity • Clear roles and responsibilities • Opportunity to provide equitable representation <p>Implementation paths require annexations or mergers into existing Districts which may have pre-established vision.</p>	<p>Some opportunities exist to update the ILA to accommodate the gaps identified in existing partnership analysis:</p> <ul style="list-style-type: none"> • Create unified, long-term vision • Establish a decision making model • Implement requirements for improved communications and availability of data • Provide active representation in governance to Washougal

 Existing Gap

GOVERNANCE SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
GS1	Establishes a unified and long-term vision for Fire and EMS.	✓	⚠	⚠	✗
GS2	Provides for efficient decision-making regarding Fire and EMS operations.	✓	✓	⚠	✗
GS3	Provides for effective and informed decision-making regarding Fire and EMS operations.	✓	✓	⚠	⚠
GS4	Establishes accountability over Fire and EMS budget.	✓	✓	⚠	✗
GS5	Establishes continuity in governance of Fire and EMS services.	✓	✓	⚠	✗

 Existing Gap

GOVERNANCE EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
GE1	Provides representation in governance for all community members.	✓	⚠	⚠	✗
GE2	Establishes clear governance roles and responsibilities.	✓	✓	⚠	⚠
GE3	Distributes governance responsibilities between partners according to objective metrics e.g. population, service volume, other.	✓	✓	⚠	✗
GE4	Ensures consensus over Fire and EMS policy-making and strategies.	✓	⚠	⚠	✗
GE5	Establishes transparency in policy and operational decision-making.	✓	⚠	⚠	⚠

ALTERNATIVES ANALYSIS

Financial


FINANCIAL SUSTAINABILITY


Item 1.

RFA	District	Revised ILA
<p>Revenue Sources</p> <ul style="list-style-type: none"> • Fire Levy – Max \$1.50 • EMS Levy – Max \$0.50 • Excess Levy or M&O Levy • Utility Fees • Fire Benefit Charge • Capital Bonds • May not recommend or impose Fire Impact Fees <p>Participating cities may retain current levy rates unless required to reduce per RFA Plan (subject to Property Tax Limits)</p>	<p>Revenue Sources</p> <ul style="list-style-type: none"> • Fire Levy – Max \$1.50 • EMS Levy – Max \$0.50 • Excess Levy or M&O Levy • Utility Fees • Fire Benefit Charge • Capital Bonds • May not recommend or impose Fire Impact Fees <p>Formation of New District:</p> <p>Requires city to reduce GF levy by FPD levy</p> <p>Annexation:</p> <p>Requires annexed entities to adopt current district levy rates</p> <p>Annexed city may retain current levy rates (subject to Property Tax Limits)</p>	<p>Revenue Sources</p> <p>Remain consistent with current revenue streams.</p> <p>Potential:</p> <p>Pending legislation allowing cities to take advantage of fire benefit charge.</p>

 Existing Gap

FINANCIAL SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
FS1	Ensures financial stewardship and responsibility of the Fire Department.	✓	✓	⚠	⚠
FS2	Establishes a predictable cost sharing mechanism.	✓	✓	⚠	⚠
FS3	Provides long-term, dedicated revenue sources.	✓	✓	✗	✗
FS4	Creates opportunities for new revenue sources.	✓	✓	✗	✗
FS5	Minimizes reliance on general purpose revenues to fund Fire and EMS.	✓	✓	✗	✗
FS6	Minimizes the financial impact to other City services not related to Fire and EMS.	⚠	⚠	✗	✗

 Existing Gap

FINANCIAL EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
FE1	Transparently allocates costs based on objective data and metrics.				
FE2	Demonstrates a correlation between the cost of service and the services provided.				
FE3	Addresses all costs associated with delivery of Fire and EMS services e.g. direct service, stand-by, and indirect costs.				
FE4	Equally distributes cost burden among community members.				

ALTERNATIVES ANALYSIS

Service

SERVICE

Item 1.












- + Continued partnership is essential to maintaining current levels of service
- + Regardless of partnership model, transparency and communication must be improved among all levels of the organization

RFA	District	Revised ILA
<ul style="list-style-type: none">• Long-term vision enhances sustainability of combined service• Provides central communication channel and representation for community members		<ul style="list-style-type: none">• The current partnership or any changes to the ILA can not address needs for increased service due to community growth

 Existing Gap

SERVICE SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
SS1	Provides a long-term operating structure for consistent and reliable service.	✓	✓	✓	✓
SS2	Builds long-term capacity to meet increased service demands in line with community needs and priorities.	✓	✓	✗	✗
SS3	Provides transparency and communication at all levels of the Department.	⚠	⚠	⚠	⚠
SS4	Provides transparency and communication between partners.	✓	✓	⚠	⚠
SS5	Provides clear linkage of governance vision and direction to Department operations and service delivery.	✓	⚠	⚠	✗









 Existing Gap

SERVICE EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
SE1	Provides the same lines of service (i.e. Fire and EMS) to all community members.				
SE2	Provides the same level of service to all community members.				
SE3	Provides a central communication channel to effectively address community concerns.				

ALTERNATIVES ANALYSIS

Implementation

Item 1.

IMPLEMENTATION / FEASIBILITY		RFA	District (Annex – Option A)	District (New – Option B)	Alternative II Δ
F1	Cost to Implement	 <p>Costs associated with developing RFA Plan</p> <ul style="list-style-type: none"> Costs for messaging/ election Cost for establishing support services 	<ul style="list-style-type: none"> Cost for messaging/election 	<ul style="list-style-type: none"> Costs associated with multiple elections Cost for establishing support services 	<ul style="list-style-type: none"> Fees for revising ILA
F2	Time to Implement	 <p>Time-intensive planning process</p>	<ul style="list-style-type: none"> Requires one election, involving all entities 	 <p>Requires multiple elections</p> <ul style="list-style-type: none"> Financing plan required 	<ul style="list-style-type: none"> Time required to establish vision for revised ILA
F3	Complexity of Legal and Statutory Procedures & Requirements	<ul style="list-style-type: none"> Planning process has requirements for Council adoption, financing plans, etc. One election 	<ul style="list-style-type: none"> Annexation process is well established 	 <p>New statute and no prior examples</p> <ul style="list-style-type: none"> Requires multiple elections 	<ul style="list-style-type: none"> Ranges from simple to complex depending on revisions
F4	Community Support/Perception	<ul style="list-style-type: none"> Requires majority vote for combined service area 	 <p>Requires support of annexing entity and entity being annexed</p>	 <p>Requires support of annexing entity and entity being annexed</p>	<ul style="list-style-type: none"> No formal requirement for public input
F5	Operational Impacts	 <ul style="list-style-type: none"> Requires establishment of new org structure with support services Transfer of employees and assets 	<ul style="list-style-type: none"> May require additional support services 	 <ul style="list-style-type: none"> Requires establishment of new org structure with support services Transfer of employees and assets 	<ul style="list-style-type: none"> Minimal

Item 1.

SUMMARY

CRITERIA - GAPS			RFA	District	Alternative ILA	Existing "Baseline"	Item 1.
Governance	Sustainability	GS1	✓	⚠	⚠	✗	
		GS2	✓	✓	⚠	✗	
		GS3	✓	✓	⚠	⚠	
		GS4	✓	✓	⚠	✗	
		GS5	✓	✓	⚠	✗	
	Equity	GE1	✓	⚠	⚠	✗	
		GE2	✓	✓	⚠	⚠	
		GE3	✓	✓	⚠	✗	
		GE4	✓	⚠	⚠	✗	
		GE5	✓	⚠	⚠	⚠	
Finance	Sustainability	FS3	✓	✓	✗	✗	
		FS4	✓	✓	✗	✗	
		FS5	✓	✓	✗	✗	
		FS6	⚠	⚠	✗	✗	
	Equity	FE3	✓	✓	⚠	✗	
		FE4	✓	✓	⚠	✗	
Service	Sustainability	SS2	✓	✓	✗	✗	
		SS3	⚠	⚠	⚠	⚠	
		SS4	✓	✓	⚠	⚠	
		SS5	✓	⚠	⚠	✗	
	Equity	SE4	✓	✓	⚠	⚠	



Staff Report

June 21, 2022 Council Workshop Meeting

JPAC and Merina Update

Presenter: Jeff Swanson, Interim City Administrator

Time Estimate: 20 minutes

Phone	Email
360-817-1554	cfree@cityofcamas.us

BACKGROUND/SUMMARY: In 2021, The City of Camas engaged Merina & Co to conduct a partnership analysis of the ILA between Camas and Washougal that governs the Camas Washougal Fire Department. The initial report was presented to the Camas and Washougal City Councils in September, 2021. Subsequently, Merina & Co refined and completed the contracted analysis and presented their findings to the JPAC in February 2022. Additional information and clarification was requested of the consultants and their final report was presented to the JPAC on June 1st, 2022. Under the direction of the JPAC, the final iteration of the analysis was presented to the Washougal City Council during their workshop on June 13, 2022, followed by this presentation to the City of Camas Council on June 21, 2022.

EQUITY CONSIDERATIONS:

What are the desired results and outcomes for this agenda item?

This update is informational only and will serve as Merina & Co’s review of their analysis and formal presentation of their recommendations moving forward for consideration by the Council.

What’s the data? What does the data tell us?

The data is robust and voluminous and has been presented prior to both Council and the JPAC. The analysis summary defines several options for the partnership and the recommendations of Merina & Co moving forward.

How have communities been engaged? Are there opportunities to expand engagement?

The analysis has been presented in public meetings, affording the opportunity for subsequent public comment.

Who will benefit from, or be burdened by this agenda item?

The Camas-Washougal Fire Department and the Council of the Cities of Camas and Washougal all have opportunity to benefit from the options provided in the analysis.

How will you ensure accountabilities, communicate, and evaluate results?

Continued dialogue between councils, JPAC, and staff will be necessary to determine and implement any of the recommendations found within the partnership analysis.

How does this item support a comprehensive plan goal, policy or other adopted resolution?

Broadly, this analysis identifies avenues for future partnership and funding of the Camas Washougal Fire Department. Both cities have expressed a desire to continue the partnership in an equitable way that provides continued high level service to the communities.

RECOMMENDATION: It is recommended that the cities of Camas and Washougal continue dialogue about the partnership and opportunities for refinement in consideration of this analysis.

Camas-Washougal Fire Department Partnership Analysis Summary

June 2022





Item 3.

PROCESS: HOW WE GOT HERE

DEFINING SUCCESS

EXISTING PARTNERSHIP GAPS

POTENTIAL ALTERNATIVES

ALTERNATIVES ANALYSIS

NEXT STEPS

PROCESS

ROADMAP

Item 3.

Information Gathering

- + Listen to understand the wants, needs, and concerns of the Camas and Washougal Councils and staff, CWFD, IAFF, and ECF&R



Define Success Criteria

- + Develop list of specific criteria for “sustainability” and “equity” based on what we heard
- + Validated the success criteria with each of the Councils, City staff, CWFD Leadership, and IAFF through an online survey



Evaluate Current Partnership

- + Provide qualitative and quantitative analysis to evaluate current partnership model against the success criteria
- + Build consensus among both Cities and CWFD in determination of “gaps” in current partnership model



Evaluate Alternatives

- + Provide qualitative and quantitative analysis to evaluate potential partnership models to assess if and how current “gaps” will be addressed



Provide Recommendation

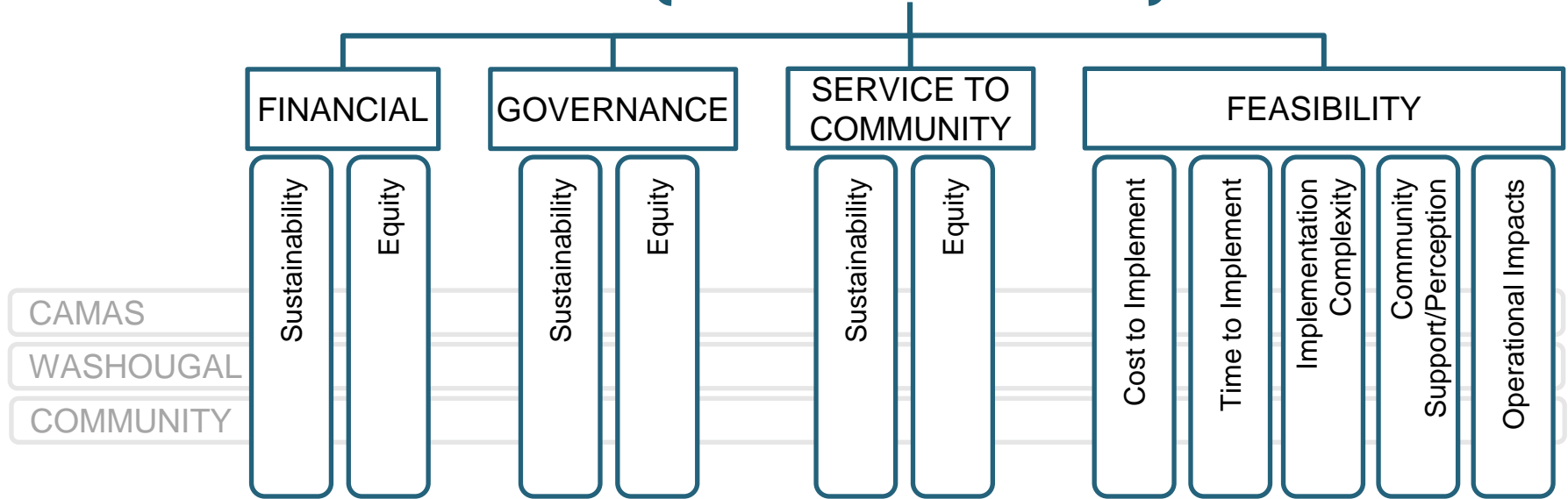
- + Build consensus among both Cities and CWFD in determination of optimal solution moving forward

DEFINING SUCCESS

SUCCESS CRITERIA

Item 3.



*Sustainable & Equitable
Approach to Delivering
Fire and EMS*



EXISTING PARTNERSHIP ANALYSIS RESULTS

EXISTING PARTNERSHIP GAP ANALYSIS

Item 3.

		Governance		Financial		Service to Community	
		Sustainability	Equity	Sustainability	Equity	Sustainability	Equity
	<p>Unified, long-term vision</p> <p>Decision-making model</p> <p>Continuity of governance – mitigate impacts of high turnover</p> <p>Process for development and accountability over budget</p>	<p>Equity of representation in governance</p> <p>Alignment of governance expectations and responsibilities/authority</p> <p>Visibility to and understanding of complex operational issues/data to inform decision-making</p>	<p>Planning for capital and operational expenditures</p> <p>Ability to minimize reliance on general fund revenues while funding Department’s capital/operational needs</p>	<p>Methodology for distributing equipment replacement and repair costs</p> <p>Equitable distribution of cost burden among community members</p>	<p>Plan to address operational needs to keep up with increasing demand while maintaining current service levels</p> <p>Plan for forecasted capital facilities expenditures</p> <p>Enhanced communication</p> <p>Alignment of long-term vision and operational strategies</p>	<p>Clarified communication channel to address community voice</p>	
				<p>Economies of scale</p> <p>Operational efficiencies</p>	<p>Allocation of operational costs (Demand vs. Availability)</p>	<p>Maintain high-levels of service</p>	<p>Continue to provide the same services and level of service to all community members</p>

ALTERNATIVES CONSIDERED

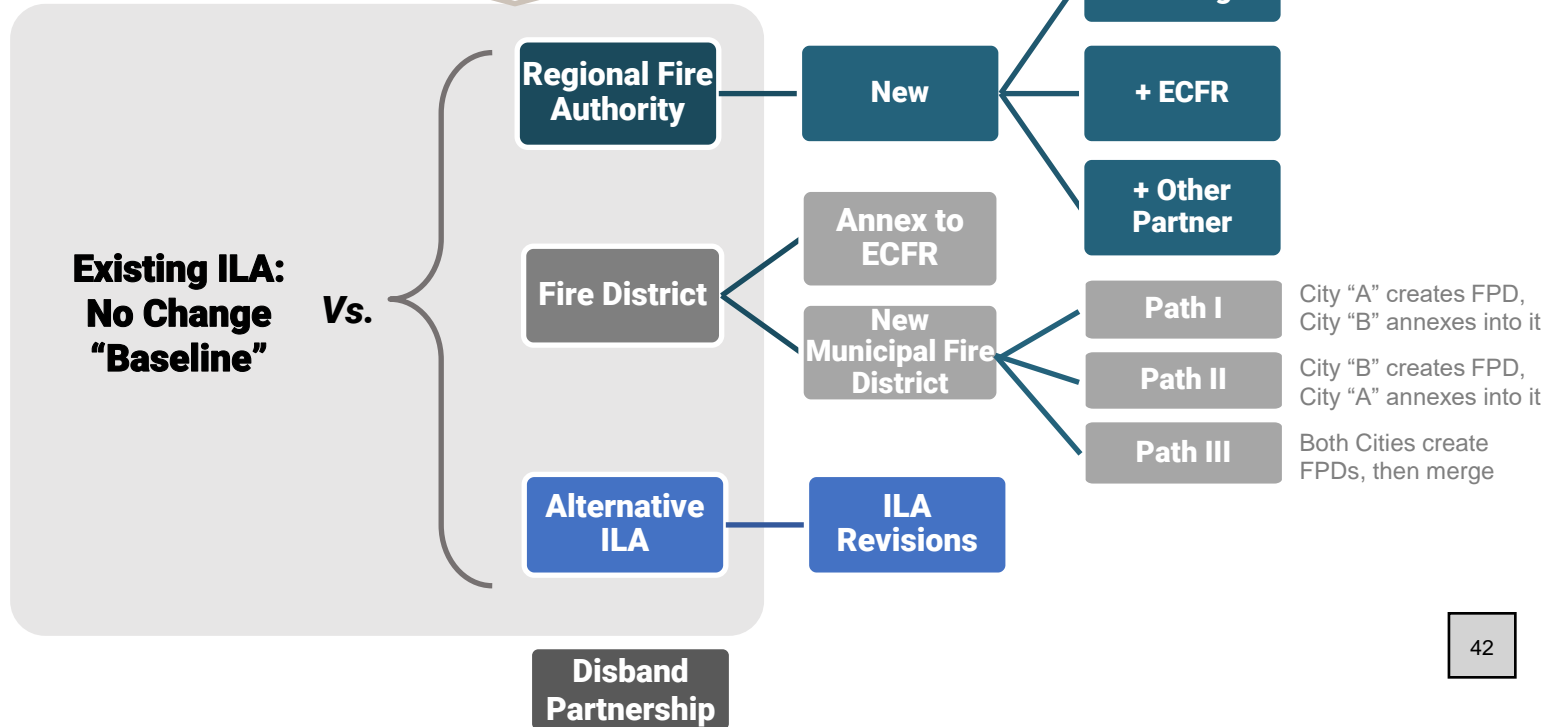
ALTERNATIVES

Item 3.

Alternatives Analysis – Feasibility Screening
Which model(s) best meet the success criteria

Sub-Alternatives –

What are the specific financial/service impacts of sub-options within the preferred model(s)?



ALTERNATIVES ANALYSIS

Governance

GOVERNANCE

RFA	District	Revised ILA
<p>One dedicated governing body:</p> <ul style="list-style-type: none"> • Opportunity for streamlined decision-making • Direct accountability over budget/operations • Continuity • Clear roles and responsibilities • Opportunity to provide equitable representation <p>RFA Planning Process establishes:</p> <ul style="list-style-type: none"> • Unified vision • Plan for funding • Organizational design 	<p>One, dedicated governing body:</p> <ul style="list-style-type: none"> • Opportunity for unified vision, streamlined decision-making (depends on new district vs. annexation) • Direct accountability over budget/operations • Continuity • Clear roles and responsibilities • Opportunity to provide equitable representation <p>Implementation paths require annexations or mergers into existing Districts which may have pre-established vision.</p>	<p>Some opportunities exist to update the ILA to accommodate the gaps identified in existing partnership analysis:</p> <ul style="list-style-type: none"> • Create unified, long-term vision • Establish a decision making model • Implement requirements for improved communications and availability of data • Provide active representation in governance to Washougal

 Existing Gap

GOVERNANCE SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
GS1	Establishes a unified and long-term vision for Fire and EMS.	✓	⚠	⚠	✗
GS2	Provides for efficient decision-making regarding Fire and EMS operations.	✓	✓	⚠	✗
GS3	Provides for effective and informed decision-making regarding Fire and EMS operations.	✓	✓	⚠	⚠
GS4	Establishes accountability over Fire and EMS budget.	✓	✓	⚠	✗
GS5	Establishes continuity in governance of Fire and EMS services.	✓	✓	⚠	✗

 Existing Gap


GOVERNANCE EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
GE1	Provides representation in governance for all community members.	✓	⚠	⚠	✗
GE2	Establishes clear governance roles and responsibilities.	✓	✓	⚠	⚠
GE3	Distributes governance responsibilities between partners according to objective metrics e.g. population, service volume, other.	✓	✓	⚠	✗
GE4	Ensures consensus over Fire and EMS policy-making and strategies.	✓	⚠	⚠	✗
GE5	Establishes transparency in policy and operational decision-making.	✓	⚠	⚠	⚠

ALTERNATIVES ANALYSIS

Financial

FINANCIAL SUSTAINABILITY

RFA	District	Revised ILA
<p>Revenue Sources</p> <ul style="list-style-type: none"> • Fire Levy – Max \$1.50 • EMS Levy – Max \$0.50 • Excess Levy or M&O Levy • Utility Fees • Fire Benefit Charge • Capital Bonds • May not recommend or impose Fire Impact Fees <p>Participating cities may retain current levy rates unless required to reduce per RFA Plan (subject to Property Tax Limits)</p>	<p>Revenue Sources</p> <ul style="list-style-type: none"> • Fire Levy – Max \$1.50 • EMS Levy – Max \$0.50 • Excess Levy or M&O Levy • Utility Fees • Fire Benefit Charge • Capital Bonds • May not recommend or impose Fire Impact Fees <p>Formation of New District:</p> <p>Requires city to reduce GF levy by FPD levy</p> <p>Annexation:</p> <p>Requires annexed entities to adopt current district levy rates</p> <p>Annexed city may retain current levy rates (subject to Property Tax Limits)</p>	<p>Revenue Sources</p> <p>Remain consistent with current revenue streams.</p> <p>Potential:</p> <p>Pending legislation allowing cities to take advantage of fire benefit charge.</p>

 Existing Gap

FINANCIAL SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
FS1	Ensures financial stewardship and responsibility of the Fire Department.	✓	✓	⚠	⚠
FS2	Establishes a predictable cost sharing mechanism.	✓	✓	⚠	⚠
FS3	Provides long-term, dedicated revenue sources.	✓	✓	✗	✗
FS4	Creates opportunities for new revenue sources.	✓	✓	✗	✗
FS5	Minimizes reliance on general purpose revenues to fund Fire and EMS.	✓	✓	✗	✗
FS6	Minimizes the financial impact to other City services not related to Fire and EMS.	⚠	⚠	✗	✗

 Existing Gap

FINANCIAL EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
FE1	Transparently allocates costs based on objective data and metrics.				
FE2	Demonstrates a correlation between the cost of service and the services provided.				
FE3	Addresses all costs associated with delivery of Fire and EMS services e.g. direct service, stand-by, and indirect costs.				
FE4	Equally distributes cost burden among community members.				


ALTERNATIVES ANALYSIS

Service

SERVICE












- + Continued partnership is essential to maintaining current levels of service
- + Regardless of partnership model, transparency and communication must be improved among all levels of the organization

RFA	District	Revised ILA
<ul style="list-style-type: none">• Long-term vision enhances sustainability of combined service• Provides central communication channel and representation for community members		<ul style="list-style-type: none">• The current partnership or any changes to the ILA can not address needs for increased service due to community growth

 Existing Gap









SERVICE SUSTAINABILITY		RFA	District	Alternative ILA	Existing "Baseline"
SS1	Provides a long-term operating structure for consistent and reliable service.	✓	✓	✓	✓
SS2	Builds long-term capacity to meet increased service demands in line with community needs and priorities.	✓	✓	✗	✗
SS3	Provides transparency and communication at all levels of the Department.	⚠	⚠	⚠	⚠
SS4	Provides transparency and communication between partners.	✓	✓	⚠	⚠
SS5	Provides clear linkage of governance vision and direction to Department operations and service delivery.	✓	⚠	⚠	✗

 Existing Gap

SERVICE EQUITY		RFA	District	Alternative ILA	Existing "Baseline"
SE1	Provides the same lines of service (i.e. Fire and EMS) to all community members.				
SE2	Provides the same level of service to all community members.				
SE3	Provides a central communication channel to effectively address community concerns.				

ALTERNATIVES ANALYSIS

Implementation

IMPLEMENTATION / FEASIBILITY		RFA	District (Annex – Option A)	District (New – Option B)	Alternative II Δ
F1	Cost to Implement	 <p>Costs associated with developing RFA Plan</p> <ul style="list-style-type: none"> Costs for messaging/ election Cost for establishing support services 	<ul style="list-style-type: none"> Cost for messaging/election 	<ul style="list-style-type: none"> Costs associated with multiple elections Cost for establishing support services 	<ul style="list-style-type: none"> Fees for revising ILA
F2	Time to Implement	 <p>Time-intensive planning process</p>	<ul style="list-style-type: none"> Requires one election, involving all entities 	 <p>Requires multiple elections</p> <ul style="list-style-type: none"> Financing plan required 	<ul style="list-style-type: none"> Time required to establish vision for revised ILA
F3	Complexity of Legal and Statutory Procedures & Requirements	<ul style="list-style-type: none"> Planning process has requirements for Council adoption, financing plans, etc. One election 	<ul style="list-style-type: none"> Annexation process is well established 	 <p>New statute and no prior examples</p> <ul style="list-style-type: none"> Requires multiple elections 	<ul style="list-style-type: none"> Ranges from simple to complex depending on revisions
F4	Community Support/Perception	<ul style="list-style-type: none"> Requires majority vote for combined service area 	 <p>Requires support of annexing entity and entity being annexed</p>	 <p>Requires support of annexing entity and entity being annexed</p>	<ul style="list-style-type: none"> No formal requirement for public input
F5	Operational Impacts	 <ul style="list-style-type: none"> Requires establishment of new org structure with support services Transfer of employees and assets 	<ul style="list-style-type: none"> May require additional support services 	 <ul style="list-style-type: none"> Requires establishment of new org structure with support services Transfer of employees and assets 	<ul style="list-style-type: none"> Minimal

SUMMARY

CRITERIA - GAPS			RFA	District	Alternative ILA	Existing "Baseline"	Item 3.
Governance	Sustainability	GS1	✓	⚠	⚠	✗	
		GS2	✓	✓	⚠	✗	
		GS3	✓	✓	⚠	⚠	
		GS4	✓	✓	⚠	✗	
		GS5	✓	✓	⚠	✗	
	Equity	GE1	✓	⚠	⚠	✗	
		GE2	✓	✓	⚠	⚠	
		GE3	✓	✓	⚠	✗	
		GE4	✓	⚠	⚠	✗	
		GE5	✓	⚠	⚠	⚠	
Finance	Sustainability	FS3	✓	✓	✗	✗	
		FS4	✓	✓	✗	✗	
		FS5	✓	✓	✗	✗	
		FS6	⚠	⚠	✗	✗	
	Equity	FE3	✓	✓	⚠	✗	
		FE4	✓	✓	⚠	✗	
Service	Sustainability	SS2	✓	✓	✗	✗	
		SS3	⚠	⚠	⚠	⚠	
		SS4	✓	✓	⚠	⚠	
		SS5	✓	⚠	⚠	✗	
	Equity	SE4	✓	✓	⚠	⚠	