

Regional Fire Authority Planning Committee



OLYMPIA TUMWATER REGIONAL FIRE AUTHORITY PLANNING COMMITTEE MEETING AGENDA

Online via Zoom

Monday, March 28, 2022
5:30 PM

1. Welcome
- [2.](#) Meeting Summary and Follow up items
- [3.](#) Financial Follow up
- [4.](#) Chief Statement
- [5.](#) Agency Comparison Template
- [6.](#) Governance PowerPoint
- [7.](#) Comparison of Governance Structures of RFA
- [8.](#) Sample Values and Principal Statements
- [9.](#) Council Talking Points
10. Adjourn

Remote Meeting Information

To comply with Governor Inslee's Proclamation 20-28, the City of Tumwater meetings will be conducted remotely, not in-person, using a web-based platform. The public will have telephone and online access to all meetings.

Watch Online

<https://us02web.zoom.us/j/83567586987?pwd=TDg5MnIJYU94Zlc0bjZDYWhPb0dHZz09>

Listen by Telephone

Call (253) 215-8782, listen for the prompts and enter the Webinar ID 835 6758 6987 and Passcode 177489.

Post Meeting

Audio of the meeting will be recorded and later available by request, please email CityClerk@ci.tumwater.wa.us

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Olympia - Tumwater RFA Planning Committee

RFA Committee Action, Decision, Question Log

March 14, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff, Jim Cooper

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, Rian Winter (fill in for James Osberg), Tumwater City Administrator John Doan, Chief Mark John, Steve Busz (fill in for Erin Johnson),

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman

Action taken/action needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	Karen R sent out spreadsheet for staff and teams have been working on that.
Internal/External website, social media, news release discussion	John Doan, Jay Burney	Jay -waiting on charter before announcing to public. Oly RFA site will link to Tumwater's page. John -updating our website with meetings and agendas. Looking at permitting and equipment with RFA.

Questions:

- Will we be doing a lot of communications to get the word out on this RFA?
 - Once finalized website is a good launch point for communications.
- Communications plan- we will be using certain platforms? Tumwater doesn't use Instagram and how do we reach each demographics?
 - PIOs within each city and how they want to handle that, coordinate sharing posts so we are not creating multiple messages.
 - Tumwater union has different protocols for postings vs. city pages.
 - We can re-share posts from other organizations to get the messages out to other people.

- Steve- we have media branches within our state WSCFF, and have been very active from union side for portion of this. This is an option as well, Olympia and 2409 have twitter, Instagram, FB to reach a larger audience.
 - Jay—Locals should rebroadcast messages developed by the team rather than create their own messages, to avoid conflicts.
 - How do we reach out and engage people from both Olympia and Tumwater?
 - John- spoke with communications manager, suggested email account with questions. We need to do public meeting and afford the opportunity for the public to speak but we don't have enough answers right now.
 - Who is in the lead in communications so it's all co-branded and with one person?
 - This is not decided yet, will sort out in the coming days after this meeting.
- FAQs
 - Last question-will my fire station be closed?
 - Did not sit well, didn't answer the question.
 - Re-order put health, wellness and community FAQ first and then other items after.
 - Heart attach save rate and how we like to maintain that, continued partnership with TC Medic one.
 - Add question: how would I pay my benefit charge? Explaining paid similar to taxes via escrow.
 - Add note about the Cardiac Save program being preserved.
 - Committee agrees to revisions for Karen M.
- Work Plan
 - After discussion, the group agreed a Go-no-go decision should be added to the work plan at 2nd June meeting.
 - Did we talk about going to a lower turnout in April vs August?
 - Talked about the work plan and to go in April is to levy taxes for the following year.
 - Town meeting communications- windows for these are proposed in work plan dates are not set and include hybrid models.
- Charter revisions review & Approval
 - Charter approved as revised, with correction on quorum (4, not 5)
- RFA Financing Presentation
 - Benefit charges exemptions, state buildings in Tumwater are owned by private owners would not be exempt.
 - Estimate that 1/3 of state occupied buildings in Tumwater are privately owned.
 - State occupied building charges could be negotiated.
 - How do you pay the FBC bill, can it be worked into escrow how do you actually pay it?
 - Most have it worked out as part of their property tax bill (although the FBC is not a property tax).
 - How many other RFA came in with FBC?
 - Have seen some start with, some without.
 - Karen will provide data on what others have done.

- Initial estimate is that we will need an FBC to fully fund current levels of service.
 - Please quantify how much we would need to cut to not use FBC.
 - Can we fund service improvements as well with this model?

ACTIONS:

- Communications plan - “Thumbs up”
- Jay - Mark Barber, City of Olympia has agreed to be legal counsel for this work. If outside legal counsel is needed, we will discuss and figure out cost-share.
- John Doan - Agrees to pay for the database consultant if needed. “Thumbs up” for hiring a database consultant. Rough cost \$10,000.
- Preliminary “thumbs up” on draft work plan - (correcting annexation date)
- Draft Charter: CM Lisa motion to approve draft charter, CM Michael seconds motion. 4 Aye, motion passes unanimously.

Follow ups:

- Karen M. will email Chief’s draft purpose statement.
- Karen M. to revise FAQs and send to city administrators to review/post. If questions, changes then, let Karen M know.
- Karen R. - will add “go-no-go” on the work plan by end of June 27. Will bring revision for next meeting.
- Erika to add meetings in Sept, and Oct. 2nd and 4th Mondays per Karen R.
- Jay- work on Olympia’s website for Agenda and Meeting materials (legistar)
- Karen M. - email talking points to council.
- Karen R. will go back and look at other RFAs to see how many started or added FBCs.

February 28, 2022

Attendees: Erika Stone, Karen Meyer, Karen Reed, Brian Hurley, Jay Burney, James Osberg, John Doan, Bill Cushman, Mark John, Faith Trimble, Steve Busz.

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff

Action taken/action needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	Created preliminary spreadsheet.
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	Financial spreadsheet updates, additional requests may be made by Bill.
Internal/External website, social media, news release discussion	John Doan, Jay Burney	

Questions:

- Tumwater and Olympia attorneys should have a discussion and discuss bandwidth and expertise. If not available, may need to look at hiring legal counsel
- Fire Benefit Charge requires 60% approval to create RFA. (Can County Assessor accommodate with timeline?)
- Can we consider a why/purpose statement for the RFA, for when public and staff ask questions?
 - Who will be on point at each city to prepare talking points, FAQs, etc?
- Agenda- Suggest we add main talking points to the agenda (to prepare our report out to councils)

Follow ups:

- Jay/John
 - Finalize staff team
 - Meet with Chiefs and Bill C.
- Karen M.
 - Examples of RFA plans
 - Survey who would like a binder for RFA committee documents (Erika/Susan can assist with creating binders)
 - Send out revised draft communications plan; revised draft charter
- 2nd and 4th Monday for RFA meeting proposal
 - Karen M. to plan with John and Jay. (Erika to schedule extra meeting)
- Karen Reed- next mtg - come back with new draft charter
- Steve Busz- send spreadsheet to Bill, John and Jay from comparable sub-committee.

January 24, 2022

Action taken	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	

Questions/Follow up Requests:

- Work plan - facilitator (Karen M)
- Communication plan – facilitator (Karen M)

Follow up on RFA Financing Presentation

Olympia Tumwater RFA Planning Committee

Mar. 28, 2022

Karen Reed & Bill Cushman

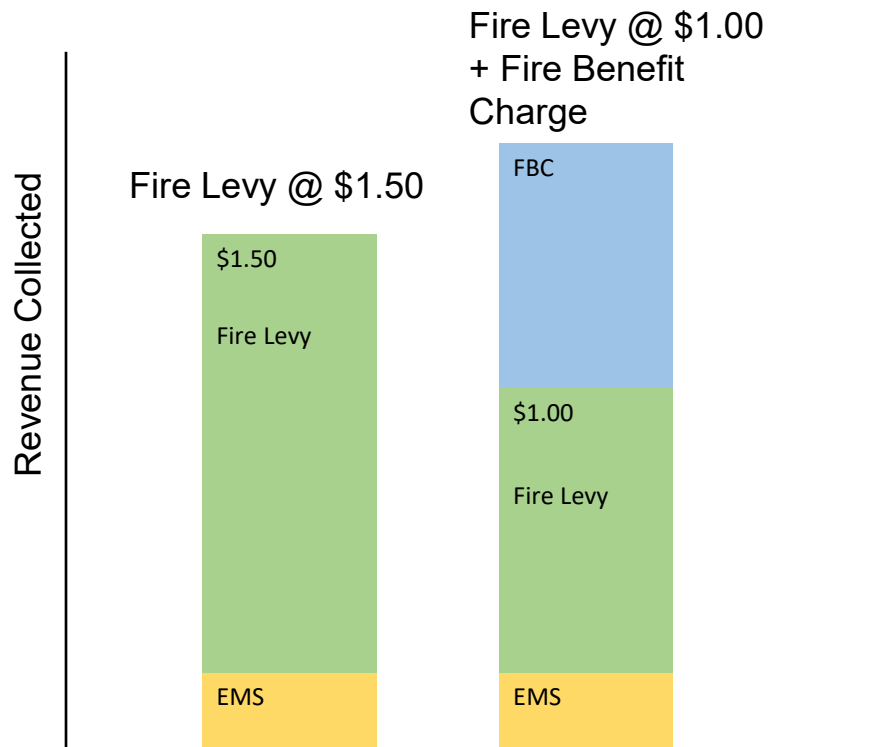
Consultants

Agenda

- FBC work update
- History with FBC and other agencies
- The financial plan—what information it will provide

RFA Major Revenue Sources:

Fire Levy
Fire Benefit Charge
EMS Levy allocation



Graph shows 2 approaches to RFA funding

- If EMS allocation and Fire Levy of \$1.50/\$1,000 AV are not sufficient, a Fire Benefit Charge can increase revenue collections.
- In exchange for a FBC, the maximum fire levy drops one-third to \$1.00/\$1,000 AV
- FBC collections in any year cannot exceed 60% of operating budget
- Unlike property taxes, FBC is not subject to the 1% collections cap: revenue stabilization tool
- If an FBC is requested when the RFA is formed, the vote threshold to establish the RFA and authorize the FBC (one ballot) is 60% approval.

What is a Fire Benefit Charge (FBC)?

- ▶ A Fire Benefit Charge is not a tax, it is a fee based on the fire-response needs of a structure, rather than the value of the structure. For example:
 - ▶ Under a fire benefit charge, a single-family residential property will pay less than a large commercial structure or multi-family apartment.
 - ▶ Two identical single-family homes will pay the same benefit charge—even if they have very different property tax values.
 - ▶ Vacant property is not subject to a benefit charge.
- ▶ **Exemptions:** Essentially, if a property owner is exempt from property tax, they will also be exempt from an FBC.
- ▶ **Voter Approval:** Fire benefit charges must be approved by voters before first imposed and must be approved again by voters after the initial 6-year term.
- ▶ **Amount Collected, Formula confirmed annually:** The benefit charge formula and collection amount is set annually by the board of commissioners. There is an appeals process.
- ▶ FBC make sense where there is an **urban development pattern** – substantial number of commercial buildings, multi-family apartments

Impact of using a FBC

- Additional revenue collection is possible above the \$1.50 property tax equivalent
- Revenue can be stabilized from year to year, under an inflationary or deflationary environment
- Larger structures that require more fire resources will pay more than smaller structures: shift away from residential single-family properties to larger commercial and multifamily structures.
 - How much of a shift is determined by the Board when it sets the formula for the FBC

How does the FBC work?

$$\text{Square Footage} \times \text{Fire Flow} \times \text{Cost per Gallon} \times \text{Structure Category Weight Factor} \times \text{Discount or Additional Risk Charge} = \text{FBC}$$

1. Identify categories of structures you will use in your FBC formula. Typical set below	2. Identify square footage and type of each structure in your jurisdiction and place it in the appropriate category	3. Determine the weighting for each category (Board sets the weights)	4. Identify any discounts applicable to the property – Sprinklers? Identify any risk surcharges	5. Do the math!						
Sample list: <table><tr><td>Mobile Home</td></tr><tr><td>Single Family Residential</td></tr><tr><td>Multi family</td></tr><tr><td>Small commercial</td></tr><tr><td>Medium commercial</td></tr><tr><td>Large commercial</td></tr></table>	Mobile Home	Single Family Residential	Multi family	Small commercial	Medium commercial	Large commercial	County assessor records provide this information	Weights increase with the size and complexity of structure use. It's not always a straight line—some small commercial establishments may have an FBC very much like a single family residence. The weighting reflects the additional resources that are needed to put out a fire at these different types of structures	County assessor records provide this information	Determine the bill for each structure.
Mobile Home										
Single Family Residential										
Multi family										
Small commercial										
Medium commercial										
Large commercial										

With an FBC...

- Your budget decisions change:
 - What's your total projected spending?
 - How much will the fire levy generate (\$1.00 max)?
 - What other revenues are available?
 - What's the gap? – this is the amount of total FBC collections
- The FBC formula basically “solves” for the gap funding and allocates the cost to each parcel based on the formula to ensure the full gap amount is collected.
 - Amount collected can change every year
 - Allocation must be based on statutory requirements, confirmed by RFA Commissioners
 - Not subject to 1% collections cap

Total Budget

FBC amount
to collect

Other
Revenues

Fire Levy

Who else has an FBC?

Many fire departments and several RFAs. Here's a partial list in Puget Sound:

- Central Pierce Fire & Rescue
 - Graham Fire & Rescue
 - Puget Sound Regional Fire Authority (Covington, Kent, Maple Valley & SeaTac)
 - Valley Regional Fire Authority (Algona, Auburn, Pacific)
 - North Highline Fire District (south of Seattle city limits)
 - Northshore Fire Department (Kenmore and Lake Forest Park)
 - Snoqualmie Pass Fire & Rescue
 - Renton Regional Fire Authority
 - Shoreline Fire Department
 - King County Fire District 36 (Woodinville)
 - King County Fire District 10 (Carnation, May Valley, Tiger Mountain, Preston)
 - South Snohomish County Fire & Rescue (Lynnwood)
-
- **Fire Departments were created before FBC authority was in place.**
 - History of RFA's is presented below.

RFA's and FBCs

RFA / Yr. Established	Did RFA creation vote include a BC?	RFA established on first vote?	Was a FBC added later?	Was separate FBC vote successful first time out?	Has the FBC been renewed by voters?
West Benton Fire & Rescue (Benton County) 2015	No	Yes	No	N/A	N/A
South Beach Regional Fire Authority (Grays Harbor/Pacific County) 2017	No	Yes	No	N/A	N/A
North Mason Regional Fire Authority 2014	No	Yes	No	N/A	N/A
Puget Sound Regional Fire Authority (formerly Kent RFA) 2010	Yes	Yes	N/A	N/A	Yes
Southeast Thurston Fire Authority 2010	No	No	No	N/A	N/A
West Thurston Regional Fire Authority 2009	No	Yes	No	N/A	N/A
South Whatcom Fire Authority 2009	No	Yes	No	N/A	N/A
Riverside Fire Authority (Lewis County) 2008	No	Yes	No	N/A	N/A
Renton Regional Fire Authority 2016	Yes	Yes	--	--	Yes
Valley Regional Fire Authority (King/Pierce) 2007	Yes	Yes	--	--	Yes
North County Regional Fire Authority (Snohomish) 2007	No	No	No	--	--
South County Regional Fire Authority (Snohomish) 2017	No	Yes	Yes	Yes	N/A
Marysville Regional Fire Authority 2019	No	Yes	No	N/A	N/A

Results for 13 RFAs :

- **4 of 13 RFA's have a benefit charge in place.**
- **3 of the 13 RFA's included a benefit charge initially. All 3 were successful on their first try at the ballot.**
- **2 of the 13 RFA's were not successful on their first try at the ballot. Neither of those included a benefit charge on that initial balloting.**
- **1 of 13 RFA's added a benefit charge after initially being created by the voters (South Snohomish County RFA). The vote on this benefit charge was successful the first time out.**

Shifting gears: a preview of some key components of the RFA Financial Plan

EXPENSES

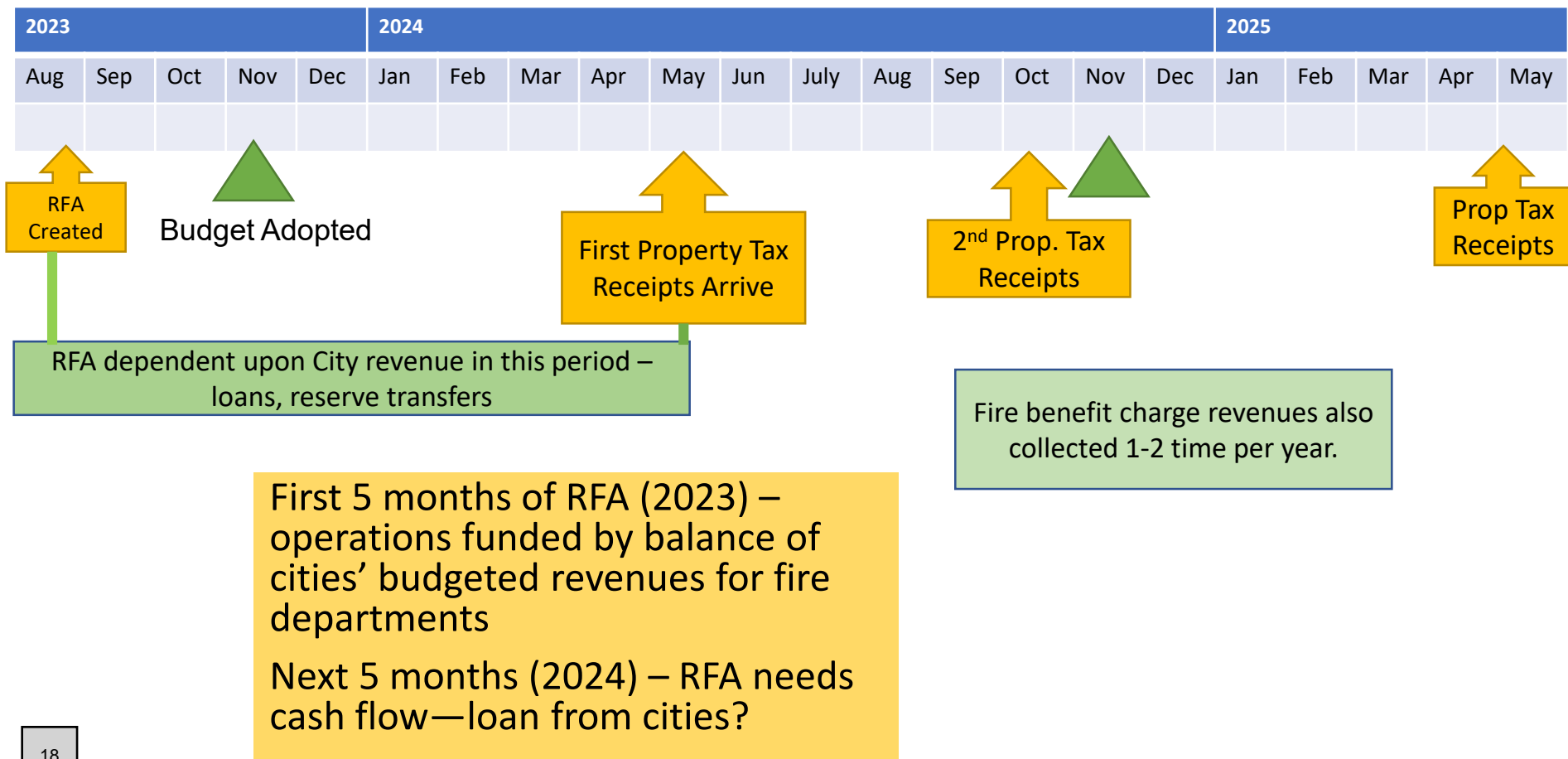
- Operating Costs
 - Labor
 - Fleet
 - Facilities
 - Etc.
- Cash Flow needs/options
- Reserve funds
- Administrative Structure & Costs
- One-time start-up costs
- Inflation assumptions

REVENUES

- Projected assessed values
- Revenue generated from property tax
- Revenue from fees, EMS levy
- Revenue needed from an FBC

Data will be projected out at least 7 years.

Major revenues received 2X year: cash flow is critical



When cash flow is critical, ending fund balance and reserves are critical.

- The strategic financial plan for the RFA will include recommendations to fund at least 6 different reserves.
- Existing reserves for fire department are typically transferred to the RFA.
- Reserves can be used to support cash flow needs.
- **Additional funds will be needed for initial cash flow. These can be in the form of a loan.**

Emergency Reserve

Apparatus Reserve

Equipment Reserve

Facilities Reserve

Debt Service Reserve

Retirement Reserve

Initial Data Review

- Combining the current departments cost results in a shared tax reliant cost of \$1.33/\$1,000 AV in 2022 across the combined area.

Olympia Fire Budget	\$18,812,866	Tumwater Fire Budget	\$8,178,028
LESS: Fire Revenue	\$5,957,576	LESS: Fire Revenue	\$2,871,103
Tax-Dependent Fire Budget	\$12,855,290	Tax-Dependent Fire Budget	\$5,306,925
Tax-Dependent Fire Budget		Tax-Dependent Fire Budget	
Levy Equivalent	\$1.43	Levy Equivalent	\$ 1.14

RFA Fire Budget	\$26,990,894
LESS: Fire Revenue	\$8,828,679
Tax-Dependent Fire Budget	\$18,162,215
Tax-Dependent Fire Budget	
Levy Equivalent	\$1.33

Yet to be added: Admin Structure, Reserves, Cash Flow

Next steps

- Develop draft RFA financial plan with inputs from Joint Staff Team to determine estimated operating and capital costs for RFA over 7 years
- Proceed as directed by Committee on FBC

Olympia/Tumwater Chief's Purpose Statement:

Why Consider Creating an RFA joining the Olympia and Tumwater Fire Departments?

March 10, 2022

The Fire Departments of Olympia and Tumwater share a long, positive, and cooperative relationship. Both departments have rich traditions and strive to provide the highest level of fire and emergency services to our communities within the confines of available resources.

Current partnerships include Tumwater contractual agreements with Olympia for fleet maintenance and use of the Mark Noble Regional Training Center. Both Olympia and Tumwater are Advanced Life Support contractors for Thurston County Medic One with each staffing two paramedic units. The two agencies routinely operate jointly on emergency responses and train at all levels together.

The ability to maintain appropriate service levels and response times when responding to emergencies has been challenging as our communities have grown. As our communities continue to grow, we must continually evaluate our service delivery model and implement changes to ensure the highest level of service is delivered in the most efficient manner.

Combining the fire departments of the Cities of Olympia and Tumwater is one way to ensure continued service excellence while maximizing administrative and operational efficiency.

This joint effort is accomplished through the proposed creation of a Regional Fire Authority or "RFA". The RFA will provide for a more sustainable organization to provide all fire and emergency services for the Tumwater and Olympia communities.

Throughout the discussions of forming this new organization we will not lose sight of two primary goals:

- (1) Deliver the highest level of service in the most cost-effective manner for the public.
- (2) Create an organization where our employees can thrive and be their absolute best.

Elected officials, city officials, and fire department leadership are undertaking a planning process which will produce a comprehensive document that will be the road map for creation of the new Regional Fire Authority. In the end, both city councils will be required to approve the plan with the voters of both communities having the final say at the ballot box.

As Fire Chiefs for the Cities of Olympia and Tumwater, we fully endorse this process and support the formation of an Olympia/Tumwater Regional Fire Authority.

Mark John, Fire Chief
City of Olympia

Brian Hurley, Fire Chief
City of Tumwater

Comparison of Olympia and Tumwater Fire Dept. – Staffing, Service Area, Population, Calls for Service, Response Times, Stations, Programs, Apparatus & Vehicles (Mar. 2022)

City Comparison

	Olympia	Tumwater
Population (2022 OFM Est.)	55,000	25,360 (2021 OFM)
Square Miles	20.09	17.78
Assessed Value (Taxable)	\$8,991,702,610	\$4,649,454,436
Form of Government	Council / Manager	Mayor/Council
Last 2 ballot measures (year, topic, result)	<p>February 13, 2018: Sales and use tax increase for Home Fund, approved at 63.32%.</p> <p>November 7, 2017: Public Safety Levy, approved at 64.24%.</p>	<p>Nov. 6, 2018 Metropolitan Parks District and 75 cents tax rate - 52.86% Yes Vote</p> <p>April 24, 2018 Fireworks Ban Repeal - 63.5% No Vote</p> <p>Nov. 8, 2016 Advisory Vote on Fireworks Ban - 50.35% Yes Vote</p> <p>April 28, 2015 Transportation Benefit District - 68.18% Yes Vote</p>
Budget Cycle (annual, biennial)	Annual	Biennial
Annual General Fund operating budget (2022)	\$96,478,627	\$39,567,383
City general levy rate (2022)	\$2.2141/\$1,000 A.V.	\$2.255348/\$1,000 A.V.
Fire Dept. share of operating budget (2022) (does not include a share of central city administrative costs)	\$18,812,866	\$8,178,028
Excess Levy Rate for Fire Capital Bond	\$0.1182	N/A

Overview of Fire Dept. Operations

Item	Olympia	Tumwater
Staff	102 FTE— 0 PTE Chief Officers: 8 Support: 4 Volunteers: 3 (unbudgeted)	47 FTE – 0 PTE Chief Officers: 2 Support: 1 Volunteers: 5
Service Area Size (same as city?)	20.09 square miles	17.78* also serve Thurston County through Medic One Contract
Population Served (same as city?)	55,000	25,360*
Calls for Service (2020 or most recent)	13,841	5926 (2021)
• EMS	8532	4394
• Fire	319	90
• Service	4909	396
• Cancel/Other	81	1046
Fire Stations (#, year built, year of last major renovation if any)	4	2 T1-2001, T2-1994
Any debt associated with fire department assets (year, asset, amount outstanding) (use attachment if needed)	Station 04, Issue Year 2019 10 Year Term \$8,386,750 Remaining Ladder Truck V#378, Issue Year 2019 15 Year Term \$1,925,594 Remaining	Fire Truck #2 from L3 2019-2027 Principal 3/22/22 \$527,891
Accreditation status	N/A	N/A
FSRB Rating	Class 2	Class 4, 2023 review

Program Certifications

	ALS	BLS	Ladder	Water Rescue	Tender	Haz Mat	Structural Collapse/ Technical Rescue	Other
Olympia	Yes	Yes	Yes - 2	Yes	No	No	Yes	Wildland
Tumwater	Yes	Yes	No	No	No	No	Yes	Wildland

Other services offered

	Olympia	Tumwater
Public Education	Yes	Fire extinguisher training, CPR, car seat inspection, fire safety school visits
Community Paramedic/CAREs	In development	Under consideration

2022 budgeted revenue (major ongoing grants/fees for service (EMS, GEMT, FMO, contracts)

Source/Description notes	Est. Revenue 2022
Olympia	
State contract	\$1,449,500
Fire Prevention	\$551,112
Training Center	\$198,830
VRF	\$926,623
False Alarms	\$25,000
Medic One	\$2,695,400
SORT revenue from Public Works	\$80,373
EM Grant	\$29,478
Dept. of Health Grant	\$1,260
Tumwater	
Medic One (ALS)	\$2,784,841
Medic One (BLS)	\$51,262
Fire Prevention	\$35,000

Contracts to provide fire/EMS service to other agencies/jurisdictions

(agency/type of services provided)

Olympia	Tumwater
Auto and Mutual Aid	Auto and Mutual Aid Aircraft Rescue Fire Fighting (Port of Olympia)
	Staff Medic 14 in South Thurston County to provide ALS coverage (Medic One contract)

Contracts to purchase/provide operational services (fleet maintenance, etc.)
from/to other agencies (*agency/type of services*)

Olympia	Tumwater
Vehicle Repair Facility provides service to most fire agencies in Thurston County	Contract with Olympia for vehicle fleet maintenance
Training Center Contracts	Contract with Olympia for use of Mark Noble Regional Training Center

Response Time Goals and Performance

Olympia	Tumwater
(Standard: 6 minutes 90% of the time) Reflects the time for firefighters to arrive at 9 out of 10 calls, recording response time for 9 out of 10 calls is an industry standard. Current response time 10:47 90% of the time.	<i>GOAL: To deliver emergency services in a safe and efficient manner, with a response time (turnout time plus travel time) to arrival on scene of 7 minutes or less, 90% of the time, emphasizing a safety culture at all time. (2016 Strategic Plan)</i> Current response time for the City is 9:38 90% of the time

Medic 1 / BLS / Private Ambulance

- Does the Department use private ambulance services today?
- Does the Department operate a Medic 1 ALS unit?
- Does the Department conduct its own patient transports today? ALS? BLS? Both?
- What is the collection policy with respect to transport fees? (in brief—do you seek collection beyond insurance reimbursement?)

Olympia	Tumwater
<ul style="list-style-type: none"> • Yes • Yes – 2 • ALS only. BLS provided by private service • No collection 	<ul style="list-style-type: none"> • Private Ambulance – Yes • 2 Medic Units, one stationed in South County • ALS transport only. BLS transport provided by private service • Currently do not bill for transport

Apparatus and Vehicles

Olympia	Front Line	Reserve Units		Tumwater	Front Line Reserve Units
Fire Apparatus				Fire Apparatus	
Ladder truck	1	1		Ladder Trucks -	0 0
Fire Engines –	4	4		Fire Engines -	2 2
Fire Tenders	0	0		Fire Tenders -	0 0
EMS Apparatus				EMS Apparatus	
Medic Units -	2	1		Medic Units -	2 2
Aid Units -	1	0		Aid Units -	0 0
Staff Apparatus				Staff Apparatus	
Chief's vehicle	1			Chief's vehicle	1
Asst/Deputy Chief vehicles	3			Dep./Asst. Chief vehicles	1
Battalion Vehicle	2			Battalion vehicle	1
Staff vehicle	12			Staff Vehicle	1 1
Support Unit	4			Support Unit	1
Utility				Utility	
Other				Other	
Brush Apparatus	1	0		Brush Apparatus	0 0
Other special apparatus (boats, etc.)	1 inflatable boat			Other special apparatus (boats, etc.)	ORV, MCI Trailer

Today's Presentation - Governance

- **Key issues?**
- **Basic rules?**
- **What have others done?**
- **Start talking about values & principles**

Governance – issues & options

- Deciding how the RFA Governance Board is structured is a major topic for the RFA Planning Committee.
- Key issues are:
 - How many board members? What vote does each have?
 - How are positions filled – by voters directly? Or appointment of elected officials from member agencies?
 - Length of office terms?
 - Allocation of seats between participating agencies?
 - Transition of the board over time?
 - What if other agencies join the RFA? How should governance change?
- The RFA Statute (Ch. 52.26 RCW) is very flexible in terms of governance options available to you.

RFA Governance – Basic rules

1. All board members must be elected officials from a member jurisdiction **or** directly elected by the voters of the RFA.
2. The Initial Board must be entirely composed of elected officials from member agencies. This can change (but doesn't need to) once there is an opportunity for an election (odd years).
3. There is no legal limit on the number of members—but there is a practical limit.
4. Terms must be staggered (end at different times) and may not exceed 6 years in length. Terms can be decided after the election.
4. If half or more of the board consists of **elected** members then the Board should be structured to comply with the ***one person, one vote principle***.
Members are considered “elected” if they are directly elected by voters **or** automatic appointments from member agencies— “Mayor”, or “Council President” or “Chair of Board of Commissioners”
5. A person may hold two different elected positions but may not run for both positions on the same ballot.

RFA Governance Options/Examples

An RFA Governance Board can be comprised of:

1. Elected officials from member agencies
2. Persons directly elected **At-Large** by the voters of the RFA
3. Persons directly elected by **District** by the voters of the RFA
 - Primary: only open to voters of the districts.
 - General: entire RFA votes on all districted positions (top 2 advance from primary)
 - Board member districts must be roughly equal in population
4. A mix of any or all of the above

Governance -- What have others done?

North County Regional Fire Authority	Puget Sound RFA (Kent)	Southeast Thurston Fire Authority	Renton RFA	South Snohomish County RFA (Lynnwood)
2 Fire Districts, later adding Stanwood then Arlington (2021)	Kent and an adjacent fire district	Yelm and 2 fire districts	Renton and an adjacent fire district	Lynnwood and adjacent fire district.
9 Members 3 Districted 3 At-large 3 Arlington electeds Arlington positions will transition to directly elected in 2 years. The board also will shrink to 7 members over the next several years.	6 voting members + 2 nonvoting members <i>Voting members:</i> 3 elected officials from each of the two member jurisdictions <i>Nonvoting members:</i> one from each contract agency	6 members All directly elected; 3 districts with 2 members elected from each district. <i>Originally:</i> <ul style="list-style-type: none"> • 2 from Yelm • 2 from FD#2 • 2 From FD #4 	6 members (3 elected officials from both member jurisdictions), plus 1 non-voting contract representative.	7 members (all directly elected; 5 districted; 2 at large) Contract cities have no board representation <i>At formation:</i> 2 Councilmembers from Lynnwood, 5 Commissioners from District 1. Mill Creek currently seeking to annex.

Governance – what have others done?

See matrix in packets outline governance structures of all 13 RFAs currently in place in the state.

Proposed Approach....

1. Consider and propose values and principles
 - Share with City Councils (April)
2. Develop a small set of options that comply with these values and principles
 - Share with City Councils (May)
3. Select a preferred option
 - Share with City Councils (June)

Values & Principles to Guide development of the RFA Plan

A short statement highlighting beliefs that the organization operates from

- Sample statement in meeting packets

Brainstorming values & principles

- When you look at the **sample statement**, what parts of it do you think are applicable here? Are there some that are not relevant or that you disagree with?
- Other values or principles do you think we should consider adding?
- Next steps:
 - Propose amendments to the sample?
 - Develop something completely new?
- **Target:** A proposed draft for City Councils to review in **April**.

Questions? Comments?

Matrix Comparing Governance Structures in Regional Fire Authorities (April 2021)

	Renton Region Fire Authority	West Benton Fire & Rescue	North Mason Regional Fire Authority	Puget Sound Regional Fire Authority (formerly Kent RFA)	Southeast Thurston Fire Authority
Original Member Agencies	City of Renton, King County FPD #25	City of Prosser, Benton County FD#3	Mason County FD #2 & FD #8	City of Kent, King County FPD #37	City of Yelm, Thurston County FPD #2 & #4
Year Est.	2015	2015	2014	2010	2010
Board Composition	Total: 6 + 1 non-voting <ul style="list-style-type: none"> • 3 Renton City Councilmembers • 3 FD 25 Commissioners • 1 non-voting member from KCFD #40. 	Total: 5 (4 districted seats + 1 at-large) <p><i>Originally:</i></p> <ul style="list-style-type: none"> • 2 districted seats from within Prosser city limits • 2 districted seats from FD #3 territory • 1 at large. <p><i>Now:</i></p> Two formal districts established; anyone living in those 2 districts can run for office (2 seats per district), plus one at-large commissioner	<p><i>Initially:</i></p> 8 appointed members, reducing to 5 over 18 months. <ul style="list-style-type: none"> • All 3 FD #8 commissioners • All 5 FD#2 commissioners. Planned reduction to 5 members accomplished through vacancies. <p><i>Now:</i></p> 5 members elected at large.	Total: 6 + 3 non-voting: <ul style="list-style-type: none"> • 3 Kent City Councilmembers • 3 Fire District 37 Commissioners • 1 non-voting from Covington • 1 non-voting from SeaTac • 1 non-voting from FD #43 (Maple Valley) 	Total: 6 <p><i>Originally:</i></p> <ul style="list-style-type: none"> • 2 from Yelm • 2 from FD#2 • 2 From FD #4 <p><i>Now:</i></p> 3 districts; 2 members elected from each district.

	West Thurston Regional Fire Authority	South Whatcom Fire Authority	Riverside Fire Authority	Valley Regional Fire Authority	North County Regional Fire Authority
Original Member Agencies	Thurston County FPD #1 & FPD #11	Whatcom County FPD #2, #6, #9, & #10	Cities of Centralia, Lewis County FD #12	Cities of Algona, Auburn, Pacific	Snohomish County FPD #14 & #18, Stanwood and Arlington
Year Est.	2009	2009	2008	2007	2007
Board Composition	<p>Total: 6</p> <ul style="list-style-type: none"> • 3 from FPD#1 • 3 from FPD #11 <p>Has a mechanism to reduce to 5 elected (not appointed) positions:</p> <ul style="list-style-type: none"> • 2 districted from each former FD service area • + 1 at large from the RFA area <p>This has not been implemented.</p>	<p>Total: 5</p> <p>1 member each elected from 5 distinct districts</p>	<p>Total: 5</p> <p>Members elected at large.</p>	<p>Total: 9</p> <ul style="list-style-type: none"> • Auburn Mayor + 2 Auburn Councilmembers • Algona Mayor + 2 Algona Councilmembers • Pacific Mayor + 2 Pacific Councilmembers 	<p>Total: 9</p> <ul style="list-style-type: none"> • 3 Districted • 3 at-large • 3 from Arlington <p>Initially created with 2 fire districts: all 3 commissioners from each district on the board. Districts were later dissolved. Stanwood annexed in 2019; 1 board seat added. Arlington annexed in 2021 and 3 city councilmembers joined the board; they will transition to directly elected positions in 2 years and the board will shrink to 7 members over the next several years.</p>

	South Beach Regional Fire Authority	South Snohomish County RFA	Marysville Regional Fire Authority
Original Member Agencies	City of Westport, Pacific County FPD No. 5, and Grays Harbor County FPDs No. 3, 11, and 14	City of Lynnwood and Fire District 1	City of Marysville and Fire District 12
Year Est.	October 2017	October 1, 2017	October 1, 2019
Board Composition	5 Districted members, One from the City and one from each of the four participating fire districts.	Initial transition board: <ul style="list-style-type: none"> • 5 Fire District Commissioners • 2 City Councilmembers (or Mayor). This reflects the proportional population of the 2 agencies. Permanent board: <ul style="list-style-type: none"> • 5 districted positions (elected in primary by persons living in those districts. 2 districts encompassing Lynnwood; • 2 at-large positions.) Districted positions first elected in 2019; at-large positions in 2021. 	6 members: <ul style="list-style-type: none"> • 4 City council members • 2 of the 3 District 12 members (one of the 2 members is a non-voting seat)

DRAFT Statement of Shared Values and Principles

The following statement of shared values and principles to guide us in developing a plan for an RFA to be created by [member agencies]

Values and Principals are not presented in rank order of priority.

Our Values Include:

1. **Affordable and sustainable financial model.** The RFA should implement an affordable and sustainable financial model that can facilitate consistent service levels over time as the community served continues to grow.
2. **Ensuring operations meet or exceed current service levels in terms of their ability to support a safe and healthy community.**
3. **Making data-driven decisions.** The RFA should take strategic action based on the facts after a thorough and objective analysis of the issues.
4. **Being an effective and efficient steward of public funds.**
5. **Participatory Governance.** Jurisdictions which are part of the RFA should have a meaningful voice in the operating decisions of the RFA. The RFA Board should seek to make decisions by consensus whenever possible.
6. **Promoting interagency collaboration, communication and strong working relationships.** The RFA will act in the collective best interests of all its public safety partners, not just those served by the RFA.
7. **Pro-Active Oversight, Planning and Continuous Improvement.** We are committed to planning for the future and proactively identifying and addressing the needs of our communities, identifying and implementing ways to better meet those needs.
8. **Providing a safe, supportive and professional environment for our first responders.**
9. **Strong engagement with our local communities.** The RFA should be a positive and engaged member of the communities it serves with pro-active outreach to the public.

Our Operating Principles Include:

- A. We will strive to operate nimbly, with the ability to make decisions and respond quickly when necessary.

- B. We seek to understand and address the unique needs of the communities we serve. We strive to address these needs equitably in all operating and financial decisions.
- C. We work to attract, develop and retain high quality staff.
- D. We will ensure all City Fire Department staff in good standing at the time of annexation are offered at least equivalent positions within the RFA.
- E. We will retain the history and identity of the [City] Fire Department after the annexation, through maintaining Arlington Fire Department signage on vehicles and stations in the City.
- F. We strive to employ rigorous quality assurance_and reporting practices.
- G. We manage agency budgets to control or reduce costs.
- H. We seek to limit spikes in budgets from year to year, by use of planning capital investments over time, developing reserves and other means.
- I. We commit to being transparent, accessible and responsive to our customer agencies and the public.
- J. In contracting to provide services to other agencies, we are mindful of our own costs of service: communities within the RFA boundaries should not incur additional costs from these external service contracts.

Talking points - Councils

The Regional Fire Authority Planning Committee has met 5 times. The Committee has:

- Approved a **charter** to guide our work.
- Approved a **work plan** which calls for us delivery the RFA plan for your consideration Fall 2022.
- Continued to look at our **financial options**, looking at a full range of options for the RFA.
- Begun exploring **governance options**.
- Working through considerations with respect to **labor costs**.
 - In a larger organization, the "comparables" that labor will refer to in negotiations are with larger agencies and are likely somewhat more expensive than current costs. The team agrees we should try to do what we can now to have the smoothest possible launch of the RFA on labor issues---not just hand the new agency a large unknown on its biggest cost. This is more work now, but will increase our confidence in our financial planning assumptions for the RFA.
- We aim to **present to Councils in late April**. Ater that, we would like to conduct our first round of public engagement.
- **We'll want Council input on governance as well as the public engagement plan.**