



INFORMATIONAL MEMORANDUM

TO: Community Services & Safety Committee
FROM: David Cline, City Administrator
BY: Jake Berry, Public Safety Budget Analyst
CC: Allan Ekberg, Mayor
DATE: 04/05/2021 Updated 4/13/21
SUBJECT: Fire Department Sustainability Advisory Task Force -Internal Working Group

ISSUE

Now that the City has received CPSM's Operations & Data Report, an internal working group has been established to distill the knowledge contained within the report, augment it with our own, and then apply it with the goal of providing a high-quality Fire Service to the Community at a sustainable cost. The purpose of this memorandum is to inform the CSS of the formation of this working group and the process it intends to use to carry-out its mission.

BACKGROUND

Mandated by Council via Ordinance 2621, the Fire Department commissioned CPSM to provide an independent review of Fire's budgetary and management practices. CPSM presented their findings to Council on March 8th and subsequent discussions were held during the March 15th CSS meeting.

DISCUSSION

At the direction of the Mayor, an internal working group consisting of Mayor Allan Ekberg, City Administrator David Cline, Finance Director Vicky Carlsen, Fire Chief Jay Wittwer, Deputy Fire Chief Norm Golden, HR Director Juan Padilla, Local 2088 President James Booth, and Public Safety Budget Analyst Jake Berry has been established. This group will work closely with City Council and Community Services and Safety Committee members as well as~~The group will also work with~~ Tukwila Staff from other departments to gain their input and to leverage their knowledge.

With the ultimate goal of providing a high-quality Fire Service at a sustainable cost, the group will evaluate the recommendations (both specified and implied) contained within the CPSM report and determine which are reasonable priorities from a contractual, data, and time-based standpoint.

The group will research and evaluate other teams that have created value-driven processes so that we can learn from their achievements and challenges. We understand that change is desired immediately but we believe this issue is too important to rush.

Community Engagement

The working group plans to seek the assistance and input of the Community. Because the group values the advice and knowledge of the Community, we would like to formally invite Community members to actively participate in some of our discussions. These Community members will be selected via a Boards and Commissions type process. To include a diverse set of knowledge we will seek representatives from our business and residential Communities by reaching out to civic groups, multi-family groups, business developers, and other groups as the Committee directs. Applications to join our discussions will be sent to these groups and then, once received, will be presented to the Committee for vetting and acceptance. The group would also like to invite a

representative from another Fire Department within Zone 3 to provide an expert third-party perspective.

The purpose of including such a large and diverse set of experts and stakeholders is to foster a co-creative space that will allow for the collaborative development necessary to achieve our primary goal.

Financial Sustainability

The term “Financial Sustainability” has become a hot topic since the release of the CPSM report and the Group would like Committee’s input on how we define this term. What does Financial Sustainability mean to the Committee? What are the associated service-level implications?

High-Level Process

Once we have defined Financial Sustainability and Community Engagement, the group will evaluate the 37 stated recommendations (as well as some unstated recommendations found within the report) to determine which meet the following criteria:

- Reasonable: as CPSM’s Mr. Iacona stated, not all of the recommendations will make sense for Tukwila
- Not Bargaining Related: because the Local 2088 contract runs through 2022, we will focus on those recommendations that can be accomplished in the meantime
- Impactful: based on cost (or savings) and the return to the Community
- Label as either Policy or Procedure-Related: to determine involvement and timeline

From the recommendations that remain, we will identify those that are easiest to accomplish, the “low hanging fruit”. Tackling these tasks first will allow us to test and refine our process and prepare us for the larger tasks.

Attachment #1 is a table containing questions the group has received from Council as well as the group’s response to each of the questions. We will include an updated version of this table with each update to CSS and the Council.

The Mayor stated to the working group that providing a high-quality Fire Service at a sustainable cost is one of the City’s highest priorities and has drafted a team charter to guide the group and to frame its actions and responsibilities. That charter is included as Attachment #2.

FINANCIAL IMPACT

None at this time.

RECOMMENDATION

~~Provided for informational purposes only.~~

We ask that Committee approves the formation of this Task Force and the updated Charter. With Committee approval, the Group will present to C.O.W on April 26th to seek their input and approval. This will allow the group to begin recruiting Task Force members in May.

ATTACHMENTS

1. CPSM Operational & Administrative Analysis: Council Question Follow-Up & Parking Lot
2. Fire Department Financial Sustainability Project Chartering Doc

Chartering Document

A Chartering Document allows for a mutually agreed upon understanding of what a team effort and purpose is.

TEAM name: Fire ~~Financial Advisory Coalition~~ Advisory Task Force

Background:

The Tukwila Fire Department and Administration share the common goal of ensuring robust community engagement regarding the necessary financial support to sustain Tukwila Fire service. Our focus is to advise City policy officials (the City Council) on options and opportunities to enable and sustain fire services to the City of Tukwila. We will rely on a data-driven focus to ensure optimum response to questions, inform members and help drive informative outcomes. It is the intent of the team to consider and present multiple options to help identify operational fire service funding models while considering best practices to ensure an effective and efficient service to the community.

Team Objective:

To advise the City Council and the public on financial recommendations and fire operational models to facilitate a common understanding of service options. With the ultimate objective to seek a sustained financial model that achieves public support through:

- Shared Value-Driven Process
- Co-Created Work Plan
- Communication
- Collaboration
- Cooperation
- Data Driven-Informed Analysis
- Defined operational models
- Engagement with public
- Financial modeling
- Support of the public
- Vote of the public

Overview

The team will meet regularly to review and provide oversight on data acquired, operational models to be considered, along with financial aspects and matching revenue needs and solutions. Appropriate community outreach shall be conducted to inform the public and seek public acceptance while incorporating community criteria into decisions.

Team Configuration

The team shall have several members comprising of those roles deemed necessary, members may consist of union representation, fire administration, city administration, City Council

representatives, project manager, finance, fire personnel, business community representation, and public/community participants.

The Mayor can help to identify and appoint the business community member(s) and the Council, through the council president, can be asked to do the same for community member(s). Recommendations will be accepted by all team members.

Participation by City Council representatives is recommended based on specific roles of Council members. For example, these representatives might include Council President, Finance Committee Chair, and Community Services and Safety Chair. Alternatively, the Council may choose
The Council may also choose representatives based on past experience working on fire studies.

The team seeks to include a large and diverse set of experts and stakeholders to foster a co-creative space that will allow for the collaborative development necessary to achieve our goal of providing a Community-supported and financially sustainable Fire Department model.

The expected duration of the team's activity

The team shall continue in existence until a preferred outcome is achieved and the 202~~23~~/20234 biennium budget is approved or if a resolution is achieved sooner.

Team Organization

The team will choose a chair and/or co-chairs to help facilitate meetings, this position may rotate, based on volunteers. Each team member is an equal in the process and all due decorum and respect is expected. Team creation generally goes through a process of Forming, Storming, Norming and Performing, thus each individual member is expected to help each other through this process. Sub-teams can be formed for specific tasks; while it is the duty of the sub-team to report back to the overall team often to keep all team members informed.

Time Expectations

Team should meet no less than every-other-week, and likely more during formation and critical times.

In Scope: The expectations & deliverables of the team

Major areas to understand / deliver information on include:

- Co-Create a Timeline and Workplan
- Value identification and agreement
- Seek all necessary data to drive a data-driven-informed decision
- Provide a definition to required funding
- Define where required funding can be achieved from
- Receive and review public comment
- Visit with community members to share work effort and outcomes
- Produce justification of selected outcome
- Advise the full City Council on progress and outcomes

- Seek council support on decision points
- Inform the community of progress and outcomes
- Promote the desired outcome with the public/community

Out of Scope: Items the team is not to consider

- Union negotiations
- Eliminating certified fire fighters

Team members (fill in as members are identified)

The following team members have committed to participate on this team:

	Organization/Group	Team Member Name
1		
2		
3		
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Reporting Hierarchy

The team is self-actuating equals, if an issue comes up that the team cannot resolve, the mayor can make a final decision. The team seeks to build a collaborative environment that fosters creative and innovative thinking and that honors the perspectives and ideas of all members.

Team Principles

This team’s members are bound by and subject to the City’s code of ethics policy, TMC 2.95, Code of Ethics for Employees and Appointed Officials.