

City of Tukwila
Future of Fire/EMS Service Community Advisory Committee
Meeting 2

Tuesday, December 14, 2021 | 4:00 PM – 6:00 PM

The meeting will be conducted on Zoom.

The phone number for the public to listen to this meeting is: 1-253-215-8782, Meeting ID is 860 3504 6403, Passcode 461030.

Agenda

1. Welcome, Introductions, Review of Agenda (15 min.) *Karen Reed, facilitator*
 2. Review and approval of meeting summary from the November 9 Committee meeting (3 min.) *Karen*
 3. Logistics: confirming dates/times for Meetings 3-9 (2 min.) *Karen*
 4. Response to questions asked at previous meeting (10 min.) *Staff Team*
 - Station call data (Jake Berry)
 - CPSM Study (Fire Dept)
 5. Nominations for Panel Chair – to be forwarded to City Council (7 min.)
 - Wait or act on Vice-Chair?
 6. Recap of Meeting 1 Presentations (7 min.) *Vick Carlsen, Finance Director; Norm Golden, Deputy Fire Chief*
 - City services and finances
 - Fire Dept. services and funding
 7. Enhanced Services – deeper diver (15 min.)
 8. **Committee Roundtable:** (20 min.)
 - What is important to you about the Tukwila Fire Department?
 - What is your perception of the services provided by Tukwila Fire Department?
 - Do you have any questions about the services provided today?
 - Initial thoughts on the proposed service enhancements?
- Break--(5 min.)
9. Fire Department Financial Forecast/ Financial Strategic Plan (35 min.) *Bill Cushman*
 - Q&A
 10. IAFF Union Comment (3 min.) *IAFF President James Booth*
 11. Next Agenda/Adjourn (2 min.) *Karen*



Future of Fire/EMS Services Community Advisory Committee

November 10, 2021

Virtual Meeting due to COVID-19 Emergency

4:00 p.m.

DRAFT MINUTES

Present

Committee members: Ramona Grove, Jim Davis, Katrina Dohn, Jovita McConnell, Peggy McCarthy, Abdullahi Shakul, Andy Reiswig, Dennis Robertson, Verna Seal, Sally Blake, Ben Oliver, Hien Kieu

City officials, staff, & consultants: Allan Ekberg, Kate Kruller, David Cline, Laurel Humphrey, Norm Golden, Jay Wittwer, Vicky Carlsen, James Booth, Juan Padilla, Karen Reed, Bill Cushman

1. Welcome, Introductions, Review of Agenda
All attendees introduced themselves. Ms. Reed reviewed zoom meeting protocols and the meeting agenda.
2. Comments from Mayor Ekberg and Council President Kruller
Mayor Ekberg and Council President Kruller each provided welcoming remarks.
3. Community Advisory Committee Mission & Timeline
Ms. Reed provided an overview of the Committee's mission and timeline.
4. Committee Process
Committee members agreed that Tuesdays from 4-6 p.m. could be targeted for future meetings. Ms. Reed reviewed the contents of the committee binder.
5. Review of draft Charter
The Committee discussed the Charter.
6. Review and Adoption of Ground Rules
The proposed Ground Rules were adopted by unanimous consent.
7. Introduction to City of Tukwila Government
Ms. Carlsen provided an overview of the City's General Fund and budgetary considerations.
8. Introduction to Tukwila Fire Department
Chief Wittwer, Deputy Chief Golden, and Captain Booth provided an overview of the Fire Department.

Information Requests:

- *Provide number of calls by type (EMS vs Fire) per day, per station*

- *Provide data/outcomes from other cities that joined a regional effort*

9. Union Comment

Captain Booth gave remarks.

10. Next Agenda/Adjourn

Ms. Reed reviewed the December 14, 2021 preliminary meeting agenda.

The meeting was adjourned at 6:04 by unanimous consent.

Minutes by LH

City of Tacoma
Future of Fire/EMS Services
Community Advisory Committee

Meeting Schedule for Meeting 3-9

All dates are **TUESDAYS**, from 4:00 p.m. to 6:00 p.m. All meetings will be conducted on Zoom unless we are able to meet in person.

If you are unable to attend any of the meetings, please let Karen know (kreedconsult@comcast.net / 206 932 5063)

Meeting 3 January 4, 2022

Meeting 4 February 1, 2022

Meeting 5 February 15, 2022

Meeting 6 March 8, 2022

Meeting 7 March 22, 2022

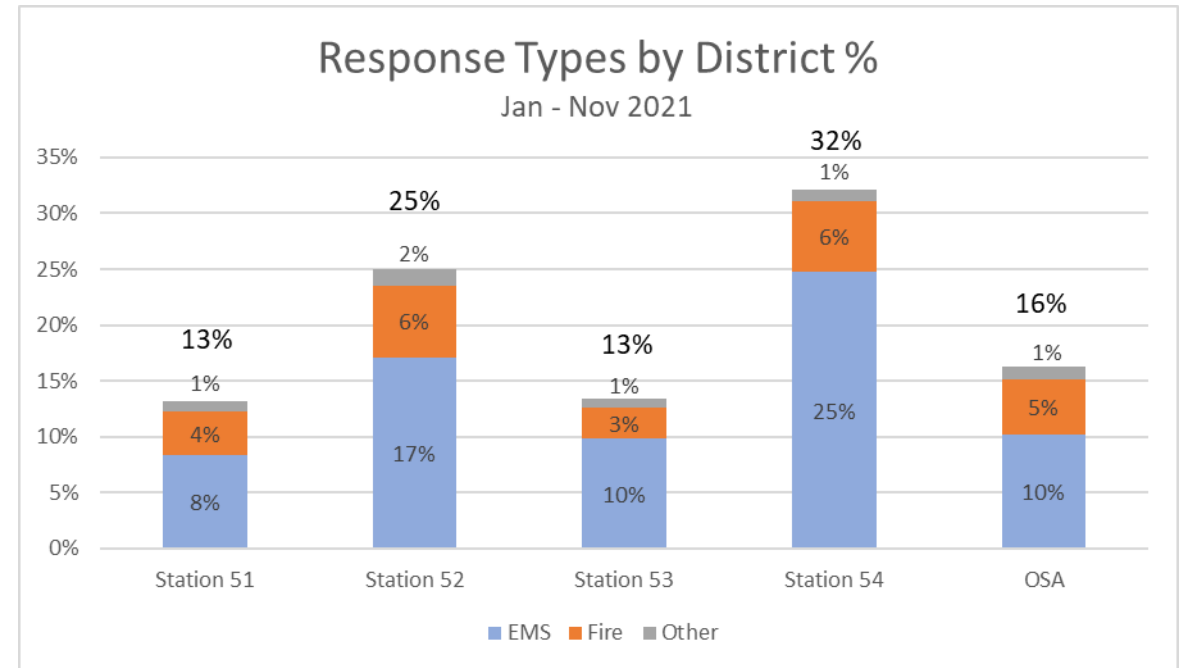
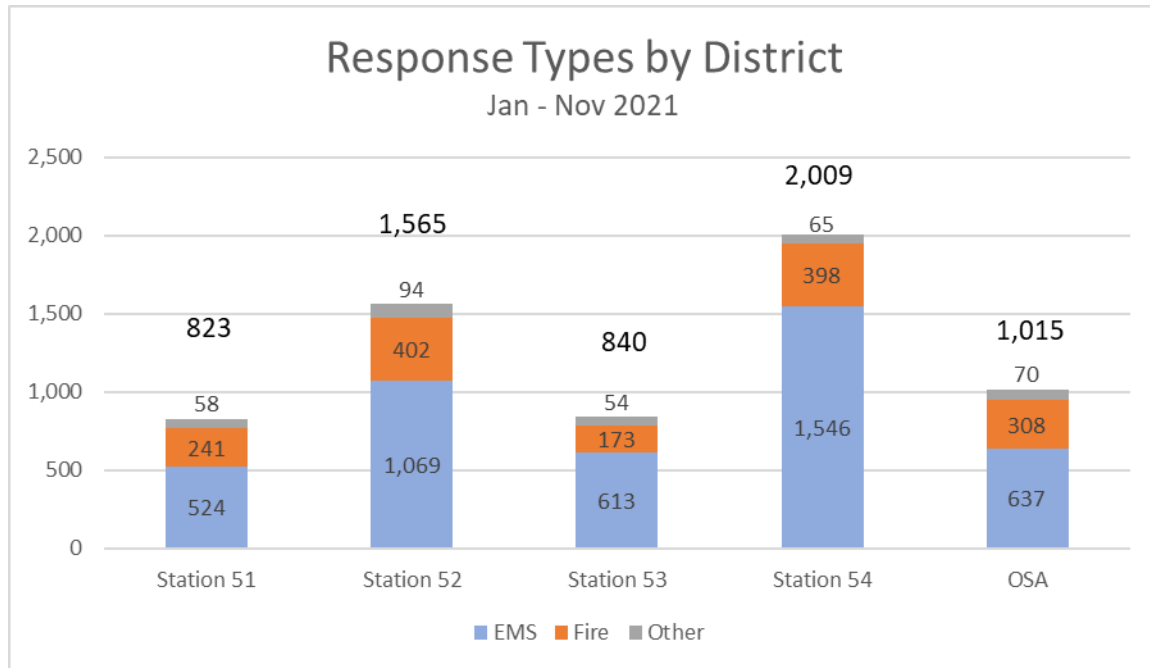
Meeting 8 April 5, 2022

Meeting 9 April 19, 2022

Additional meeting may be scheduled if there is a request from Council and/or additional time is needed for the committee to complete its work.

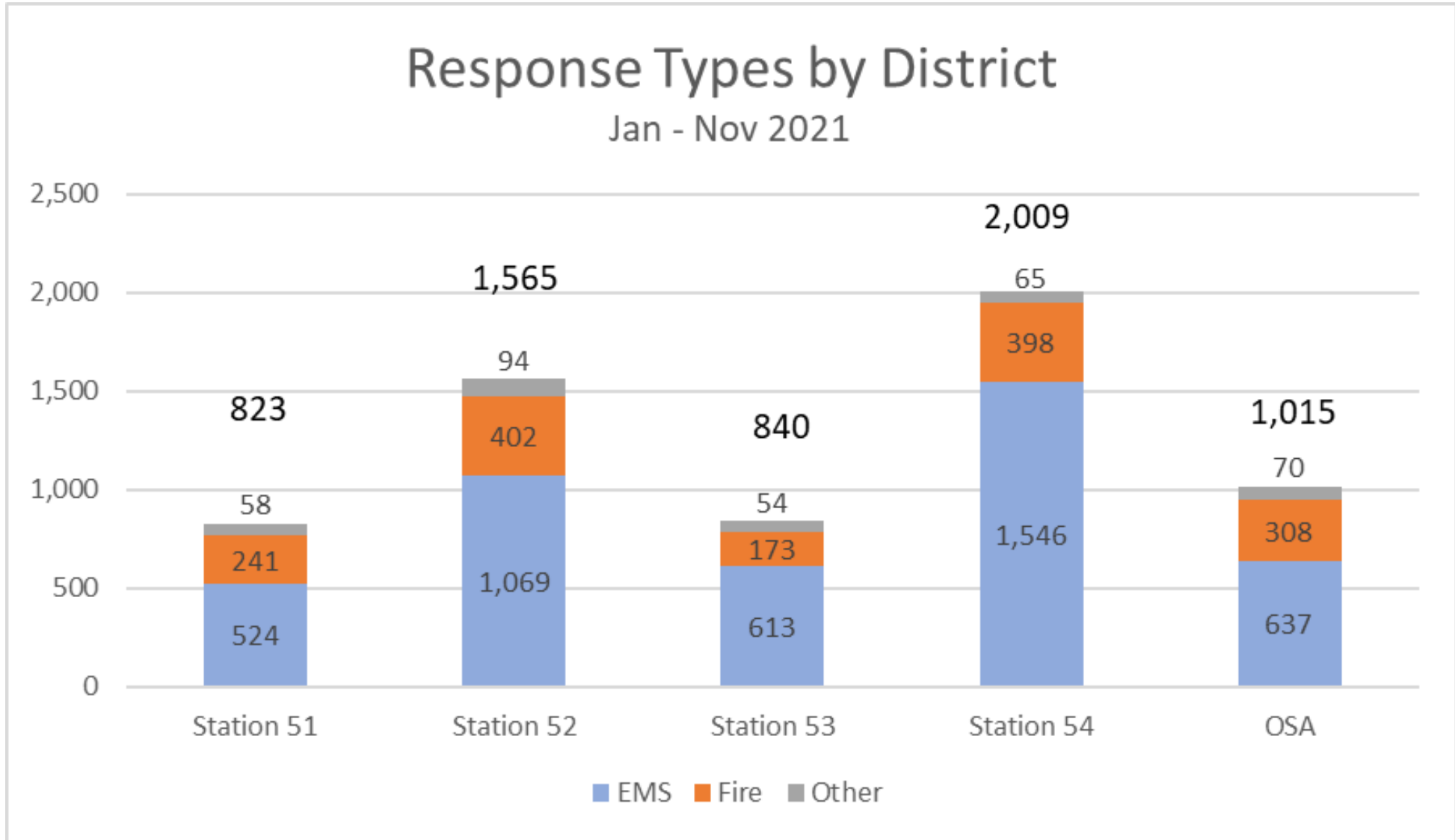


Tukwila Fire Dept Call Distribution



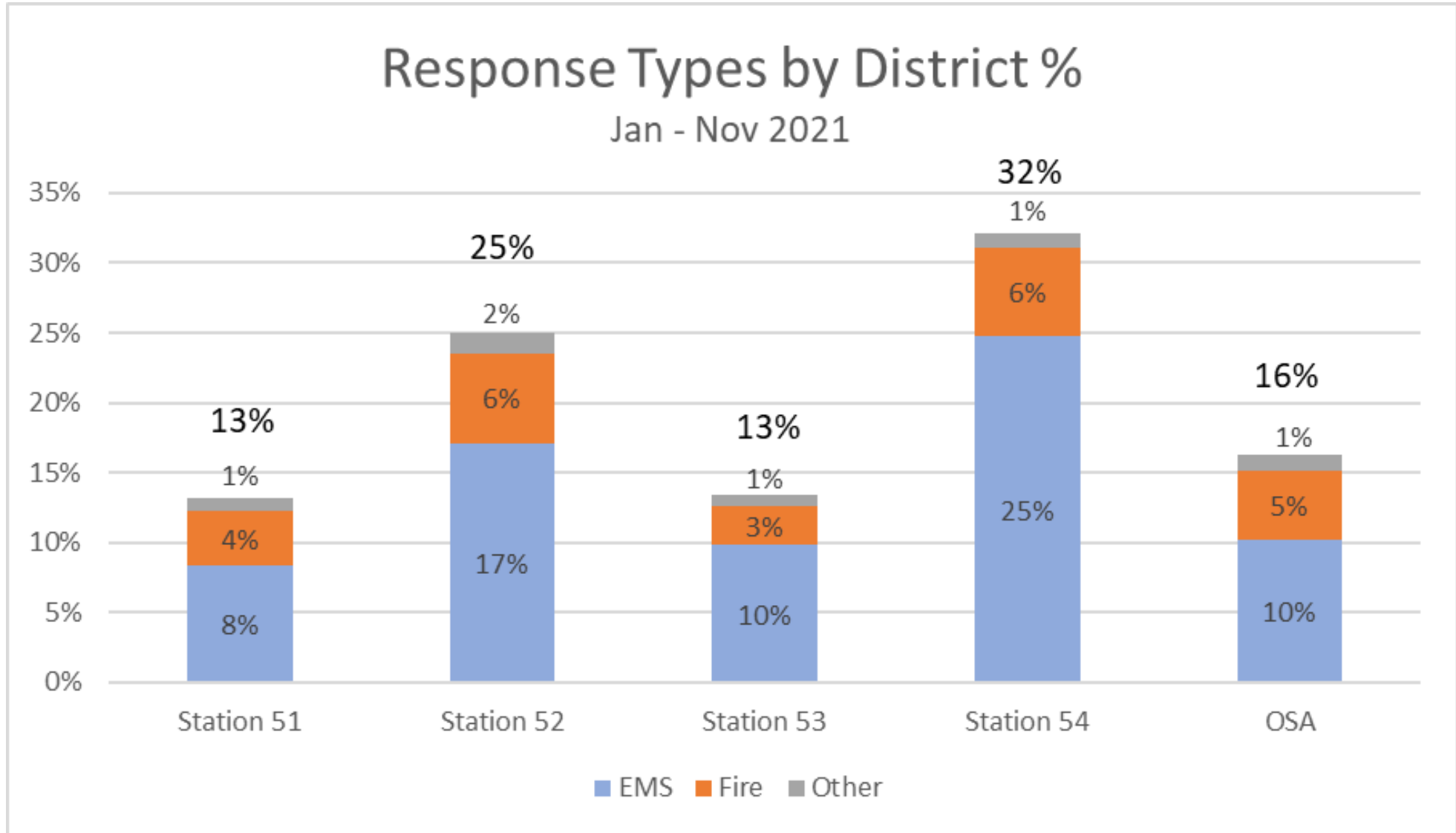


Tukwila Fire Dept Call Distribution





Tukwila Fire Dept Call Distribution



CITY OF TUKWILA
FUTURE OF FIRE/EMS
COMMUNITY ADVISORY COMMITTEE



Re-cap of Meeting 1
Presented at Meeting 2, December 14, 2021



CITIZEN ADVISORY COMMITTEE MISSION

The Committee's Mission is to provide advice to Mayor/Council on Fire/EMS Services in City of Tukwila regarding:

- A. Sustainability of Fire Service Levels within Existing City Revenues
- B. Any additional Fire Department Programs and Staffing Services that should be Priorities to Fund in the Near-Term (0-6 years)
- C. Criteria for Evaluating the City's Options for Future Fire/EMS Service Delivery
- D. Recommendation as to the Preferred Option(s) for ensuring Future Provision of High-Quality Fire/EMS Services in the City at a Sustainable Cost.
- E. Public Engagement Strategies fore the City to Consider as part of Deliberations following Delivery of the Advisory Committee's Report

Schedule: Meet Nine (9) Times and deliver report to Mayor/Council by end of April 2022.



RE-CAP ON CITY FINANCES

- Tukwila is a full-service city—revenues must support many services

Police Department	Technology & Innovation Services
Fire Department	Mayor's Office
Parks & Recreation	Human Resources
Public Works	Finance Department
Community Development	City Clerk's Office

- We must balance the cost of providing services with existing revenue sources
- Current revenues to not keep up with the cost of services nor the demand for services

On average, costs grow at 5%/year, revenues at 3%/year. Cuts and efficiencies made each year to ensure budget balances (state law requirement)

- The City has not asked for voter support for operational costs for Fire
- The only voter approved funding measure for Fire was for capital in 2016 (Public Safety Plan – PSP)
- The City has not asked voters to approve an increase to existing revenue sources for other Departments

City 2021 General Fund Budget \$62M

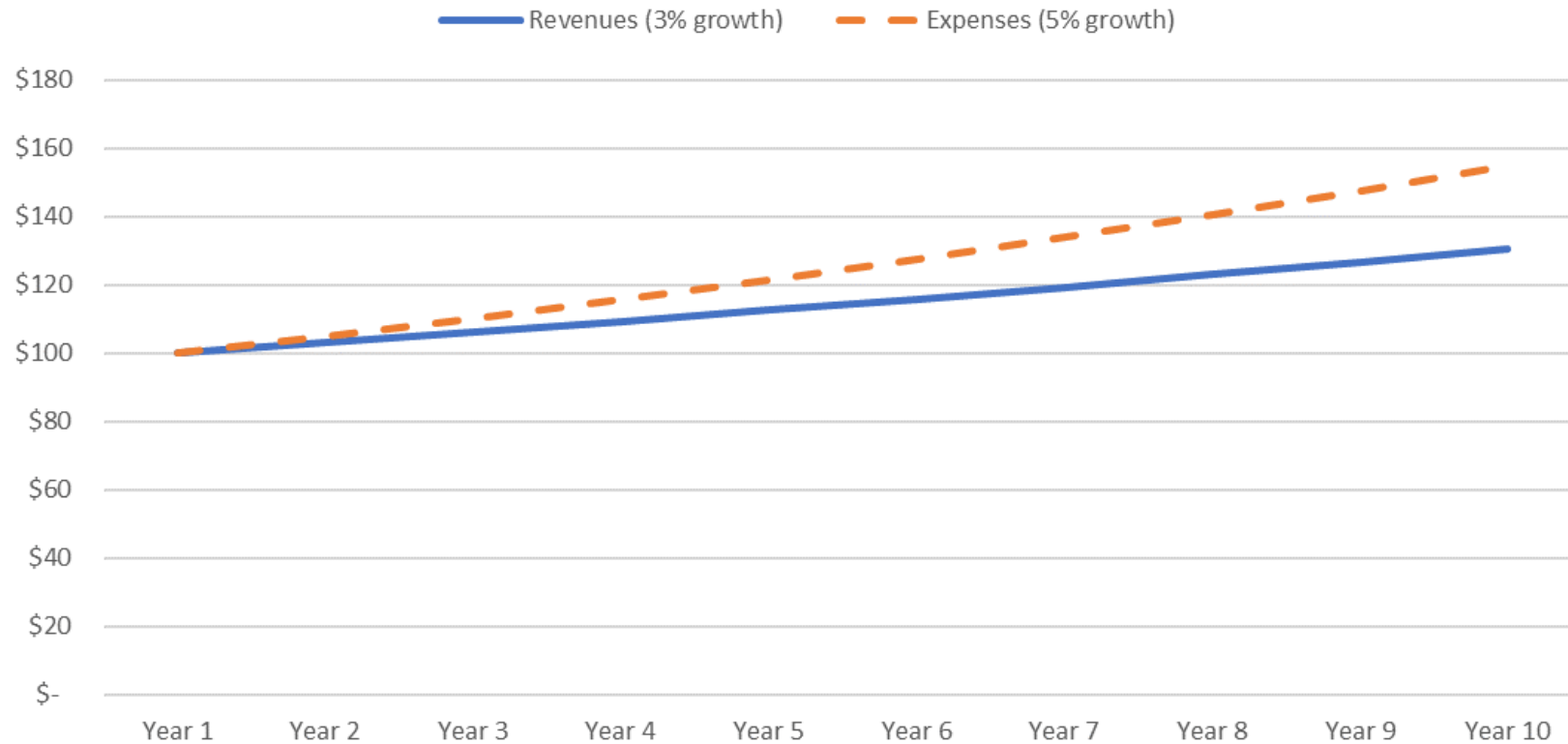
Fire Department: \$13.7M or 22.1% *of General Fund Budget
(excluding debt service on bonds)

*Reflects 2021 budget amendment included \$110k for contracts and \$920k for overtime.



GENERAL FUND BUDGET CHALLENGE

Balancing Problem: Expenses exceed Revenues over time
To Balance - Decrease Expenses or Increase Revenues





TUKWILA FIRE DEPT. QUICK FACTS

Fire Stations	4
Employees	65 (3 Admin, 3 Training, 5 Fire Marshal's Office, 54 Operations)
Services Provided	Fire suppression, emergency medical services, permit review, fire investigations
Response Times	Among fastest in Zone 3
Operating budget, 2021	\$13.7M* (Excluding debt service on voter approved bonds to rebuild two stations, issued 2016, 2019)
Services provided through regional systems	Medic 1, Public Information Officer, Technical Rescue, 911 Dispatch, Training Consortium, BLS Funding

*Reflects 2021 budget amendment



Station 54



Station 51

Tukwila Fire Department



City of Tukwila
Facilities



Station 53

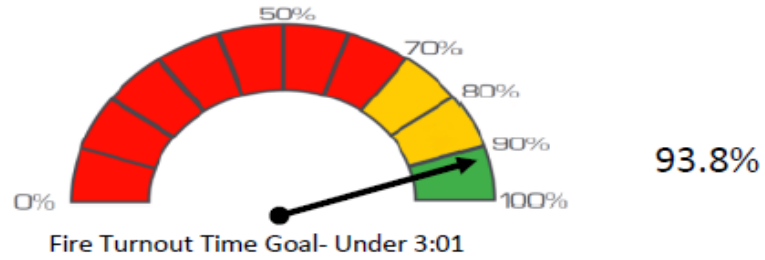


Station 52

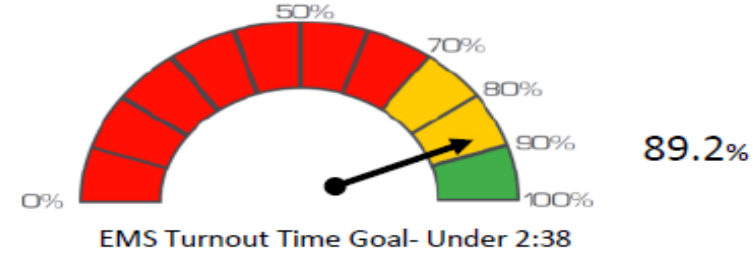


2020 RESPONSE TIMES

2020 Fire Turnout Time: Goal-Met Percentage



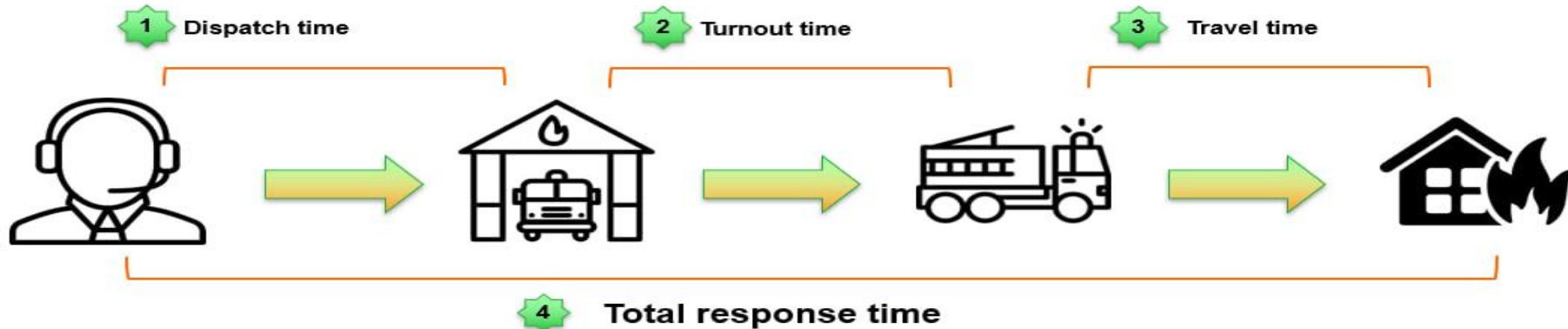
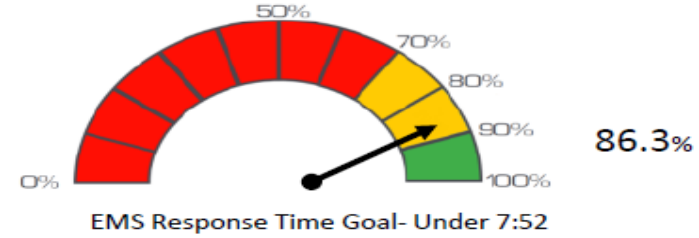
2020 EMS Turnout Time: Goal-Met Percentage



2020 Fire Response Time: Goal-Met Percentage



2020 EMS Response Time: Goal-Met Percentage



Enhanced Services

Introduction

The Fire Department has identified three potential service enhancements that would be a priority for the Department to add, were funding available. These programs are:

- Establish a Public Education Program
- Participation in the South County CAREs partnership (Community Assistance, Referrals and Education Services) which responds to low-acuity mental health needs and other vulnerable clients
- Expansion of fire inspection/investigation staffing

These programs are introduced below. The cost of these additions is summarized in the Department Strategic Plan.

Public Educator / Public Information and Education (PIE) Programs

Public Education programs empower individuals and businesses to avoid activities that could lead to harm and respond to emergent situations to minimize the risk of severe injury or even death. Education topics span a wide range of fire and life safety disciplines, including: Kids, Businesses, Home, Injury Prevention, and Community Programs.

PIE programs can respond to topical issues such as the COVID 19 Pandemic/Vaccination, as well as other issues that come up. An example is the need to do community education due to recent extreme cold weather. Grilling safety can include information to not use a propane grille inside the house for a heat source.

- Business Community Education
- Residential Education
- CPR/AED/First Aid classes
- Juvenile Fire-setting Intervention Program
- Car Seat Education and Installation
- Personal Safety Videos
- Children Education Programs in schools: (9-1-1 education, What's an Emergency, Learn Not to Burn)
- Boating Safety
- Drowning Prevention
- Grilling Safety
- Poison Safety & Facts
- Water Safety
- Fire Prevention Month
- COVID 19 Information
- Injury Prevention
- Tour (Station and Site Visits)
- National Night Out
- Scout Night

- Career Fairs
- Smoke Detector/CO Alarm program

Current status and options, anticipated staffing/funding requirements

Currently, we do not have a specified Public Education Program. If there is an imminent need for a public education, the Support Services Chief would develop the program. An example would be a social media campaign when it gets cold to not use propane grilles indoors.

Both Renton and Puget Sound have robust Public Education Programs. A potential partnership could be explored with either entity.

Tukwila would need between a 0.8 and 1.0 FTE to support this role. This would be an educator position that is assigned to the specialized work. The support needs would be a vehicle and education materials.

CARES Program

This program (Community Assistance, Referrals and Education Services program), referred to as CARES or FDCARES, is a fire agency-based community injury and illness prevention program. CARES has been developed so that fire departments may assist community members with issues before an issue becomes an emergency. The program works to improve the quality of health throughout our community and provide for a longer healthier independent lifestyle, by connecting individuals with resources to address their needs.

The program funds mobile units that can respond to low-acuity cases that do not require basic life support (BLS), advanced life support (ALS), or fire services. The mobile units are often staffed with a social worker and firefighter. The Fire Department data shows it is responding to a handful of these cases annually (1/3 to 1/2 of a CARES unit. *Less than 10 per year*—shifting of new responsibilities to fire departments expected to increase this), so the proposal here would be to contract with another agency – either Renton RFA or Puget Sound RFA, each of which operates a full time CARES unit, and to refer CARES-appropriate calls within the City to these contract service providers. Seattle also operates a similar program.

Current status and options, anticipated staffing/funding requirements

The City does not have a CARES unit today. A shared unit (serving multiple fire/EMS providers) makes the most sense, given caseload projections.

There is regional funding (offered on a reimbursement basis) from King County’s Mobile Integrated Healthcare (MIH) program to support this program. That regional funding is made possible from a regional levy that will need to be renewed in 2025. Under current allocation formulas, could provide up to \$93,000 a year to Tukwila in reimbursements, inflating each year. The funding cannot be used for existing BLS, ALS or fire suppression services.

There are similar needs in Skyway, Highline, Burien, and White Center. These departments could partner with Tukwila, and use county funds to support a shared unit.

Fire Inspection/Investigation Staffing

The Tukwila FMO is responsible for providing four main areas of service to the Tukwila community:

- **Fire Investigations:** Determining cause and origin of fires.
- **Fire Development Services:** Fire Plan Review and Fire Inspections for Construction and Land Use permits.
- **Fire Code Enforcement Services:** Business Life Safety Inspections, Operational Fire Permit Inspections, New Business Life Safety Inspections and Fire Code Enforcement.
- **Other Administrative FMO Services:** 911 addressing, respond to public records requests, records management of all FMO activities, FMO billing.

The Tukwila FMO has seen a steady volume of development permits even during the pandemic, and most recently, has seen an increase in the need for fire investigations. Due to budget and staffing constraints, the Tukwila FMO has not been able to provide an active and reoccurring fire code enforcement services for several years.

Current status and options, anticipated staffing/funding requirements

The Tukwila Fire Marshal's Office is currently staffed with five (5.0) FTEs. With additional staff, from 1.0 to 3.0 FTE's, Tukwila could provide regular inspections, every one to three years, for the estimated 2,500 businesses within Tukwila. Annual inspections could be provided for the estimated 400-600 commercial occupancies that have higher hazards. Additional staff, from 1.0 to the full 3.0 FTE would increase the number of inspections that could be completed each year.

Projected Cost of Enhanced Services (2021-2028)

Enhanced Services	2022	2023	2024	2025	2026	2027	2028
Public Educator	115,313	119,003	122,811	126,741	130,796	134,982	139,301
Pub Ed Supplies (1)	5,000	2,500	2,550	2,601	2,653	2,706	2,760
Pub Ed Vehicles M&O	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	122,813	124,053	127,962	131,995	136,155	140,448	144,877
Fire Inspector 1	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 1 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 1 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
Fire Inspector 2	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 2 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 2 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
Fire Inspector 3	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 3 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 3 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
CARES EMT (.33 FTE)	58,706	60,585	62,523	64,524	66,589	68,720	70,919
CARES M&O	250,000	255,000	260,100	265,302	270,608	276,020	281,541
	308,706	315,585	322,623	329,826	337,197	344,740	352,459
Enhanced Services Budget	892,290	918,980	945,067	971,923	999,570	1,028,032	1,057,335
Offsetting Revenues							
CARES Grant*	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)
Enhanced Services Net Cost	791,489	818,181	844,266	871,123	898,770	927,232	956,534
Levy Rate for Enhanced Services (assuming 6.47% annual AV growth)	0.096	0.094	0.093	0.091	0.089	0.088	0.086

*Revenue is from King County for CARES unit funding. Revenue in 2023 and beyond is not yet known but will be at least the 2022 funding level.

City of Tukwila Future of Fire/EMS Community Advisory Committee

Strategic Financial Plan for the Tukwila Fire Department 2021-2028

Document Prepared by Bill Cushman

December 9, 2021

Introduction: Budgeting vs Strategic Financial Planning

Budgeting and strategic financial planning are not synonymous, they are not the same thing. Financial planning focuses on the long-term view and distant planning horizon. It presents goals and targets; it offers strategic alternatives for accomplishing the annual targets and the long-term goals. It helps direct scarce resources directly in support of organizational achievements. Budgeting, on the other hand, is the incremental, short-term allocation of available resources to move toward the accomplishment of defined targets on an annual basis.

Every organization has the ability to envision, to articulate, and to define timeframes, as it sets out to accomplish certain desired goals. Each separate goal will require the collection of resources, will require the identification of its scope, and will require the specific application of monetary assets. In other words, each goal needs a description (scope), a timeline (when), and money (how much)! This Model provides for the incorporation of each of these three needs and the ability to always keep them current.

The Tukwila Fire Department Financial Plan for 2021-2028

The strategic planning model introduced below is designed to capture a series of goals, to attach a timeframe to each goal, and to articulate both the source and the amount of funding that is required to accomplish each goal.

The model presented in the following pages shows the cost of maintaining the “status quo” Tukwila Fire Department operation – same number of staff, same number of fire stations—over the next 7 years.

The model can be adjusted to change any of the inputs or goals: more or fewer fire stations, higher or lower reserve fund levels, additional staff, additional programs.

Components of the Strategic Planning Model.

Executive Summary. The Executive Summary highlights all the most important financial statistics found elsewhere in the model. Highlights include assessed values, levy rates, property taxes, operating revenues, transfers to the reserve accounts, and expenses for the Tukwila Fire Department (TFD) operating programs. All the values displayed in the following table have been extracted from elsewhere in the Model.

Executive Summary

Fire-Related Bonds	2021	2022	2023	2024	2025	2026	2027	2028
Tukwila AV (000's)	7,883,058	8,277,210	8,691,071	9,125,625	9,581,906	10,061,001	10,564,051	11,092,254
Voted-Bonds Excess Levy	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	4,179,554	4,237,059	4,294,894
Excess Levy Rate for Debt Service	0.20	0.23	0.22	0.22	0.22	0.42	0.40	0.39
Voted-Bonds Payments	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	4,179,554	4,237,059	4,294,894
Tukwila Assessed Value	7,883,057,562	8,277,210,440	8,691,070,962	9,125,624,510	9,581,905,736	10,061,001,023	10,564,051,074	11,092,253,627
Regular Property Taxes	17,183,883	17,705,823	17,902,622	18,094,924	18,288,931	18,484,781	18,682,501	18,882,113
TFD Share of Property Taxes	79.6%	82.4%	84.1%	85.9%	87.8%	89.7%	91.6%	93.6%
Property Taxes Allocated To TFD	13,684,222	14,583,225	15,057,060	15,546,776	16,052,923	16,576,072	17,116,815	17,675,764
EMS "Levy"	477,798	488,421	499,280	510,380	521,727	533,327	545,184	557,305
Operating Revenue	278,200	283,764	289,439	295,228	301,133	307,155	313,298	319,564
Total Resources Available	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633
Transfers to Reserves								
Apparatus Reserve	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	1,340,096	1,407,100
Equipment Reserve	0	90,000	92,700	95,481	98,345	101,296	104,335	107,465
Facilities Reserve	0	0	0	0	0	0	0	0
Debt Service Reserve	0	0	0	0	0	0	0	0
Retirement Reserve	87,500	90,125	92,829	95,614	98,482	101,436	104,480	107,614
Total Reserve Transfers	1,087,500	1,230,125	1,288,029	1,348,720	1,412,334	1,479,014	1,548,910	1,622,179
Operating Expenses								
Administration 100	1,291,779	1,357,955	1,397,082	1,437,374	1,478,866	1,521,597	1,565,603	1,610,924
Suppression 200	660,051	673,252	686,717	700,451	714,460	728,750	743,325	758,191
Suppression 201	3,238,074	3,440,890	3,550,661	3,663,939	3,780,835	3,901,464	4,025,946	4,154,405
Suppression 202	3,223,805	3,426,335	3,535,816	3,648,797	3,765,389	3,885,710	4,009,877	4,138,014
Suppression 203	3,210,555	3,412,820	3,522,031	3,634,736	3,751,047	3,871,081	3,994,955	4,122,794
Suppression 204	-	-	-	-	-	-	-	-
Amb/Rescue/Aid 208	37,714	38,468	39,238	40,022	40,823	41,639	42,472	43,322
Amb/Rescue/Aid 230	210,870	215,087	219,389	223,777	228,252	232,818	237,474	242,223
Prevention/Investigation 300	853,880	905,016	933,219	962,310	992,317	1,023,267	1,055,193	1,088,123
Training 410	515,130	542,383	558,259	574,613	591,461	608,816	626,696	645,116
Facilities 500	110,860	113,077	115,339	117,646	119,998	122,398	124,846	127,343
NEW PROGRAMS 600	-	-	-	-	-	-	-	-
Total Program Expenses	13,352,720	14,125,284	14,557,750	15,003,664	15,463,449	15,937,540	16,426,387	16,930,454
TFD: Base Case	2021	2022	2023	2024	2025	2026	2027	2028
Total Reserve Transfers and Operating Expenses	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633

Assessed Value. The Assessed Value (AV) model shows a 10-year history of assessed values for both the general fund levy, along with an outlook for the growth of assessments through 2028. From 2009 through 2013 assessed values actually decreased. Then a revival in 2014 began a continuous increase in values through 2021, growing at 8.14% compounded annually. For planning purposes, the financial model is using a future growth trend of 5% compounded annually after 2021—for years 2022 through 2028.

NOTE: AV growth does not correlate to revenue growth: State law caps property tax receipts to 101% of the prior year’s receipts plus taxes on new construction. See **Table A**.

Property Taxes and Reserve Transfers. The Property Tax and Reserve Transfers Model shows the outlook for levy rates aligned with the outlook for assessed values to depict a likely outlook for taxes and future levy rates for the general fund levy and the excess levy for repayment of the capital fire bonds. Also shown are the transfers or contributions to the reserve funds to accomplish the goals of each reserve over eight years. See **Table B**.

In addition to the regular general fund property tax levy, the city also collects taxes for the repayment of certain “fire” capital improvement bonds through an excess levy. An additional fire bond is tentatively identified for issuance in 2025 for improvements to stations 53 and 54. (See **Table H**). These bonds are subject to voter approval. When the bonds are paid off, the excess levy will be removed.

The city receives a small rebate from King Co. originally collected as a property tax by the county in support of the **EMS** programs.

The **apparatus reserve account** will acquire future apparatus with cash contributions from existing general fund property taxes, not bonds.

The **equipment reserve account** will acquire future equipment with cash contributions from existing general fund property taxes, not bonds.

The **facilities reserve account** will maintain the stations funded by a dedicated impact fee revenue stream.

The **debt service reserve account** does not show any new liabilities that would not be already covered by excess levies.

The **retirement reserve account** accumulates funds for the eventual payout of unused sick leave and vacation hours due to department personnel upon retirement or separation from service.

Operating Program Summary. The Operating Program Summary shows the cost of labor and the cost of M&O for each operating program 2021-2028. See **Table C**.

Enhanced Services. The cost of adding the priority enhanced services (public education, additional fire marshal staffing, and contracting for a CAREs unit) are shown in **Tables E and F**—Enhanced Service costs are excluded from the Base Case Strategic Plan Summary in **Table D**.

Table A: Growth in Tukwila Assessed Value – historical actuals and model assumptions

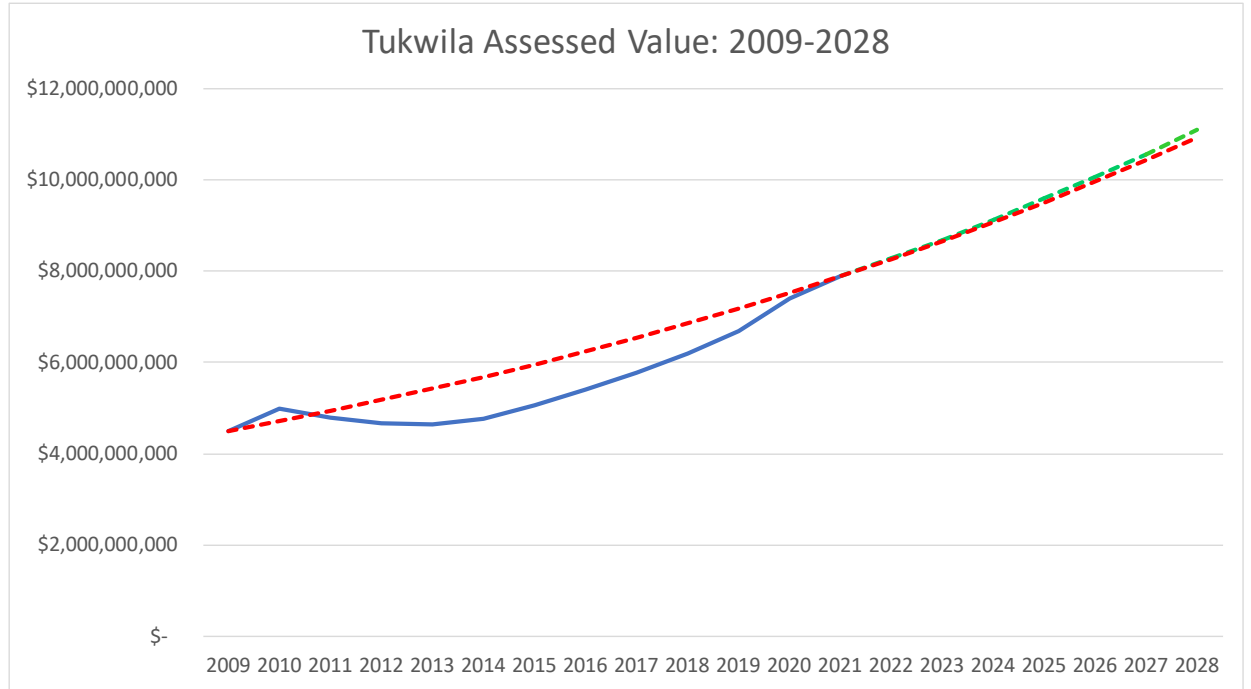
Compounded Annual Growth Rate: AV

2009 --- 2021
4.783%

Consensus AV Growth Rate Outlook
 2021-2028 Average
5.00% 6.46%

Compounded Annual Growth Rate: AV

2014 --- 2021
8.14%



2021	2022	2023	2024	2025	2026	2027	2028
7,883,057,562	8,277,210,440	8,691,070,962	9,125,624,510	9,581,905,736	10,061,001,023	10,564,051,074	11,092,253,627
6.46%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
7,883,057,562	8,260,091,911	8,655,159,225	9,069,121,992	9,502,883,953	9,957,392,072	10,433,638,605	10,932,663,268
4.78%	4.78%	4.78%	4.78%	4.78%	4.78%	4.78%	4.78%
2.17985	2.139105137	2.059886734	1.982869691	1.908694501	1.837270588	1.768497781	1.702279207
17,183,883	17,705,823	17,902,622	18,094,924	18,288,931	18,484,781	18,682,501	18,882,113
2.6%	3.0%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%

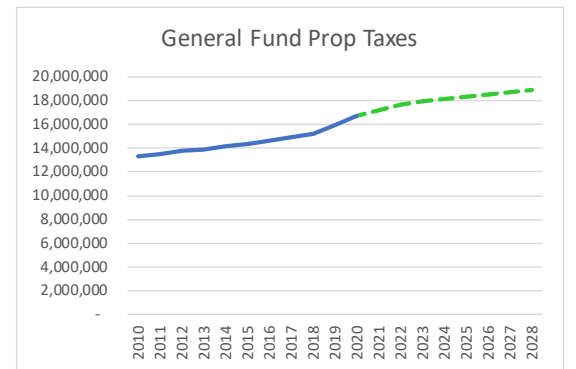


Table B: Fire Department Costs and City Property Taxes

		Property Taxes							
		2021	2022	2023	2024	2025	2026	2027	2028
Import from TUK AV	Tukwila Assessed Value	7,883,057,562	8,277,210,440	8,691,070,962	9,125,624,510	9,581,905,736	10,061,001,023	10,564,051,074	11,092,253,627
	AV GROWTH RATE =====>		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
		2021	2022	2023	2024	2025	2026	2027	2028
	Excess Levy for Fire Bonds	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	2,163,083	2,220,588	2,278,423
	Excess Levy Rate (2016-2019 Bonds)	\$0.197	\$0.226	\$0.219	\$0.225	\$0.220	\$0.215	\$0.210	\$0.205
	Excess Levy for Fire Bonds						2,016,471	2,016,471	2,016,471
	Levy Rate for 2025 Bonds						\$0.200	\$0.191	\$0.182
	Excess Levy for Fire Bonds	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	4,179,554	4,237,059	4,294,894
LEVY RATES	Max City Levy Rate	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
	Current Levy Rate	\$2.180	\$2.139	\$2.060	\$1.983	\$1.909	\$1.837	\$1.768	\$1.702
Regular Levy LID LIFT		\$ 2.18							
		17,183,883	17,705,823	17,902,622	18,094,924	18,288,931	18,484,781	18,682,501	18,882,113
			3.04%	1.11%	1.07%	1.07%	1.07%	1.07%	1.07%
EMS "Levy Rebate" from King Co.(See TUK AV)		477,798	488,421	499,280	510,380	521,727	533,327	545,184	557,305
			2.22%	2.22%	2.22%	2.22%	2.22%	2.22%	2.22%
		2021	2022	2023	2024	2025	2026	2027	2028
	Excess Levy	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	4,179,554	4,237,059	4,294,894
	Fire Levy	17,183,883	17,705,823	17,902,622	18,094,924	18,288,931	18,484,781	18,682,501	18,882,113
	Total Property Taxes	18,733,991	19,575,951	19,806,725	20,144,007	20,393,369	22,664,335	22,919,560	23,177,007

Property Taxes Transferred to Reserves

Apparatus Reserve	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	1,340,096	1,407,100
Equipment Reserve	0	90,000	92,700	95,481	98,345	101,296	104,335	107,465
Facilities Reserve	0	0	0	0	0	0	0	0
Debt Service Reserve	0	0	0	0	0	0	0	0
Retirement Reserve	87,500	90,125	92,829	95,614	98,482	101,436	104,480	107,614
Transfers to Reserves	1,087,500	1,230,125	1,288,029	1,348,720	1,412,334	1,479,014	1,548,910	1,622,179

Table C: Operating Program Summary (see program descriptions below)

		FIRE PROGRAM EXPENSES							
		2021	2022	2023	2024	2025	2026	2027	2028
	Labor	938,168	997,272	1,029,185	1,062,119	1,096,106	1,131,182	1,167,380	1,204,736
	M&O	353,611	360,683	367,897	375,255	382,760	390,415	398,223	406,188
	ADMINISTRATION TOTAL	1,291,779	1,357,955	1,397,082	,437,374	1,478,866	1,521,597	,565,603	1,610,924
	Labor	9,631,666	10,238,461	10,566,092	10,904,207	11,253,142	11,613,242	11,984,866	12,368,382
	M&O	700,820	714,836	729,133	743,716	758,590	773,762	789,237	805,022
	SUPPRESSION TOTAL	10,332,486	10,953,298	11,295,225	11,647,923	12,011,732	12,387,004	12,774,103	3,173,403
	Labor	-	-	-	-	-	-	-	-
	M&O	248,584	253,556	258,627	263,799	269,075	274,457	279,946	285,545
	AMB/RESCUE/AID TOTAL	248,584	253,556	258,627	263,799	269,075	274,457	279,946	285,545
	Labor	792,038	841,937	868,879	896,683	925,377	954,989	985,548	1,017,086
	M&O	61,842	63,079	64,340	65,627	66,940	68,279	69,644	71,037
	INVESTIGATION TOTAL	853,880	905,016	933,219	962,310	992,317	1,023,267	1,055,193	1,088,123
	Labor	394,185	419,019	432,428	446,265	460,546	475,283	490,492	506,188
	M&O	120,945	123,364	125,831	128,348	130,915	133,533	136,204	138,928
	TRAINING TOTAL	515,130	542,383	558,259	574,613	591,461	608,816	626,696	645,116
	Labor	-	-	-	-	-	-	-	-
	M&O	110,860	113,077	115,339	117,646	119,998	122,398	124,846	127,343
	FACILITIES TOTAL	110,860	113,077	115,339	117,646	119,998	122,398	124,846	127,343
	TOTAL LABOR	11,756,058	12,496,689	12,896,583	13,309,274	13,735,171	14,174,696	14,628,286	15,096,392
	TOTAL M&O	1,596,662	1,744,000	1,778,880	1,814,458	1,850,747	1,887,762	1,925,517	1,964,027
	TOTAL PROGRAM EXPENSES	13,352,720	14,125,284	14,557,750	15,003,664	15,463,449	15,937,540	16,426,387	16,930,454

Table C cont'd.

Staffing	2021	2022	2023	2024	2025	2026	2027	2028
FIRE CHIEF	1	1	1	1	1	1	1	1
DEPUTY CHIEF	1	1	1	1	1	1	1	1
BAT CHIEF	5	5	5	5	5	5	5	5
CAPTAIN	16	16	16	16	16	16	16	16
FIREFIGHTER	39	39	39	39	39	39	39	39
PROJECT COORDINATOR	1	1	1	1	1	1	1	1
ASSISTANT TO THE CHIEF	1	1	1	1	1	1	1	1
ADMIN SUPPORT	1	1	1	1	1	1	1	1
TOTAL STAFFING	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00

Program: Administration. provides oversight, direction, support and encouragement to the various divisions, teams, and individual members of the fire department.

Program: Suppression. responds to the numerous daily field operations that occur within the city and its extended mutual aid response area. Categorically, these operations are most frequently considered to be emergency or non-emergency. Responses to emergencies include, but are not limited to, fire, medical aid, transportation accidents, property damage, operations level hazardous materials and rescues. The division also supports other fire operations such as specialized/technical rescue response, technical hazardous materials response, training, fire prevention, public education, public relations, and business inspections. The division engages in continuous and ongoing training in area of responsibility.

Program: Ambulance & Rescue. The purpose of the Fire/Ambulance, Rescue and Emergency Aid division of the Fire Department is to provide basic and advanced life support to the citizens and general public of Tukwila as well as within our mutual aid response areas. Ambulance service is provided on a limited basis as outlined in Fire Department Standard Operating Procedure. Current service levels include 100% of fire fighters trained as E.M.T.'s and defibrillation technicians, and one aid car, three engines, one ladder truck, and one battalion rig with emergency care capabilities.

Program: Prevention & Investigation. The Fire Prevention Bureau is responsible for enforcing the provisions of the City ordinances and International Fire Code, which is accomplished through commercial occupancy surveys, administration of Fire Department permits, investigation of fires, code enforcement and accountability for these activities. Another important goal is education of the public and business owners to prevent fires and safety emergencies from occurring.

Program: Training. The Training Division team serves to provide training for all phases of the fire department as well as special training such as urban rescue and hazardous materials. Training is received in many ways: regularly scheduled drill, independent study, fire prevention inspections, pre-fire planning and during emergency operations. Training is now recognized as the number one priority for the career firefighter. New and exotic chemicals are creating ever-changing hazards for the firefighter and knowledge is the key to survival. EMS skills are constantly being upgraded and the progressive department must keep abreast of the new developments.

Program: Facilities. Facilities is the operation, maintenance, and utilities of the four stations owned by the City of Tukwila. The purpose of the Facilities budget is to provide a cost accounting for the maintenance, upkeep, and utilities used by the four fire stations.

The Strategic Financial Plan for Tukwila Fire

Table D identifies the revenue sources and revenue amounts under *Fire Resources* required to support the existing fire programs as identified under *Fire Budgeted Expenses*. The revenues and expenses are exactly balanced, therefore no surpluses or deficits come into play.

What is new here is the **cashflows associated with the reserve accounts**. The strategic plan introduces separately managed reserve accounts with dedicated funding and separately budgeted annual cash outlays for expenses incurred only on behalf of accomplishing the goals of that reserve account. Funds are not co-mingled between reserve accounts; each one stands on its own, with its own targets, goals, and defined purpose.

Key Observations

- The key differences in the model, as compared to how the City currently budgets for fire are the addition of the **reserve accounts**. The reserve amounts reflect the actual expected expenditure over the planning period. By funding reserves, there is stability in the City's contribution to Fire from year to year – no significant jumps in cost.
- Another difference between the City budget and the strategic plan is that the strategic plan includes a level of overtime expense that reflects recent experience.
- The firefighter labor contract growth in salaries from year to year is tied to local inflation rates; there was a significant 6.3% growth in that rate based on the CPI-W June to June from 2020 to 2021 which will apply in 2022.
- City general fund revenues grow 3% on average year to year.
- Property tax collections grow at a rate of between 1-3%, depending on how much new construction is coming on the tax rolls.
- Average annual growth rate in status quo Fire Dept. operation costs over the next 7 years is projected at 3.2%/yr. (without enhanced services)
- The model shows that the Fire Department currently expends the equivalent of **\$1.80/\$1,000 AV** in 2022, or 82% of all City property taxes. The share of property taxes going to the Fire Department will grow to 97% by 2028 – assuming the City does not ask voters for a general lid lift.
 - In comparison, most fire districts/regional fire authorities levy between \$1.40-\$2.00/\$1,000 AV equivalent in taxes and benefit charges.
 - The maximum City property tax rate allowed under law is **\$3.60/\$1,000 AV**—but this must be applied to support all city programs (police, parks, streets, etc.).
 - Property tax comprises 27% of the City's General Fund Revenues in 2021.
- Most, if not all, fire districts and most fire departments, go out to voters to secure a voter-approved funding source every few years for operations. Tukwila has never done that.
- **Without seeking additional revenues from voters, the only way to sustain the Fire Department's projected costs at current service levels with the current operational model is through cutting costs of other City departments.**

TABLE D: Strategic Outlook, Excluding Enhanced Services

TFD Strategic Outlook								
FIRE RESOURCES								
	2021	2022	2023	2024	2025	2026	2027	2028
Gen Fund Regular Property Taxes								
Gen Fund Regular Levy	17,183,883	17,705,823	17,902,622	18,094,924	18,288,931	18,484,781	18,682,501	18,882,113
Taxes Allocated to TFD	80%	82%	84%	86%	88%	90%	92%	94%
Equivalent Levy Rate	1.736	1.762	1.732	1.704	1.675	1.648	1.620	1.594
Regular Levy	13,684,222	14,583,225	15,057,060	15,546,776	16,052,923	16,576,072	17,116,815	17,675,764
EMS "Levy"	477,798	488,421	499,280	510,380	521,727	533,327	545,184	557,305
Fire Operating Revenue	278,200	283,764	289,439	295,228	301,133	307,155	313,298	319,564
FIRE RESOURCES	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633
FIRE BUDGETED EXPENSES								
	2021	2022	2023	2024	2025	2026	2027	2028
Reserve Transfers								
Apparatus Reserve	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	1,340,096	1,407,100
Equipment Reserve	0	90,000	92,700	95,481	98,345	101,296	104,335	107,465
Facilities Reserve	0	0	0	0	0	0	0	0
Debt Service Reserve	0	0	0	0	0	0	0	0
Retirement Reserve	87,500	90,125	92,829	95,614	98,482	101,436	104,480	107,614
TOTAL RESERVE TRANSFERS	1,087,500	1,230,125	1,288,029	1,348,720	1,412,334	1,479,014	1,548,910	1,622,179
Labor	11,756,058	12,496,689	12,896,583	13,309,274	13,735,171	14,174,696	14,628,286	15,096,392
M&O	1,596,662	1,628,595	1,661,167	1,694,390	1,728,278	1,762,844	1,798,101	1,834,063
TOTAL FIRE OPERATING EXPENSES	13,352,720	14,125,284	14,557,750	15,003,664	15,463,449	15,937,540	16,426,387	16,930,454
Total Op. Exp and Reserve Transfer	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633
ENDING CASH	-	-	-	-	-	-	-	-

Table D-1 Additional Detail on Labor Expense: Salaries, Overtime and Benefits (FTE Count does not change over period)

Labor expenses comprise wages and benefits generally all of which have been subject to bargaining unit negotiations and are covered under a document referred to as the CBA: Collective Bargaining Agreement.

For planning purposes, we have included the following escalators that apply to the TCC (Total Cost of Labor):

1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028
6.3%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%

Wages are based on a formula that differentiate salaries by rank. A base pay amount is set and then each higher rank is designated to receive a higher rate of pay governed by a percentage differential. An example might look like:

Rank	Pay Point	Pay
BAT CHIEF	1.40	\$ 8,400
CAPTAIN	1.20	\$ 7,200
FIREFIGHTER	1.00	\$ 6,000

Beyond base pay, other incentive pay may be available such as educational incentive, longevity and specialized training and skill attainment, as negotiated in the CBA.

Benefits include federal payroll mandates for FICA, Medicare, and Medicaid at various rates. State payroll mandates include contributions to LEOFF or PERS retirement fund programs and premiums for worker compensation systems.

The largest employee benefit is for medical, vision, and dental insurance premiums which exceed \$1,500,000 per year for TFD.

The composition of the total cost of labor (TCC) can be broken out into several sub-categories each of which is included by federal mandates, state mandates, or negotiated labor agreements. Direct salaries and wages account for 76% of TCC, while the cost of the added benefits adds an additional 26%. **Note that while the inclusion of most benefit categories is either mandated by federal or state fiat or by local negotiations, the COST of those benefits is determined or set by agencies outside of Tukwila. The cost is NOT under the control of either the City or the bargaining units and are NOT subject to negotiations or “budget adjustments.”**

	Budgeted Labor Components in 2021	Percent of TCC
Salary/Wages	7,905,276	67%
Overtime	1,046,128	9%
Retirement	449,377	4%
FICA/Medicare	114,418	1%
Medical Plan Premiums	1,504,440	13%
Workers Comp Premiums	387,584	3%
Misc. Benefit Charges	348,835	3%
TOTAL COST OF LABOR (TCC)	11,756,058	100%
Direct Compensation	8,951,404	76%
Benefits	2,804,654	24%
TCC	11,756,058	100%

The two greatest unknowns and uncertain factors in attempting to plan for future labor expenses are wage inflation and the costs of medical insurance. Right now we are experiencing a greater rate of inflation than has been seen in nearly thirty years. Predictions of short-term inflation (3-5 years) vary widely. The cost of Covid 19 have largely been absorbed by insurance programs (i.e., “free vaccinations”), and millions of hospital stays for Covid patients may be recovered through large medical insurance premiums.

Table E: Estimated Cost of Enhanced Services

Enhanced Services	2022	2023	2024	2025	2026	2027	2028
Public Educator	115,313	119,003	122,811	126,741	130,796	134,982	139,301
Pub Ed Supplies (1)	5,000	2,500	2,550	2,601	2,653	2,706	2,760
Pub Ed Vehicles M&O	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	122,813	124,053	127,962	131,995	136,155	140,448	144,877
Fire Inspector 1	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 1 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 1 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
Fire Inspector 2	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 2 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 2 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
Fire Inspector 3	145,090	154,231	159,166	164,260	169,516	174,941	180,539
Inspector 3 Supplies	6,000	3,000	3,060	3,121	3,184	3,247	3,312
Inspector 3 Vehicle	2,500	2,550	2,601	2,653	2,706	2,760	2,815
	153,590	159,781	164,827	170,034	175,406	180,948	186,666
CARES EMT (.33 FTE)	58,706	60,585	62,523	64,524	66,589	68,720	70,919
CARES M&O	250,000	255,000	260,100	265,302	270,608	276,020	281,541
	308,706	315,585	322,623	329,826	337,197	344,740	352,459
Enhanced Services Budget	892,290	918,980	945,067	971,923	999,570	1,028,032	1,057,335
Offsetting Revenues							
CARES Grant*	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)	(100,800)
Enhanced Services Net Cost	791,489	818,181	844,266	871,123	898,770	927,232	956,534
Levy Rate for Enhanced Services (assuming 5% annual AV growth)	0.096	0.094	0.093	0.091	0.089	0.088	0.086

Table F1: Strategic Plan Summary without Enhanced Services

TFD: Base Case	2021	2022	2023	2024	2025	2026	2027	2028
Total Reserve Transfers and Operating Expenses	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633
Annual Change=====>		6.338%	3.193%	3.197%	3.201%	3.204%	3.208%	3.212%

- Annual average increase over 7-year period: 3.2%/yr.

Table F2: Strategic Plan Summary with Enhanced Services

TFD: ENHANCED SERVICES	2021	2022	2023	2024	2025	2026	2027	2028
Total Reserve Transfers and Operating Expenses	14,440,220	16,266,265	16,774,332	17,307,228	17,857,690	18,426,321	19,013,744	19,620,606
Annual Change=====>		12.646%	3.123%	3.177%	3.181%	3.184%	3.188%	3.192%

- Annual average increase over 7-year period: 4.53%/yr.

TABLE G: Fire Department Share of City Property Taxes (without enhanced services)

			2021	2022	2023	2024	2025	2026	2027	2028
		AV	7,883,057,562	8,277,210,440	8,691,070,962	9,125,624,510	9,581,905,736	10,061,001,023	10,564,051,074	11,092,253,627
		Excess Levy 1	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	2,163,083	2,220,588	2,278,423
		Excess Levy 2	-	-	-	-	-	2,016,471	2,016,471	2,016,471
		Total Excess Levies	1,550,108	1,870,128	1,904,103	2,049,083	2,104,438	4,179,554	4,237,059	4,294,894
		Excess Levy Rate	0.20	0.23	0.22	0.22	0.22	0.42	0.40	0.39
		City General Levy Rate	2.18	2.14	2.06	1.98	1.91	1.84	1.77	1.70
		TOTAL Levy Rate	2.38	2.37	2.28	2.21	2.13	2.25	2.17	2.09
		Fire Program Expenses	14,440,220	15,355,409	15,845,779	16,352,384	16,875,783	17,416,554	17,975,297	18,552,633
		Less Fire Operating Revenues	(278,200)	(283,764)	(289,439)	(295,228)	(301,133)	(307,155)	(313,298)	(319,564)
		Net Fire Expenses	14,162,020	15,071,645	15,556,340	16,057,156	16,574,650	17,109,399	17,661,999	18,233,069
		Levy to Support the Fire Department	1.80	1.82	1.79	1.76	1.73	1.70	1.67	1.64
		Fire Share of General Levy	82%	85%	87%	89%	91%	93%	95%	97%

Table H: Project cost of bonds to rehabilitate/rebuild stations 53 and 54.

Project Bond Issue 2-VOTED					
Project Name	Debt Amount	Term	Average Coupon	Start Year	V=Voted
Station53/54	30,000,000	20	3.00%	2025	V

2021	2022	2023	2024	2025	2026	2027	2028
0	0	0	0	0	1	2	3

	Total Cashflow	2021	2022	2023	2024	2025	2026	2027	2028
Proceeds	30,000,000	-	-	-	-	30,000,000	-	-	-
Debt Service	6,049,414	-	-	-	-	-	2,016,471	2,016,471	2,016,471

Debt Service Payments from Voter-Approved Excess Levy	Principal	3,450,901	-	-	-	-	1,116,471	1,149,965	1,184,464
	Interest	2,598,513	-	-	-	-	900,000	866,506	832,007
	TOTAL DEBT SERVICE	6,049,414	-	-	-	-	2,016,471	2,016,471	2,016,471