

## **Tukwila Future Fire/EMS Service Community Advisory Committee**

### **Meeting 9**

**Tuesday, April 19, 2022 | 4:00 PM – 6:00 PM**

The meeting will be conducted on Zoom. Join Zoom Meeting:  
<https://us02web.zoom.us/j/7558840726?pwd=d3NDRjhIQ0hYckpUUGNzRndpK2hqUT09> Phone in  
information: (253) 215-8782 | Meeting ID: 755 884 0726 | Passcode: 482717

### **Agenda**

1. Welcome (2 min.) *Chair Verna Seal*
2. Review of Agenda (1 min.) *Karen Reed, facilitator*
3. Review and approval of April 5 meeting summary (3 min.) *Karen*
4. Response to questions asked at previous meeting (5 min.) *Staff Team*
5. Review of Draft Annotated Outline of Committee Report (5 min.) *Karen*
6. *Review & discussion of Survey Results (20 min.)*
7. *Committee Discussion (75 min.) (with break included)*
  - *Goal: develop consensus recommendation on preferred option – and why it is the preferred option*
  - *Minority opinions? (subject/rationale to be shared with Committee in discussion)*
  - *Other input for Committee Report*
8. IAFF Union Comment (3 min.) *IAFF President James Booth*
9. Next Agenda (1 min.) *Karen*
10. Adjourn (2 min.) *Verna*



## Future of Fire/EMS Services Community Advisory Committee

April 5, 2022

Virtual Meeting due to COVID-19 Emergency

4:00 p.m.

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### DRAFT MINUTES

#### **Present**

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

*City staff & consultants:* Allan Ekberg, David Cline, Laurel Humphrey, Norm Golden, Jay Wittwer, Vicky Carlsen, James Booth, Jake Berry, Karen Reed, Bill Cushman

1. Welcome

Chair Seal called the meeting to order.

2. Review of Agenda

Ms. Reed reviewed the agenda.

3. Review and approval of March 22, 2022 Committee meeting minutes

Ms. Blake moved approval of the minutes and Mr. Reiswig seconded. The motion carried and the minutes were approved as submitted.

4. Responses to questions asked at previous meeting.

Ms. Reed reviewed the updated list of responses.

- **Q:** How is the footnote “includes acquisition and financing costs for all projected engines and ladders needed through 2030” affected with a different service model? **A:** Plans can change and be addressed through the budget process.

5. Review of Public Engagement Strategy responses

Ms. Reed reviewed the homework responses submitted by committee members.

6. Preview of 2023-2024 Budget

Ms. Carlsen provided a preview of the city’s upcoming budget, showing actuals and projections 2014-2024.

- **Q:** What is the current reserve? **A:** Around \$12M for the 18% reserve and \$7M for the contingency fund.
- **Q:** What is the difference between those two figures? **A:** The city’s reserve policy is 18% of prior year’s ongoing revenue. The contingency fund is 10% prior year’s ongoing revenue.

- **Q:** What happens if the city runs in a deficit? **A:** It is not legal for a city to have a budget that does not balance. Other than that, the city would have no way to respond to emergencies and lose its bond rating, making future debt issuance significantly more expensive.
- **Q:** What could a B&O generate? **A:** Depends on how you structure it, perhaps \$2-4M a year.
- **Q:** Have the reserves stayed the same or do they fluctuate? **A:** The Council adopted the reserve policy in 2013, initially at a lower rate but then increased it. The City does not dip below minimum reserve without Council authority – doing so was considered during the pandemic but decided against.
- **Q:** What is a reasonable assumption of revenue with a levy lid lift? **A:** Depends on how much you ask voters for. Our levy rate could go up to \$3.10/\$1,000 AV, increasing by almost a dollar. A \$1.00 levy lid lift would bring in just over \$8M a year.

7. Recap of Options 6 & 7 – Contracting with Renton RFA or Puget Sound RFA

Ms. Reed provided a recap of Options 6 & 7.

- **Q:** Would future retirements be the responsibility of the fire authority? **A:** Yes.

8. Presentation & Discussion of Options 8 and 9.

Ms. Reed provided an overview of options 8 and 9, annexation into Renton RFA or Puget Sound Regional Fire Authority. Committee members also reviewed Attachment A, a financial comparison of all options to date.

- **Q:** It appears that no matter what decision is made the city faces a budget crisis. Is the city looking at substantial cuts? **A:** This will be a difficult budget cycle, especially because of the CPI forecast. There will be hard decisions.
- **Q:** Would Renton RFA be interested in a new Tukwila/SeaTac area station? **A:** Both RFAs expressed interest in a new station to serve the area around Station 54 and into SeaTac.
- **Q:** Does accreditation lower costs for businesses? **A:** The Center for Public Safety Excellence is the accreditation agency but does not have a direct affect on your insurance. It assures that agencies can meet the needs of emerging conditions.
- **Q:** Does PSRFA have different fire benefit charge for different areas? **A:** It is the same formula applied to all areas.
- I was told the number of stations per resident in Tukwila is significantly higher than other agencies, and that what necessitated this was the commercial sector. If that's true the FBC should show the cost moving to commercial, but it didn't.
- **Q:** With PSRFA the amount for the lesser value apartments increases much more than Renton. **A:** Renton's formula does charge more for apartments.
- It looks like residential pays less with PSRFA, and apartment increases will pass through to rents.
- City Council will ask about affordable housing, apartments, etc.
- **Q:** Are the requirements for determining the FBC the same for both RFAs? **A:** The 6 components are all the same, but 4 of those are adjustable and different for each agency. It does end up about the same, though.
- **Q:** Does option 9 reduce the number of stations? **A:** No.

9. Committee Discussion of Options

Ms. Reed asked committee members if they are interested enough in annexation that they would support City Administration approaching the RFAs about being able to move to annexation first, rather than needing to contract first.

- I'm interested in pursuing annexation.

- **Q:** I am too, but we are not getting on a 2022 ballot and need to figure out an interim solution which could be a contract. **A:** The earliest ballot measure annexation could appear on would be April 2023, resulting in the new funding beginning in January 2024. The City would have to fund the department for all of 2023.
- **Q:** With annexation is there a possibility of cost savings down the line? **A:** Fire service will not become less expensive but joining a larger agency could capture efficiencies and economies of scale.
- I am not interested in a contract because it is expensive and seems risky if the contract runs out and annexation didn't work out.
- I am surprised at Attachment A. Annexation is closer to status quo than I expected. Options 4 and 5 are not options. I'm not clear on the flow of getting this information to the voters.
- It is important to understand the impacts to businesses. I understand burden sharing but the business community does not have a vote. This needs to be equitable. I note a \$1M difference when you exclude options 3-5. How much of the decision-making is around cost only? I struggle to figure out how much cost will drive the decision when the delta is fairly small.
- **Q:** Is cost the number one priority? **A:** Service levels also rated highly for committee members.
- I like exploring annexation, it is worth having the initial discussion.
- I do not support annexation. PSRFA stated an intent to reduce stations. Service levels will decline.
- I am interested in looking at annexation.
- Costs are all close but the biggest difference is getting the enhanced services with RFAs. We need those.
- I am interested in annexation.
- If annexation is the option we need to do it quickly due to the significant upcoming budget crisis.

Ms. Reed shared a survey that will be sent to committee members to provide input to deliberations at the next Committee meeting.

10. Union Comment

Captain Booth cautioned the group that the message from PSRFA does not skip over the need to contract, and more discussion is needed to clarify intent. Contracting is still a viable option. The costs for contracting with enhanced services included is close to the status quo. Annexation can take two years and should not be rushed.

11. Next Agenda

Ms. Reed previewed the next agenda.

12. Adjourn

The meeting was adjourned at 6:06 P.M. by unanimous consent.

*Minutes by LH*

## Future of Fire/EMS Services Community Advisory Committee (v. 4.12.22)

	Question Received	Question	Response / Status
1	Meeting 1	<i>Provide number of calls by type (EMS vs Fire) per day, per station Note that 2 stations were recently relocated which impacts relevance of per-station call data from before the present locations were active.</i>	Calls by station district provided on 12/14.
2	"	<i>Provide data/outcomes from other cities that joined a regional effort</i>	Pending (will be presented later)
3	Meeting 2	<i>Provide information on how much of their general fund budget/property tax the cities of Renton and SeaTac were expending on Fire before they formed an RFA (Renton) or contracted with an RFA (SeaTac)</i>	Provided in meeting 6 packet.
4		<i>Would additional <b>fire investigation</b> and <b>permitting/fire inspector</b> staff pay for themselves through fees? Generally, what can we expect in terms of Fire Marshal office generated revenue?</i>	Provided in Meeting 3 packet
5		<i>How many inspections does one inspector complete in a year on average?</i>	Provided in Meeting 3 packet
6		<i>Does the Fire Department and/or City have a preference/priority in terms of these enhanced services?</i>	Provided in Meeting 3 packet
7		<i>Where would the money come from to fund enhanced services?</i>	This will be discussed in Meeting 4 (Feb 4)
8		<i>What is the staffing model for a CARES unit?</i>	Provided in Meeting 3 packet
9	After meeting 2	<i>A summary of projected future City revenue streams (particularly sales tax) for the next ten years or so.</i>	We can provide a 6-year forecast. (Vicky Carlsen)
10	"	<i>Definition of fiscal sustainability?</i>	This is a discussion item for the Committee
11	"	<i>Can you provide comparables for total salary, total compensation cost (TCC), retirement benefits and medial plan benefits in other fire service providers in South King County</i>	We will provide this data for Renton RFA and Puget Sound RFA when we explore those service alternatives.
12	Meeting 3	<i>Can you provide information on what the City has done with respect to the efficiency and cost reduction recommendations in the CPSM report?</i> <ul style="list-style-type: none"> <li>• <i>Additional info on this requested at Mtg. 4</i></li> </ul>	Provided in Meeting 5 Packet

13	“	<i>Can we charge other fire agencies for responding to calls in their territory? Could this offset our costs?</i>	Provided in Meeting 4 Packet
14	Meeting 4	<i>Could we contract out inspection services and would that cost less than doing it ourselves?</i>	Provided in Meeting 5 packet
15	Meeting 5	<i>Please provide comparative data on numbers of firefighters per capita and square mileage per station for Puget Sound Regional Fire Authority, Renton Regional Fire Authority, and Tukwila</i>	Provided in Meeting 6 packet
16		<i>In creating a Tukwila Fire District, how soon is the property tax revenue available after the levy?</i>	A new taxing district needs to notify the assessor of intent to impose taxes by August 1 for the taxes to start the following calendar year.
17	After meeting 5	<p>Inspectors:</p> <p>a. Which personnel typically conduct the <b>routine inspections</b>, the FMO inspectors or the on-duty firefighters?  Would routine inspections be conducted for apartment complexes as well as commercial buildings?</p> <p>Page 18 of 12.14.2021 agenda packet, "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."</p> <p>b. How was the <b>number of additional inspectors</b> determined? The Enhanced Services scenario has been reduced to 2 FTE's from 3. The overtime budget, according to the published 2021-2022 budget, is \$60,000 per year. If the cost of one inspector, 1 FTE is \$150,000, then the overtime cost of \$60,000, would suggest only 1/2 of an FTE is needed not 2 FTE's... so how was the need determined? Also, contracting for these services could match demand with capacity and keep costs lower.</p> <p>c. How much <b>additional revenue</b> could be earned if the inspection and planning fees were increased?</p>	Provided in Meeting 6 packet

		It appears the average cost for both is \$100... \$100 per inspection and \$100 per plan review. This was calculated as follows. Financial Planning Model, page 15, shows inspection fee revenue at \$80,000 and plan review revenue at \$100,000. On page 5 of the 1.4.22 agenda packet, the number of annual inspections and plan reviews is listed as 800 and 1000 respectively.	
18	“	<u>Cares Unit.</u> The \$250,000 of overhead seems very high compared to the \$58,000 projected cost for .33 FTE. What kind of costs make up this \$250,000?	Provided in Meeting 6 packet
19	“	<u>Public Educator.</u> Could public education be accomplished by existing City resources? Some possibilities - messaging could be placed on the City's website or in the Hazelnut, in-person training could be conducted by the Emergency Manager or Fire Chief/Deputy Chief, middle school and high school students could visit FS 54 on a field trip as it's within walking distance of Showalter and Foster, the City's communication division and the Community Connectors (if still being used) could meet with their residential groups to share information.	Provided in Meeting 6 packet
20	“	Is it feasible and does the Administration plan to pursue enacting a <b>utility tax</b> on all water and sewer utilities in Tukwila City instead of just those operated by the City? How much additional revenue could be generated by this?	No, the City does not currently have a plan to pursue a utility tax on all water and sewer utilities in Tukwila not operated by the city. The city did look at this a few years back during budget deliberations and the council at that time chose not to pursue it.
21	“	Provide and update on what the Council is considering in regards to Fire Marshal Office services?	Provided in Meeting 6 packet
22	Meeting 6	Provide dollars associated with the data in response to question 3.	Provided in Meeting 7 packet
23	Meeting 7	Clarify how capital needs for the Fire Department are met now	Provided in Meeting 8 packet

24	“	How much are SeaTac and Renton paying now for fire service?	SeaTac information provided previously; see below for additional information on Renton
25	Meeting 8	If the City annexes to PSRFA, will the RFA close station 52 and if so, how will that impact response times?	See below

**Question 24:**

***Provide information on how much of their general fund budget/property tax the cities of Renton and SeaTac were expending on Fire before they formed an RFA (Renton) or contracted with an RFA (SeaTac)***

***Staff previously provided the information below:***

Based on data posted online:

**SeaTac** began receiving service from Puget Sound RFA by contract in 2014.

In 2013, **25.5%** of SeaTac’s General Fund expenditures went to Fire, the equivalent of **60.7%** of their property tax revenue went to Fire for that same year.

**SeaTac 2013:**

Fire Dept General Fund Budget: \$7,969,058

Total Budgeted General Fund: \$31,297,970

Total Property Taxes: \$12,055,098

**SeaTac Fire Costs**

	Total GF Cost	PSRFA Cost	Retained GF Costs
2011	\$7,164,221	N/A	N/A
2012	\$7,326,215	N/A	N/A
2013	\$7,969,058	N/A	N/A
2014	\$9,963,200	\$8,718,347	\$1,244,853
2015	\$8,985,785	\$8,897,405	\$88,380
2016	\$10,091,396	\$10,001,462	\$89,934
2017	\$10,046,285	\$9,982,609	\$63,676



2018	\$10,135,167	\$10,084,973	\$50,194
2019	\$10,752,876	\$10,675,977	\$76,899
2020	\$10,785,478	\$10,714,358	\$71,120
2021 budget	\$10,895,064	\$10,807,645	\$87,419
2022 budget	\$11,115,283	\$11,023,799	\$91,484

**Renton's** RFA was started providing service in 2017.

Online data shows that in 2016, the City of Renton spent **23.9%** of General Fund and the equivalent of **76.9%** of their general property tax on Fire.

Renton 2016:

Fire Dept General Fund Budget: \$27,970,913

Total Budgeted General Fund: \$116,801,589

Total Property Taxes: \$36,353,314

***New data follows:***

The City Fire department budget number above does not include a portion of central overhead charges.

Data for the first few years of the RRFA are below:

		Prop Tax Levy	AV	Total Levy	FBC	Levy + FBC
Renton Fire Authority	2021	\$0.8120				
	2020	\$0.8188	\$23,375,566,713	\$17,543,264	\$17,152,390	\$34,695,654
	2019	\$0.8306	\$20,530,236,409	\$17,146,098	\$17,108,508	\$34,254,606
	2018	\$0.9175	\$18,095,049,891	\$16,601,604	\$14,357,859	\$30,959,463
	2017	\$1.0000	\$16,250,000,000	\$16,250,000	\$13,955,838	\$30,205,838

This data suggests that the cost for the Renton RFA (and service to Fire District 25) rose from \$27.9M in 2016, the last year the City ran the fire department, to \$34.3M in 2019, a 23% increase.

We know from considering the creation of a Tukwila fire department or RFA that there are four significant cost items that need to be added when moving from a City Department to an independent taxing jurisdiction: (1) cash flow, (2) reserves, (3) administrative staffing, and (4) one-time start up costs (computers, phones, printers, etc.)

**Question 25: If we annex with an RFA will Station 52 be closed?**

There is no ongoing discussion about closing Station 52. The station is brand new and well positioned.

If the City annexed, we expect that there would be some inquiry into whether it is possible to relocate and expand Station **54** and deploy resources differently in the City and areas adjacent to Station 54 while maintaining the expected level of service to all our residents.

Nothing has been decided, but we expect that cost pressures will continue, and this will eventually result in some consolidation of existing stations in the Station 54 area and in Sea Tac into a single, larger station that can better serve the area. Building a new station with multiple resources (more than are deployed from 54 or any nearby station today) would be the most likely scenario.

The goal of consolidating station locations would be to improve service levels and deploy the proper resources quicker than would otherwise be possible. It is extremely unlikely that a consolidation of stations would be approved if there was a demonstrable degradation of response time.

## Outline of Future of Fire/EMS Committee Report

Draft v. 2.13.22

*Annotated to summarize Committee input to date*

### Executive Summary (1 page)

#### Report

- Mission, Members, Process
- Summary of current situation
  - What is going well? Where are the challenges? Why is it important to consider changes?
  - Is the Fire Department Financially Sustainable?  
*preliminary finding: no.*
    - 7-Year Financial Plan Information
  - Enhanced Services Proposed & Committee view on importance  
*preliminary finding: fund CAREs, Public Education, FMO additional staffing—but not by cutting other City departments*
- Summary Introduction of the 9 Options Reviewed
  - Summary comparison table
- Committee's Criteria for evaluation the Options
  - *Committee's criteria:*
    - *Ability to meet needs of diverse community*
    - *Ability to meet needs of large business community*
    - *Total costs, considering both costs to residents and businesses*
    - *Impact on labor force, retention, recruitment*
    - *Control over operational and financial decisions*
    - *Overall quality of services (response times and more)*
    - *Accountability for outcomes/ ability to measure outcomes*
    - *Sustainability of funding*
- Committee's Recommendations and Rationale

- Engaging the Tukwila Community on This issue

*Summary of homework input:*

- *The community will be interested in learning about the future for the fire department, especially if the recommendation is to make a significant change from the current operating model.*
  - *While the Committee offers its thoughts here, we do so at a fairly general level.*
  - *The Community should be educated about the several items, including but not limited to:*
    - *The cost/financial impact*
      - *If it will cost more (overall, or to a segment of the community), what are the associated benefits?*
    - *Details of the changes proposed and how it will affect residents and businesses*
    - *Impacts on service levels, response times*
    - *Why is a change being proposed?*
    - *Some background on how the fire department operates today and the services it provides.*
  - *Use a wide array of strategies to engage the community, potentially including some or all of the following:*
    - *Town Hall meetings*
    - *Social media*
    - *Flyers/direct mail/letters to residents and businesses*
    - *Tukwila blog posts*
    - *Tukwila news outlets articles*
    - *Providing information flyers at community gathering places, such as mosques and churches.*
    - *Communication through councilmembers*
- 
- Other Comments
  - Conclusion

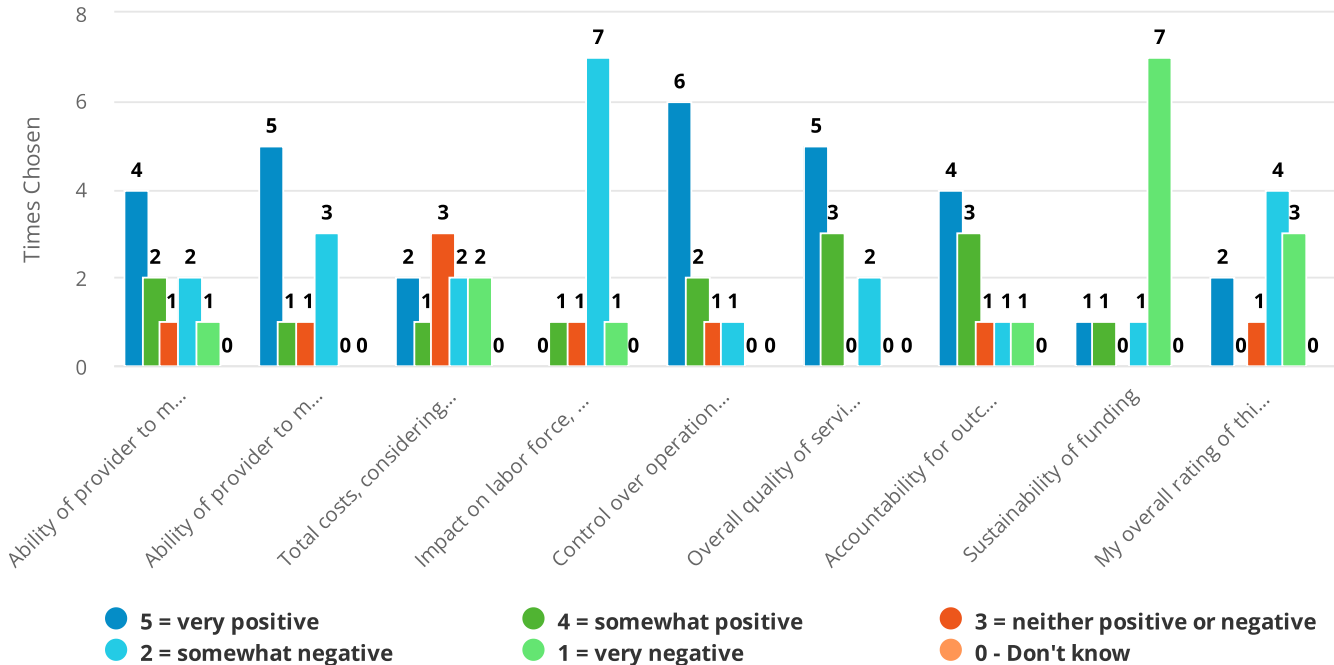
## **Appendices**

- Option 1-9 Write-ups (?) or summary tables.
- Attachment A or some summary version
- Summary of Committee Survey on Options (?)
- Summary of 7 Year Financial Plan
- + ?

# Fire/EMS Community Advisory Committee Options Rating Survey

## Option 1: Status Quo

Number of responses: 10



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 7

Text answers:

Doesn't seem feasible or efficient.

The City needs to prioritize the Fire Department and give it the resources it needs for it to be effective. It seems untenable that other departments and projects have been given budget far in excess of what has been allocated to the Fire Department and that important services such as fire inspections have been discontinued. I believe the fire fighters are not happy and would prefer leaving the City because funding of their services had not been made a priority. Additionally, they would receive better pay and benefits at PSRFA. Regarding funding sustainability, the city seems to have a lot of money - revenues are back to pre-pandemic levels (as reported), an additional \$40M is scheduled to be spent on the PW shops (original budget of \$30M, new budget of ~ \$80M), a new multi-million dollar teen/senior center is proposed, additional staff are being added to other departments.

While the Status Quo option maintains the type and quality of service we have now, it does not provide fiscal sustainability for the city's budget (unless it is found that one fire station is not needed) or enhanced services for the city's population. It is very clear that this needs to change and perhaps different management would provide better oversight on the budget.

Financial sustainability and ability to meet the needs of a diverse community is of concern with this option.

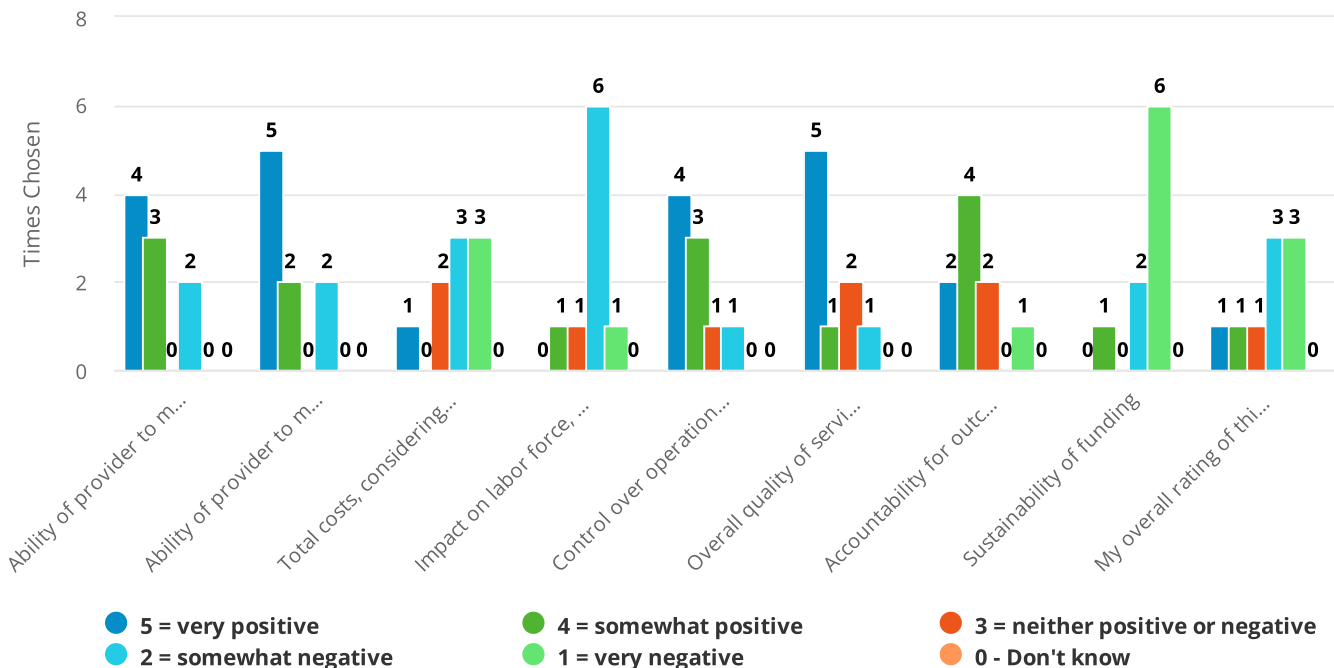
This options provides better local control at a very high total dollars cost--especially if enhanced services are added.

A bigger pool of resources would assist with the diverse needs of the community. With time, ability of meeting needs of businesses will be affected without financial sustainability. There will be a negative impact on labor force recruitment and retention. The one goal all fire departments share is the desire to offer their community the highest quality services possible. Overall control over operational and financial services should be made by the most knowledgeable and experienced professionals in the fire services. This is not meant to criticize, just state facts. Since continually listening to council meetings for a couple years it is obvious to me that the council has their hands full. Much more so as the years have gone by. Very complicated and huge issues on their plates. It is also obvious to me that even council members with years on the council don't have a full understanding of the fire department. How could they with all that they have to deal with now. Operational and financial decisions should be made by the professionals most knowledgeable and experienced in the fire service. Quality of services and response times ( which are good ) would possibly be affected negatively without financial sustainability in the projected years to come. We need all the enhanced services and this option does not do anything to attain that. Remaining in the status quo does not solve financial sustainability issues in the future. Totally against this option.

This option is simply not sustainable. I have heard some creative options on how to keep the fire department a float and wonder why these options were not previously even suggested or explored which tells me that they are not feasible.

## Option 2: Status Quo "Plus" - funding for enhanced services

Number of responses: 9



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 5

Text answers:

The Enhanced Services add ons would provide more of the specific services the city needs but the lack of fiscal sustainability is still a huge reason not to favor this option (unless it is found that one fire station is not needed). Left with the city continuing to manage this I'm concerned the same fiscal forecast will resurface and voters will be back to square one. And yet the positive aspect of this system of oversight makes the council very accountable to Tukwila voters but only if the voters are made aware of it and current councils do not kick the issue down the road.

Ability to meet the needs of a diverse community is still a concern even with the addition of enhancement services.

This option is slightly better than Option 1 but at an even higher, unsustainable cost.

A bigger pool of resources would assist with the diverse needs of the community.

With time, ability of meeting needs of businesses will be affected.

There will be a negative impact on labor force recruitment and retention.

The one goal all fire departments share is the desire to offer their community the highest quality services possible. Enhanced services would cost us more and we basically cannot afford it. The community would not receive ALL of these enhanced services as well.

Overall control over operational and financial services should be made by the most knowledgeable and experienced personnel in the fire services.

Quality of services and response times ( which are good ) would possibly be affected negatively without financial sustainability in the projected years to come.

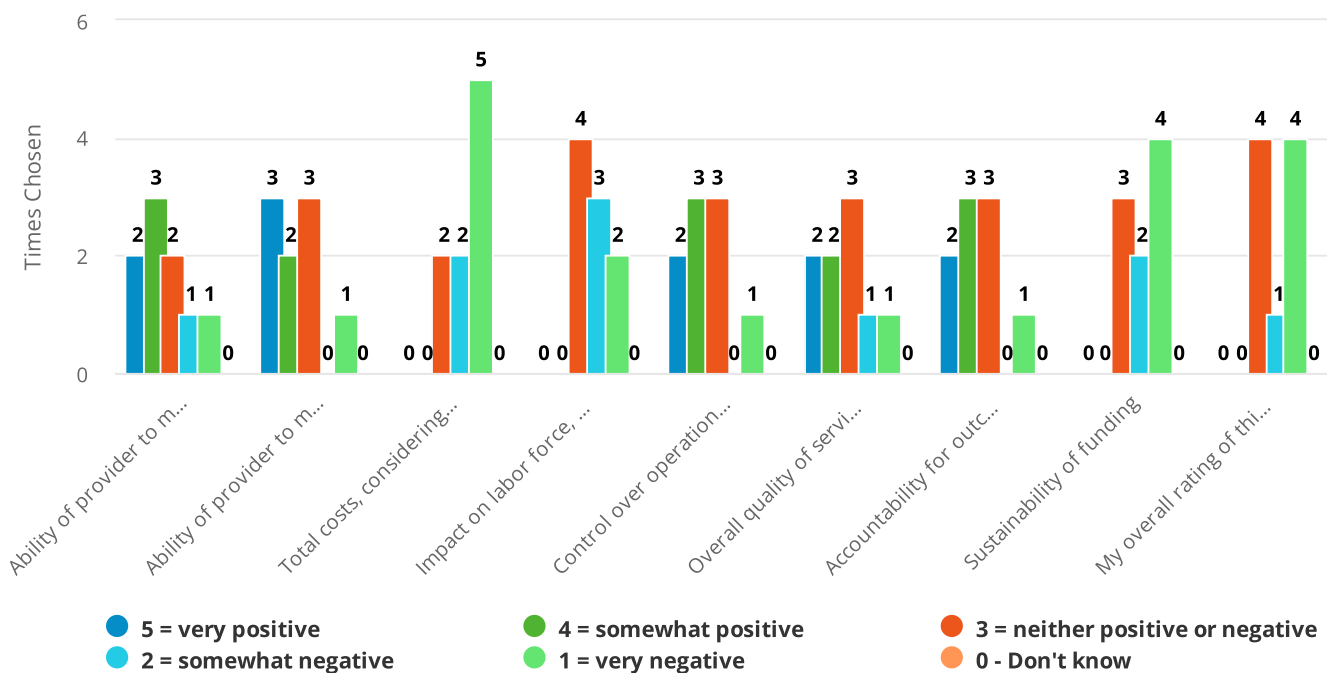
Accountability and measuring outcomes would possibly deteriorate in the years to come. Overall control over operational and financial services should be made by the most knowledgeable and experienced professionals in the fire services.

Remaining in the status quo does not solve financial sustainability issues in the future nor does paying additional monies for enhanced services.

Again, I fear that if we try to do the enhanced services ourselves, we will be in worse shape than we were with just status quo. Why reinvent the wheel.

## Option 3: Create a Tukwila Fire District, funded solely by property taxes (no Fire Benefit Charge)

Number of responses: 9



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 6

Text answers:

How much more can we ask the public to fund from property taxes? Not feasible.

I don't fully understand this option but what I think I heard in the meetings is that this option wouldn't produce sufficient revenue to sustain the fire service.

Option 3 doesn't improve the quality or type of service provided by the fire department, as the enhanced services are not included, and could even cause a decline (unless it is found that one fire station is not needed). It simply costs too much (even without the enhanced services) and is not fiscally sustainable. It also maintains a reduced share of the costs for properties at greater risk of needing fire services. I think this is a bad time for the government to ask more of taxpayers. And it seems that there has to be some unnecessary overhead costs involved in going back to the voters year after year asking them to secure funding for a very basic government service.

This option still doesn't fully address the ability to meet the needs of a diverse community. Sustainability of funding depends heavily on property tax and overtime, the cost would still overrun the revenue from property tax + city revenue.

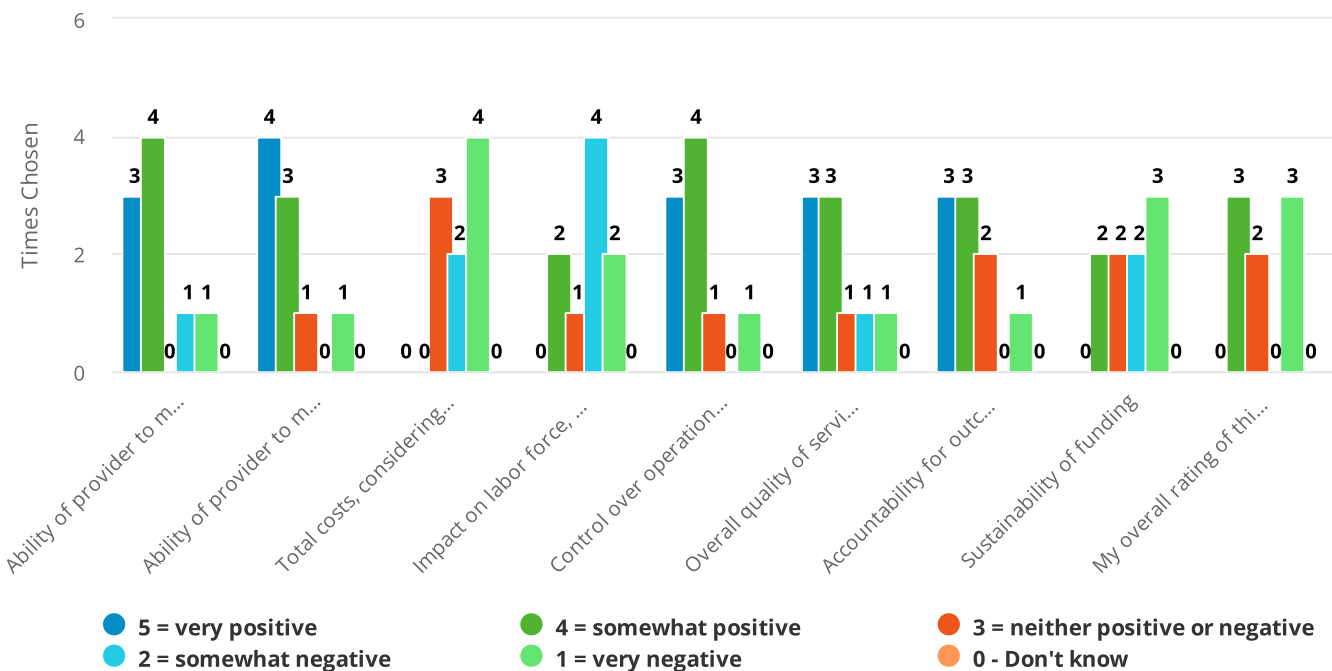


This option is slightly better than Opt's 1 & 2 but is only sustainable from a cost standpoint if citizens vote for property tax lid lifts for fire/public safety. Also, it cost significantly more and still leaves the cost equally shared between residential, multi-family, and business while the cost generations are not equal.

Meeting needs of diverse community would be status quo. Meeting needs of business community could reduce in time with this option. This option too expensive. Labor force does not support this option. The professionals with the most knowledge and experience in the fire service should be making the decisions on operations and finances. No enhanced services with this option. Not a good option for financial sustainability. This option very low in my opinion.

## Option 4: Create a Tukwila Fire District, funded by both property taxes and a Fire Benefit Charge

Number of responses: 9



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 4

Text answers:

The projected costs in this scenario are high - would it really cost \$2.6M (per Attachment A - \$1M additional salary and benefit, addition \$730K for Admin Overhead and \$900K for FMO - these costs are included in the wages and benefits of Option 1) to fund the finance department and other administrative services for a Tukwila RFA? If the City were paid to provide these services, it would be added revenue to them. If the City is looking for a financing vehicle, similar to the MPD, this seems the way to go. Regarding sustainability, the FBC would need to be voted on periodically (every 10 years?) and the voters may need to vote to finance apparatus purchases.

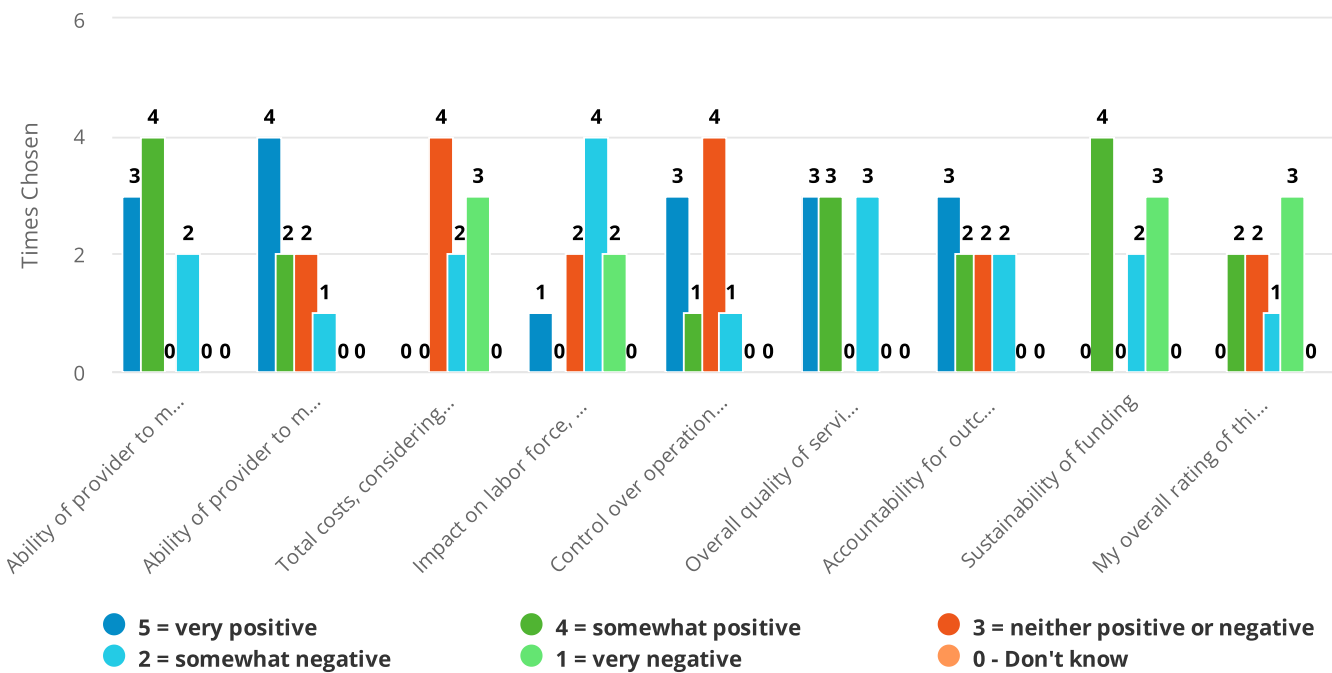
I have the same reservations about Option 4 as Option 3 but see that the Fire Benefit Charge is a step in the right direction for funding stability and distributing the costs for higher risk properties.

This Option is slightly better than Opt 3 because it also includes a Fire Benefit Charge possibility that distributes cost more fairly. It is still very costly.

No enhanced services and would cost more dollars to attain them. This option more expensive.  
 Possibility of needs of business community not being met in time.  
 Relies on voter approval.  
 Labor force does not support this option. Supports enhanced services.  
 Am not in favor of this option at all.

### Option 5: Partner with another fire service provider to create a Tukwila Regional Fire Authority --- with a Fire Benefit Charge

Number of responses: 9



### Comments: please provide some commentary about your overall rating of this option.

Number of responses: 4

Text answers:

Similar comments as Option 3.

I have the same reservations as Options 4 and 3 and the same positive opinion that the Fire Benefit Charge is a step in the right direction for funding stability and distributing the costs for higher risk properties. Maybe accountability would improve with more eyes on the issue?

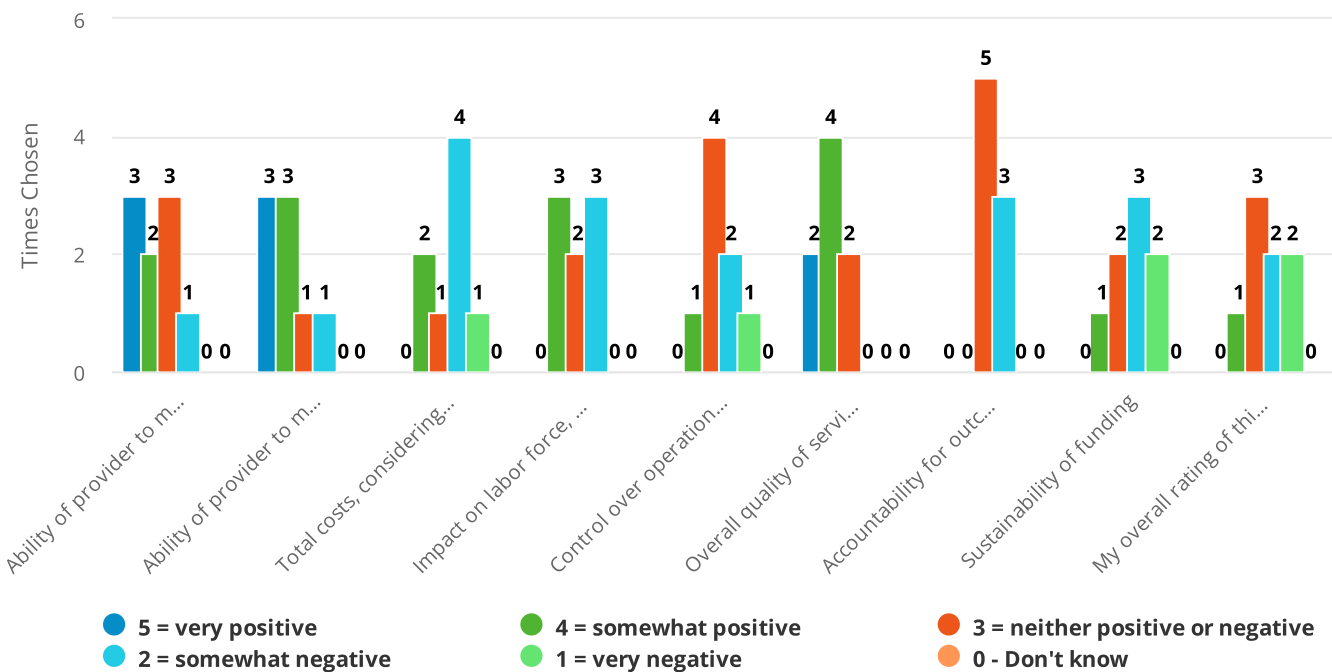
This Option is similar to Opt 4 except the City gives up some control. It is still very costly and requires voter approval of funding increases.

I fear meeting the needs of a diverse community would not be a priority with all that would have to be worked out starting a RFA.

Starting your own RFA would incur costs such as IT support, payroll administrations, personnel server ( a very complicated issue ) , apparatus maintenance and financially planning for future apparatus replacement and station maintenance and replacement of station 54 for example. This option too expensive as well.

## Option 6: Contract for Service with Renton RFA

Number of responses: 9



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 5

Text answers:

Doesn't sound like Renton is interested in this option, so that negates any potential positives of this option.

No going back if this option is selected. No control over service delivery other than through contracting specifications. Expensive in comparison with status quo. Firefighters would most likely prefer this arrangement to status quo - different management, better benefits and pay.

This option really doesn't change anything about fiscal sustainability for the better. I appreciate that enhanced services are provided.

A contract requires the City to transfer Fire staff and equipment to RFA. If, for some reason the costs or services are not satisfactory how does the City go forward to provide Fire Services? The City's negotiating position is rather terrible. This option is totally unacceptable.

Providing to a diverse community not as accessible as PSRFA. The pool of resources are not as varied and extensive. Enhanced Services not as developed.

Our area is so unique with the residential population compared to the 100,000 plus population that comes to Tukwila during the day for business hence experienced in providing for the needs of a large business community. It is hard to compare Renton with this. They are more residential obviously.

Contract required before annexation. More expensive for us that way.

Impact on labor force, Renton RFA is not the preferential option for TFD personnel. They are not rated as "excellent" like PSRFA.

Professionals with the most experience and knowledge in the fire service should have control over the operational and financial decisions.

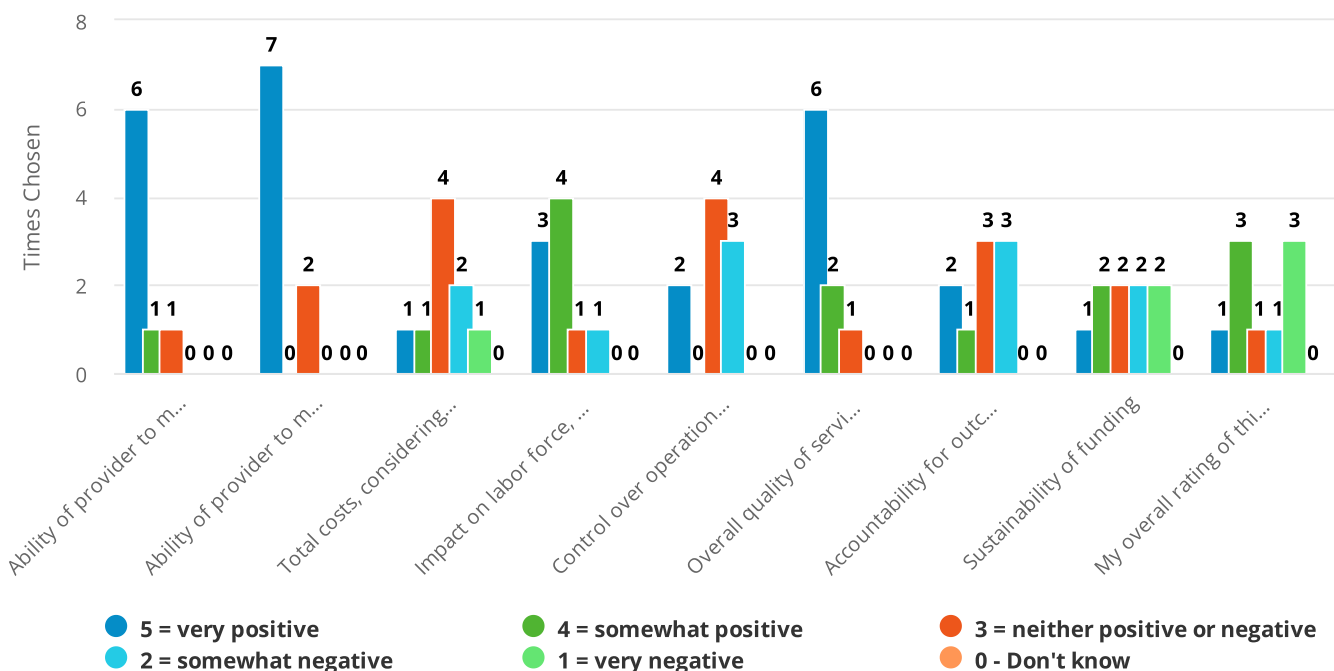
Am unaware of the overall quality of services from Renton Fire. There is more to this than just response times. Enhanced services purchased ( Comparing Options 1-9 under service levels, option 6 ) and unaware of quality of their enhanced services. Their needs are definitely different than ours.

Considered a ladder to financial sustainability but would take much longer than PSRFA.

Overall I would pick this option AFTER PSRFA with and without a contract.

## Option 7: Contract for Service with Puget Sound RFA

Number of responses: 9



**Comments: please provide some commentary about your overall rating of this option.**

Number of responses: 5

Text answers:

No control over decision making so no control over cost containment or service levels. However, Renton's profile is more similar to Tukwila's than Puget Sound's is (complex city, not a lot of rural area) and they seem to be more cost conscious. They are a smaller organization and may be more willing to partner with Tukwila - more of a peer relationship than a top down relationship. I have not heard that they want to close fire station 52, so this is a plus in my opinion

This option really doesn't change anything about fiscal sustainability for the better. I appreciate that enhanced services are provided.

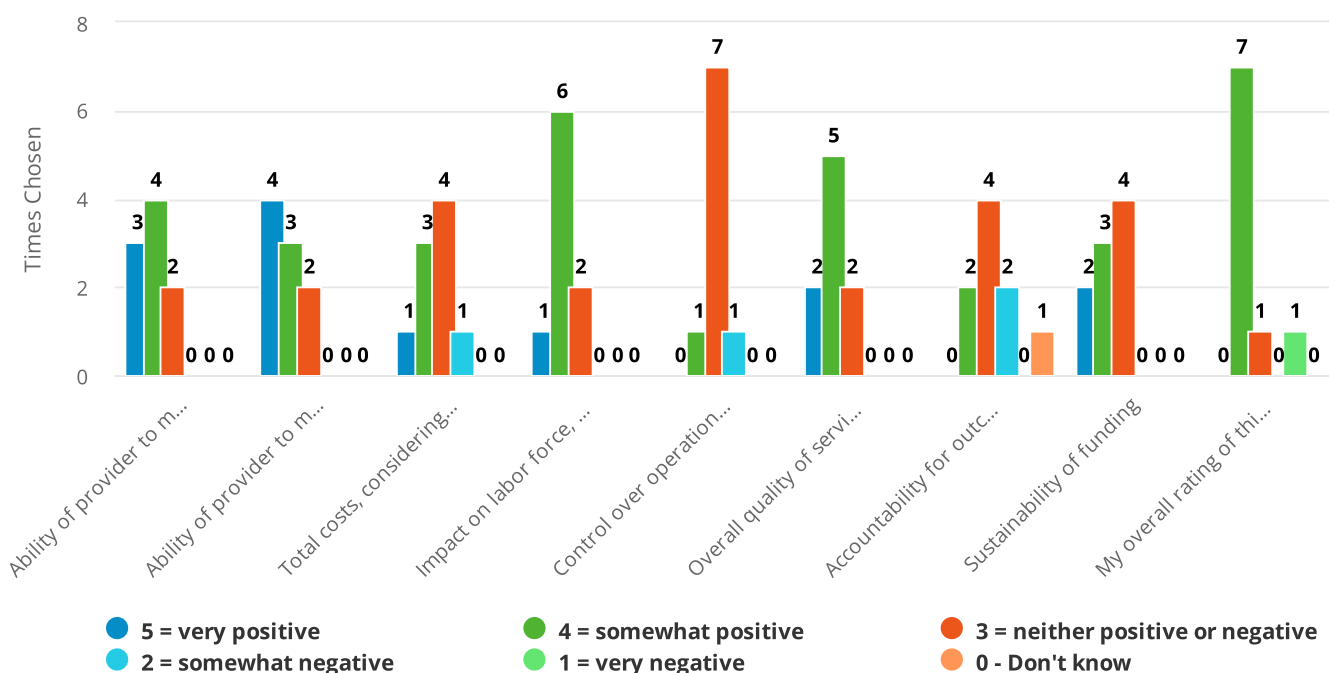
This Option is more costly (in the short term) than Opt 6 and is equally, totally unacceptable for the same reasons.

Have more resources and a bigger pool to draw from to provide for a diverse community and having the enhanced services will benefit this criteria immensely. ( Different language's available, CARES, Public Education, Fire Prevention and PIO ( Public Information Officer for media etc. )  
Additional resources would be available with this option benefiting businesses. It is a fair practice to determine the level of combustible materials in businesses as compared to a home owner and what would be needed for services.  
Labor force supports this option.  
Control over operational and financial decisions should be made by the professionals most experienced and knowledgeable regarding the fire service.  
Quality of services is already good and can only get better with enhanced services. The PSRFA has a great reputation and excellent rating.  
This RFA has been in operation for over a decade and has established accountability and measuring of outcomes.  
This is the best option for sustainability of funding due to sharing of resources, only paying one Chief and getting all three enhanced services.  
TFD is already participating with PSRFA in training, Zone 3 operations ,fleet maintenance and the Fire Marshalls office. This is a definitely an advantage to joining PSRFA with already established operations.  
This is my next choice of options if we cannot immediately annex into PARFA

I think in order to get to annexation we are going to have to have a contract first. If not, how do we get to annexation without having to fund the fire department for another at least two years?

## Option 8: Annex into Renton RFA (after first entering into a service contract)

Number of responses: 9



## Comments: please provide some commentary about your overall rating of this option.

Number of responses: 5

Text answers:

Renton doesn't sound interested, so this is not a viable option.

No control over decision making so no control over cost containment or service levels. However, Renton's profile is more similar to Tukwila's that Puget Sound's is (complex city, not a lot of rural area) and they seem to be more cost-conscious. They are a smaller organization and may be more willing to partner with Tukwila - more of a peer relationship than a top-down relationship. I have not heard that they want to close fire station 52, so this is a plus in my opinion but of course, they could decide this later unilaterally. No recourse if this option doesn't work. Voter's may not agree - property taxes have doubled in the last 5 years and there is some discontent about how the PSP was handled.

This positive aspects of this option are it 1) provides a secure source of funding outside of the city's responsibility, thus making the fire departments expenses sustainable, 2) provides enhanced services that are better able to serve the most common EMS needs of our residential and business communities, 3) comes in at a reasonable cost when compared to some of the options 3, 4, and 5 and is comparable to the other options, and 4) provides a FBC which distributes the cost of fighting a fire more equitably.

This option provides excellent service combined with sustainable, equitable costs. It is acceptable to me.

Providing to a diverse community not as accessible as PSRFA. The pool of resources are not as varied and extensive. Enhanced Services not as developed.

Our area is so unique with the residential population compared to the 100,000 plus population that comes to Tukwila during the day for business hence experienced in providing for the needs of a large business community. It is hard to compare Renton with this. They are more residential obviously.

Contract required before annexation.

Impact on labor force, Renton RFA is not the preferential option for TFD personnel. They are not rated as "excellent" like PSRFA.

Professionals with the most experience and knowledge in the fire service should have control over the operational and financial decisions.

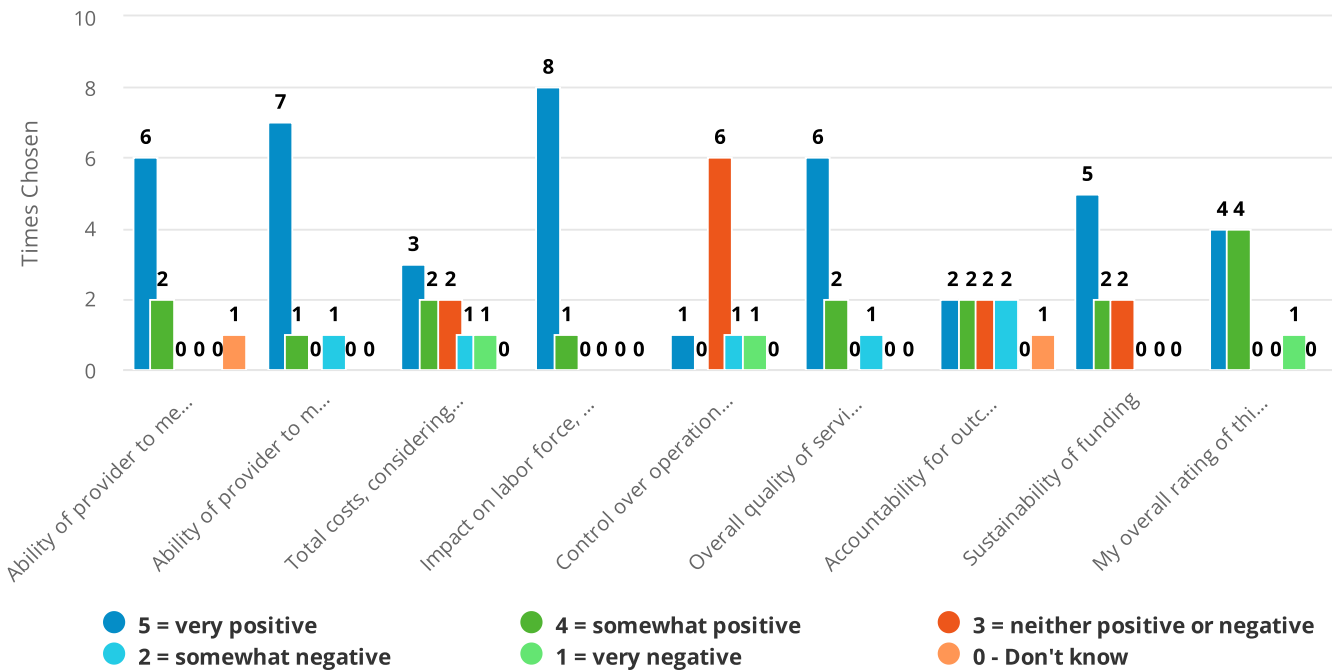
Am unaware of the overall quality of services from Renton Fire. There is more to this than just response times.

Considered a ladder to financial sustainability but would take much longer than PSRFA.

Overall I would pick this option 3rd after PSRFA with and without a contract.

### Option 9: Annex into Puget Sound RFA (after first entering into a service contract

Number of responses: 9



### Comments: please provide some commentary about your overall rating of this option.

Number of responses: 7

Text answers:

This makes sense, as we would have the enhanced services, as well as partnering with a well-established RFA. We can start with a contract, and then build the program over a couple of years.

The City would lose control over decision-making and thus control over costs and services; PSRFA has stated they would eliminate fire station 52 which would adversely impact City safety, especially for those who live on Tukwila Hill (in the FS 52 area, 3 people lost their lives due to fire in 2021 and several families, 37 - 40, were

displaced due to another fire in 2020 - examples of the fire threat and consequences); PSRFA costs are high compared with Renton and in general. Since the PSRFA's FBC is permanent, they have the ability to continue to increase costs in tandem with property values increases, and again, the City would have no control over this. Tukwila is a more dense, complex city compared with the PSRFA area - we do not have large areas of sparsely populated, rural land; we do have a huge gas line that extends east/west beneath the central business district and other high risk situations - and would be better served by Renton RFA if the decision is made to annex. My first choice continues to be the status quo with a more robust FMO (could this be contracted out? Fire inspections are a high priority), Cares services from Renton (cost would be covered by the \$100K from King County) and contracted educational services or use of City's existing communication group.

As with Option 8 the positives aspects of Option 9 are it 1) provides a secure source of funding outside of the city's responsibility, thus making the fire departments expenses sustainable, 2) provides enhanced services that are better able to serve the most common EMS needs of our residential and business communities, 3) comes in at a reasonable cost when compared to some of the options 3, 4, and 5 and is comparable to the other options, and 4) provides a FBC which distributes the cost of fighting a fire more equitably. Additionally, it seems to be what the fire fighters want as it will probable provide higher wages and better working conditions/hours per week and has a FBC that does not have to go back to the voters for approval, making it more sustainable.

With a larger consortium with shared personnel, there is greater ability to meet the needs of a large and diverse community. This option gives me more confidence in meeting this criteria. Additionally, it would provide the most impact on the labor force by having more personnel on duty at one time to alleviate the hardship experience by firefighters. This option and the contract into PSRFA are my top two options.

This option also provides excellent service combined with sustainable, equitable costs. It is my first choice for two reasons. First, our FF's prefer it. Second, the PSFA provides service to Seatac which is a neighboring city and we can logically share fire stations. It is acceptable to me.

Have more resources and a bigger pool to draw from to provide for a diverse community and having the enhanced services will benefit this criteria immensely. ( Different language's available, CARES, Public Education, Fire Prevention and PIO ( Public Information Officer for media etc. ) Their enhanced services are established and have a good reputation. They will also share in Hazardous Material operations, Technical Rescue ( Water and Rope ) for example because they are already established in our region. Additional resources would be available with this option benefiting businesses. It is a fair practice to determine the level of combustible materials in businesses as compared to a home owner and what would be needed for services.

Labor force supports this option.

Control over operational and financial decisions should be made by the professionals most experienced and knowledgeable regarding the fire service. Easier for a dedicated entity to plan for future knowing requirements needed.

Quality of services is already good and can only get better with enhanced services. The PSRFA has a great reputation and excellent rating.

This RFA has been in operation for over a decade and has established accountability and measuring of outcomes.

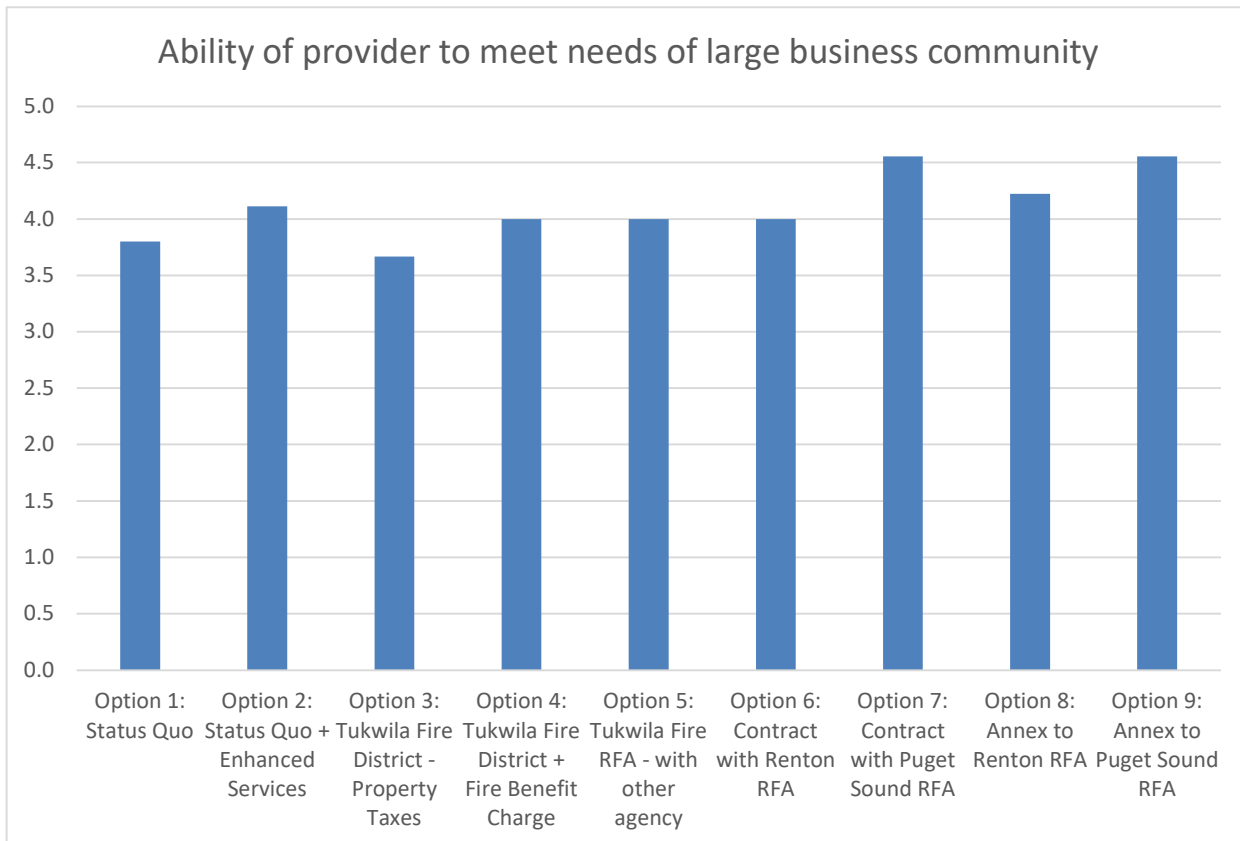
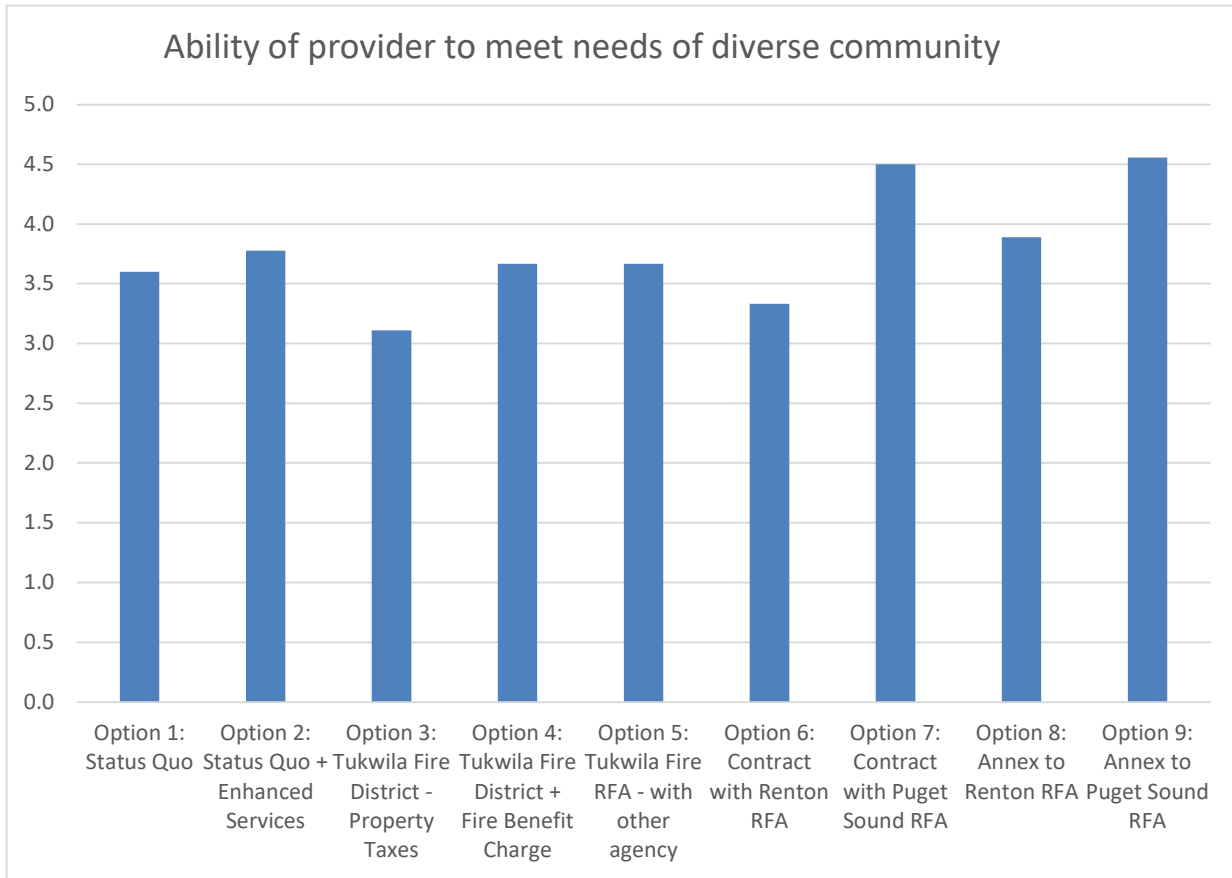
This is the best option for sustainability of funding due to sharing of resources, only paying one Chief and getting all three enhanced services. TFD is already participating with PSRFA in training ( very important ), Zone 3 operations ,fleet maintenance and the Fire Marshalls office. This is a definitely an advantage to joining PSRFA with already established operations.

This is my first choice option.

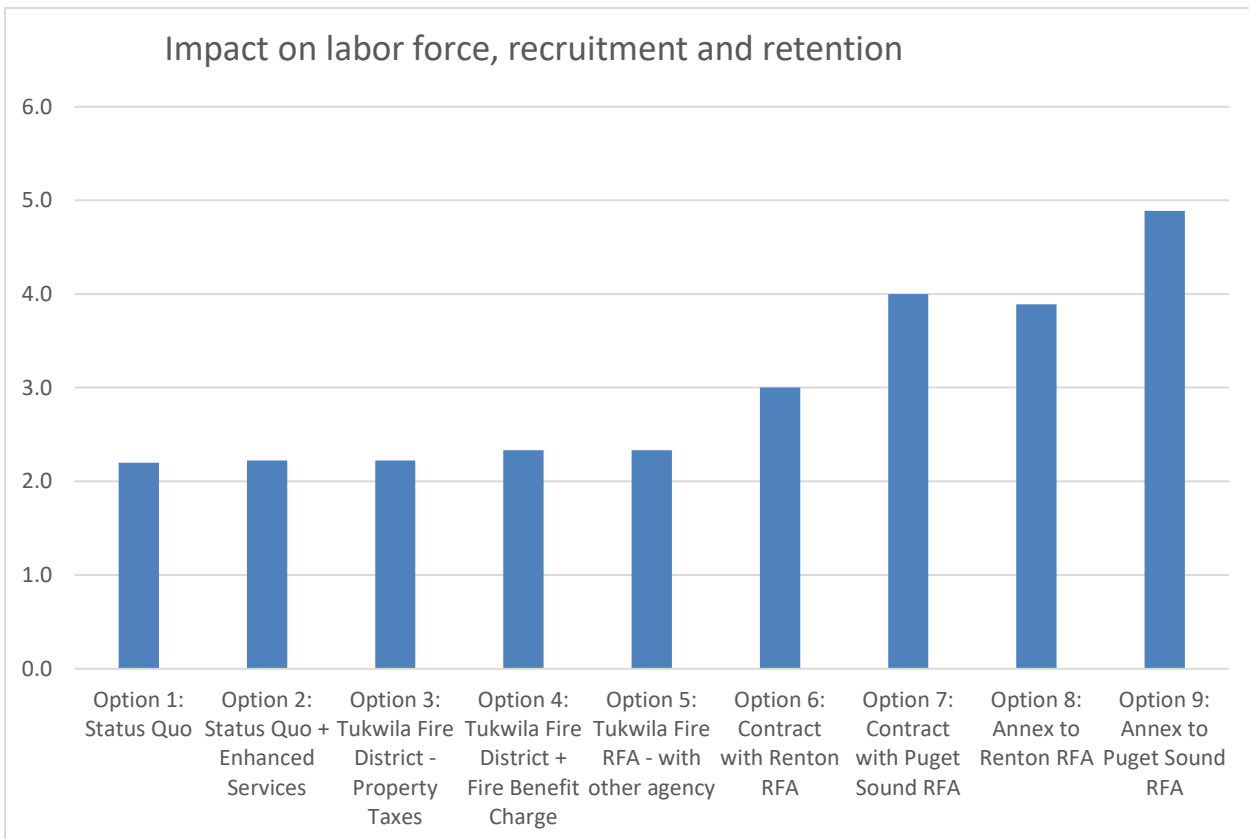
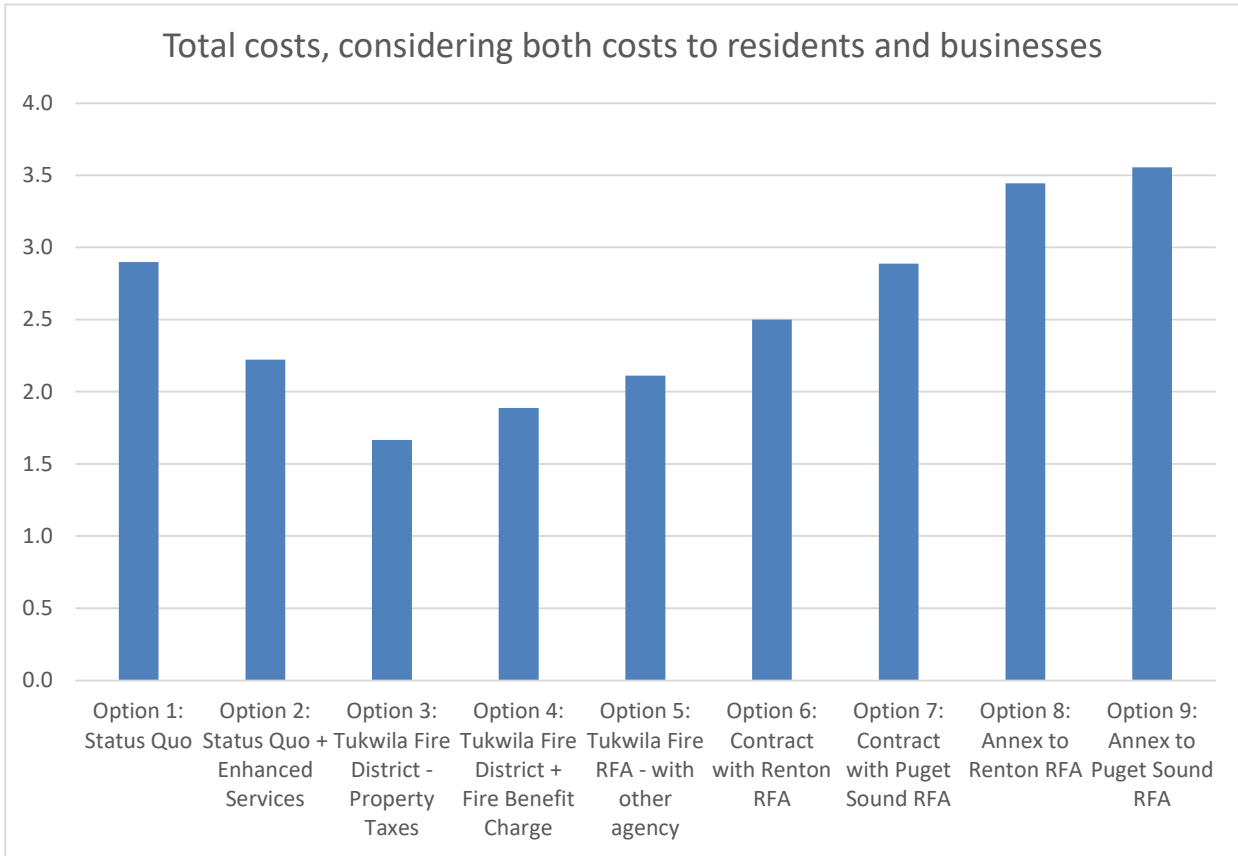


I think this is the way to go. My only worry, as I said in the contract option, is we have to figure out how to fund fire while we move to annexation. Also, the only way this will work is with full support of the union, the administration, and the council.

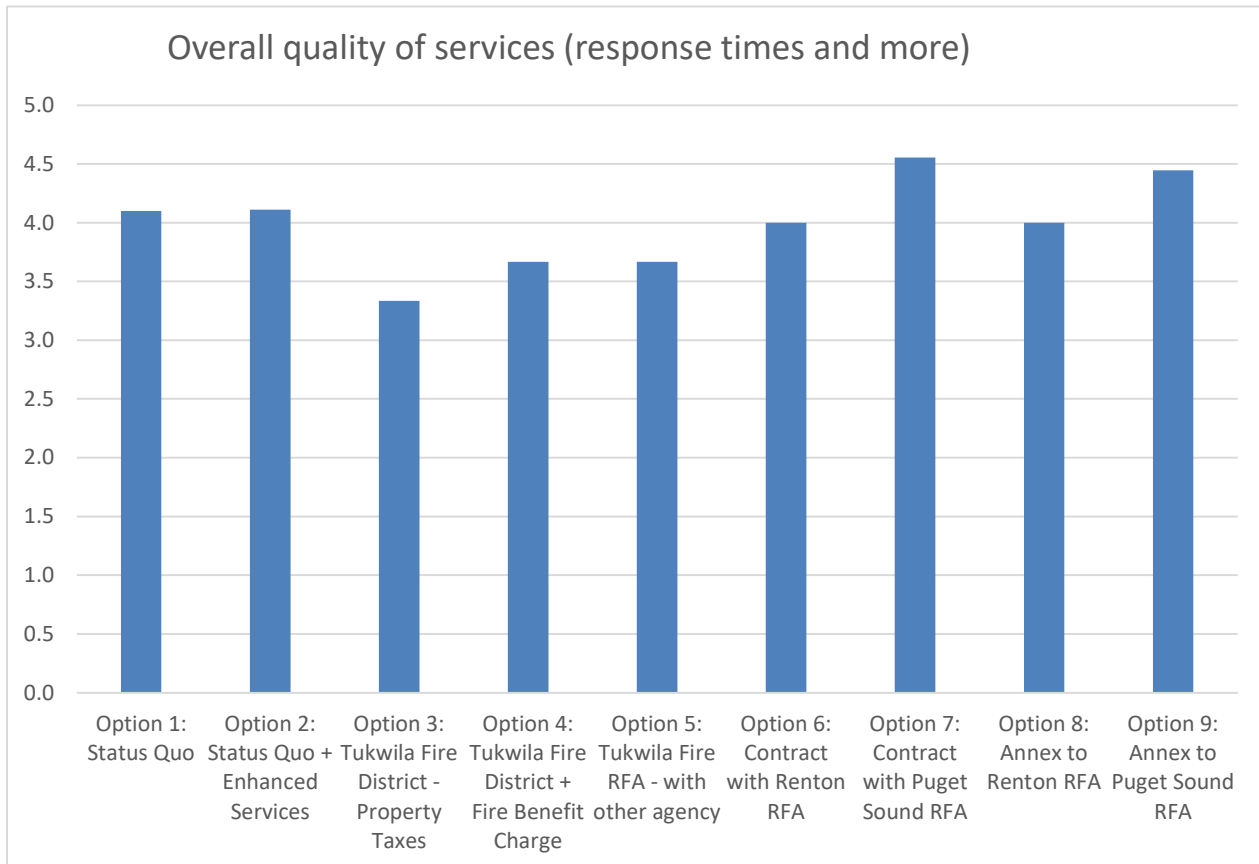
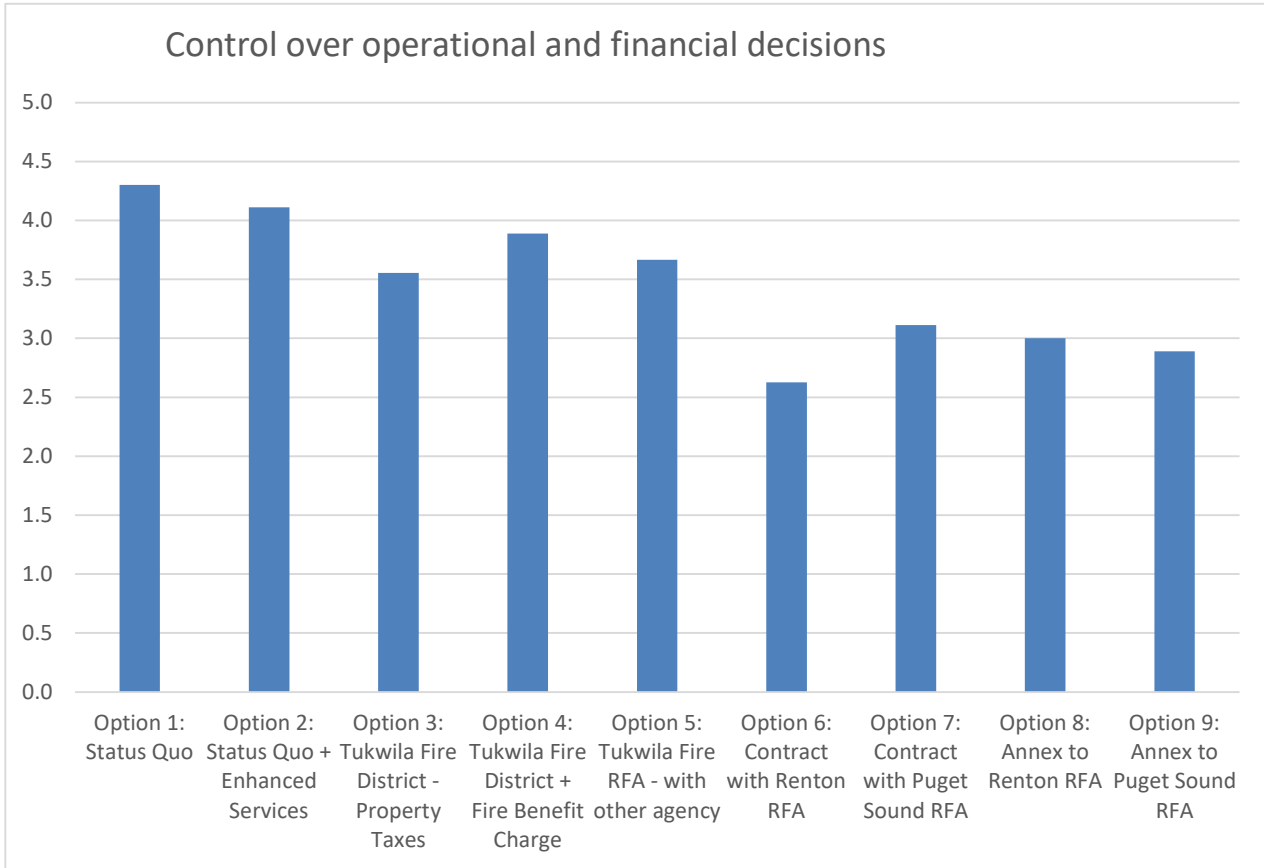
2022 Survey Results: Tukwila Fire/EMS Community Advisory Committee  
Weighted Averages



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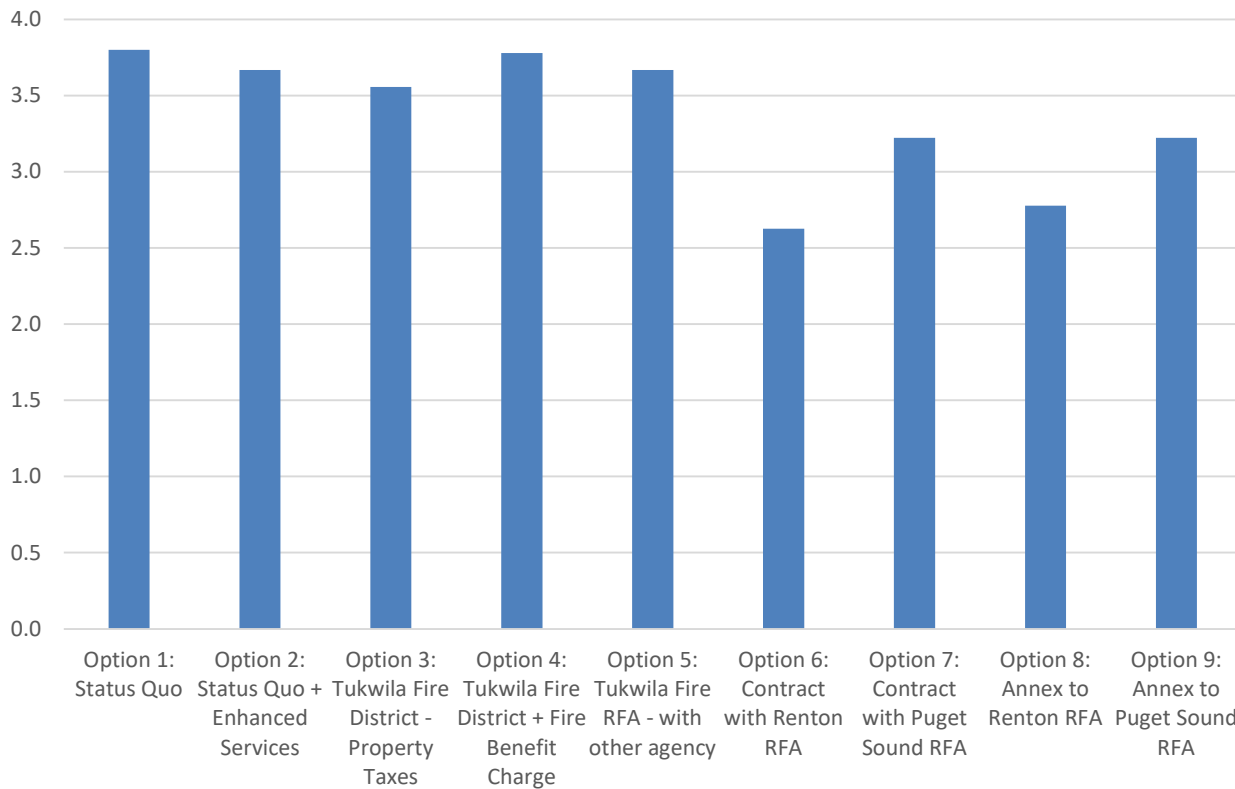


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Weighted Averages

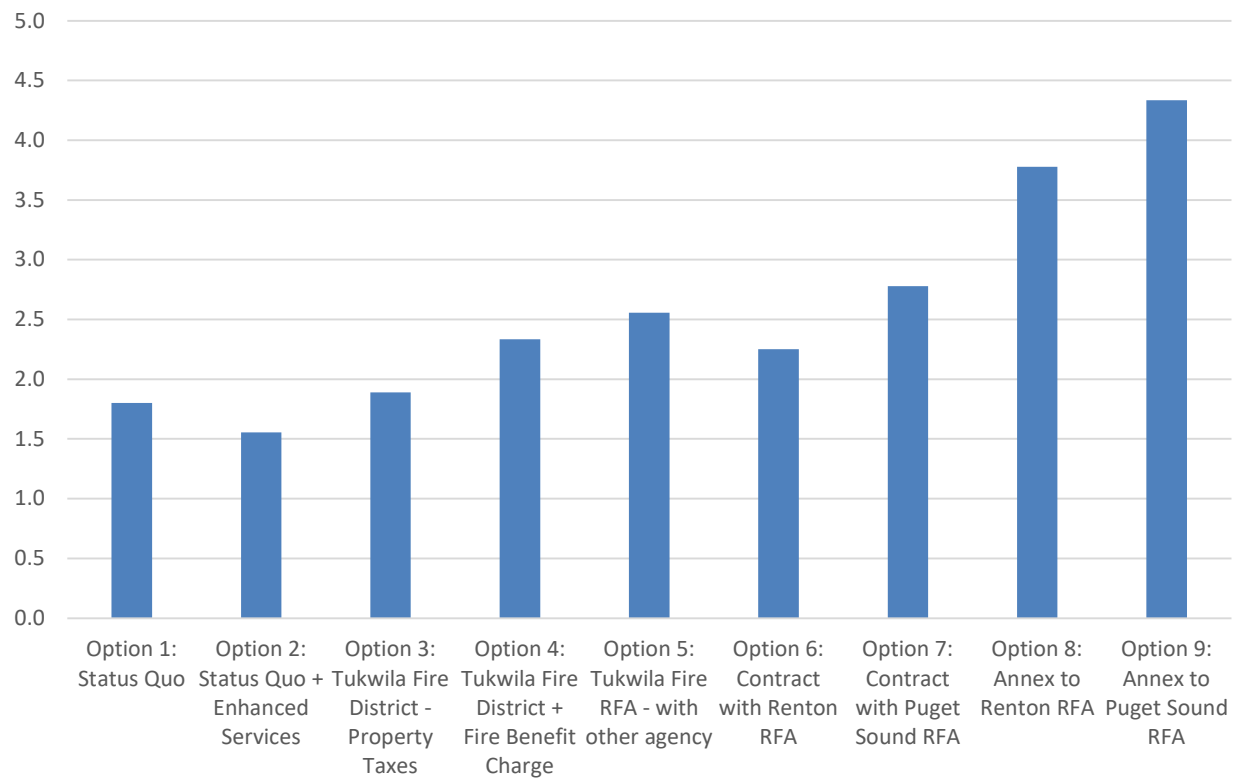


2022 Survey Results: Tukwila Fire/EMS Community Advisory Committee  
Weighted Averages

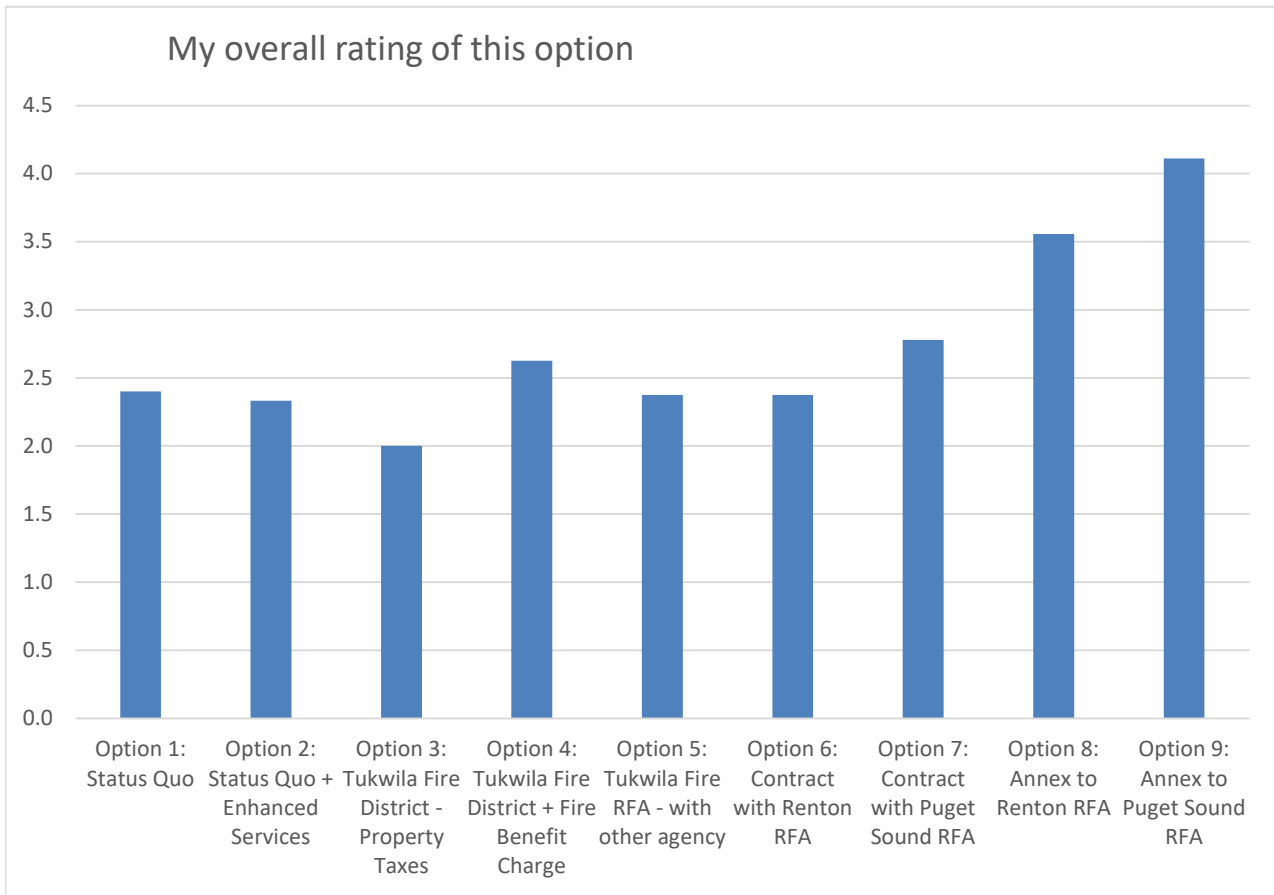
Accountability for outcomes/ ability to measure outcomes



Sustainability of funding



2022 Survey Results: Tukwila Fire/EMS Community Advisory Committee  
Weighted Averages



**City of Tukwila Future of Fire/EMS Community Advisory Committee**

**Survey Results Summary**

Total Responses: 10

Numbers reflect Weighted Average by Response - 5 = 5 points, 1 = 1 point

#	Questions	Option 1: Status Quo	Option 2: Status Quo + Enhanced Services	Option 3: Tukwila Fire District - Property Taxes	Option 4: Tukwila Fire District + Fire Benefit Charge	Option 5: Tukwila Fire RFA - with other agency	Option 6: Contract with Renton RFA	Option 7: Contract with Puget Sound RFA	Option 8: Annex to Renton RFA	Option 9: Annex to Puget Sound RFA
1	Ability of provider to meet needs of diverse community	3.6	3.8	3.1	3.7	3.7	3.3	4.5	3.9	4.6
2	Ability of provider to meet needs of large business community	3.8	4.1	3.7	4.0	4.0	4.0	4.6	4.2	4.6
3	Total costs, considering both costs to residents and businesses	2.9	2.2	1.7	1.9	2.1	2.5	2.9	3.4	3.6
4	Impact on labor force, recruitment and retention	2.2	2.2	2.2	2.3	2.3	3.0	4.0	3.9	4.9
5	Control over operational and financial decisions	4.3	4.1	3.6	3.9	3.7	2.6	3.1	3.0	2.9
6	Overall quality of services (response times and more)	4.1	4.1	3.3	3.7	3.7	4.0	4.6	4.0	4.4
7	Accountability for outcomes/ ability to measure outcomes	3.8	3.7	3.6	3.8	3.7	2.6	3.2	2.8	3.2
8	Sustainability of funding	1.8	1.6	1.9	2.3	2.6	2.3	2.8	3.8	4.3
	<b>My overall rating of this option</b>	<b>2.4</b>	<b>2.3</b>	<b>2.0</b>	<b>2.6</b>	<b>2.4</b>	<b>2.4</b>	<b>2.8</b>	<b>3.6</b>	<b>4.1</b>

Cells are shaded to denote the two highest (green) and two lowest (peach) ratings in each row.

## City of Tukwila Future of Fire/EMS Discussion Guide for Meeting 9

### Survey Results:

1. *Did you find completing the survey to be challenging? Why or why not?*
2. *What reactions do you have to the results? Are there any surprises here for you? Anything important to you that you are glad to see other people feeling the same way?*

### The Committee's 5-part mission & A reminder on the Process

1. The Advisory Committee is asked to provide findings and recommendations to the Mayor and City Council on the following items:
  - A. Sustainability of the Fire Department 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 or options for ensuring future provision of high-quality fire/EMS service in the City at a sustainable cost.
  - E. Public engagement strategies for the City to consider as part of deliberations following delivery of the Advisory Committee's report

Section 5.M of the Committee's Charter:

FINDINGS, REPORTS AND RECOMMENDATIONS. The Facilitator shall draft the Advisory Committee report, and the Advisory Committee shall review and comment on the draft report, and shall approve the final Report by a vote of not less than 60% of those present and voting. Minority reports shall not be allowed; *provided that* the Advisory Committee final report shall, upon request of Members dissenting from a recommendation, include a summary statement as to position, and rationale therefor, of dissenters.

- *60% of those present must approve the final report.*
- *Minority summary statements are short – a paragraph or so in length. Each such statement must identify the dissenting Committee member, their position and rationale for dissent. The rationale should include information/concerns that were specifically mentioned at Committee meetings.*

Goal of discussion today and at the next meeting is to provide guidance so that the report can be drafted.



Also from the Committee's Charter:

Each Committee member has 1 vote; no voting by proxy.

1. A matter will be deemed a “**consensus recommendation**” if approved by no fewer than 80% of the Advisory Committee Members present and voting.
2. A matter will be deemed a “**recommendation**” of the Advisory Committee if approved by no fewer than 60% of the Advisory Committee Members present and voting.

You will see a draft at the next (and last) committee meeting. (we can have one more meeting if the Committee determines it is needed).

At the final meeting, you will provide final guidance on drafting the report. A redline reflecting this input will then be sent to you for a last review and sign off before the report is transmitted to Council.

#### **A. Is Fire Financially Sustainable?**

Preliminary consensus based on discussion to date is NO, with 1 minority statement likely. The definition of financial sustainability previously discussed is below:

*A fire agency is considered fiscally sustainable if it can maintain service levels within available revenues – in the City's case (as a government providing many services), this means maintaining fire/EMS service levels without negatively impacting services in other City departments competing for the same funding.*

- *Does this still look like the right definition?*
- *Comments about WHY or WHY NOT you believe the Fire Dept is not fiscally sustainable?*

- B. **Committee's view on enhanced services:** Preliminary consensus is that yes, these should be added, but not if it required cutting other City services.

In Fire Dept. order of priority:

- CAREs unit--- sharing a unit with other agencies
- Adding a Public Education program/staff
- Increasing Fire Marshal Office Staffing by up to 4 FTE

*Is the preliminary consensus still the consensus?*

*Comments about why these are important to add?*

**C. Criteria for evaluating the options:**

- 1. Ability of provider to meet needs of diverse community**
- 2. Ability of provider to meet needs of large business community**
- 3. Total costs, considering both costs to residents and businesses**
- 4. Impact on labor force, recruitment and retention**
- 5. Control over operational and financial decisions**
- 6. Overall quality of services (response times *and more*)-**
- 7. Accountability for outcomes/ ability to measure outcomes**
- 8. Sustainability of funding**

- Top three criteria per Committee Discussion at Meeting 6:

#3: Total costs to residents and businesses

#6: Quality of services

#8: Sustainability of funding

- *Does the committee want to highlight that some criteria are more important than others? Why or why not?*
- *If so, are these still the criteria that are key? Why or why not?*

**D. The Committee's preferred option or options for ensuring future provision of high-quality fire/EMS service in the City at a sustainable cost.**

- *Based on the survey, are there some options that we should set aside? Why do you think these options fall short?*
- *In terms of potential recommended options, let's go through the remaining options and consider the greatest advantages and disadvantages of each – quick round of input from everyone.*
- *Based on discussion, does anyone on the Committee want to propose a recommended option? (process: motion/second/discussion)*
- *WHAT Caveats are important to note in offering this recommendation?*
- *Other things you would like to say to the Council?*