



Camas-Washougal Fire Department Partnership Analysis Summary

June 2022





PROCESS: HOW WE GOT HERE

DEFINING SUCCESS

EXISTING PARTNERSHIP GAPS

POTENTIAL ALTERNATIVES

ALTERNATIVES ANALYSIS

NEXT STEPS

PROCESS

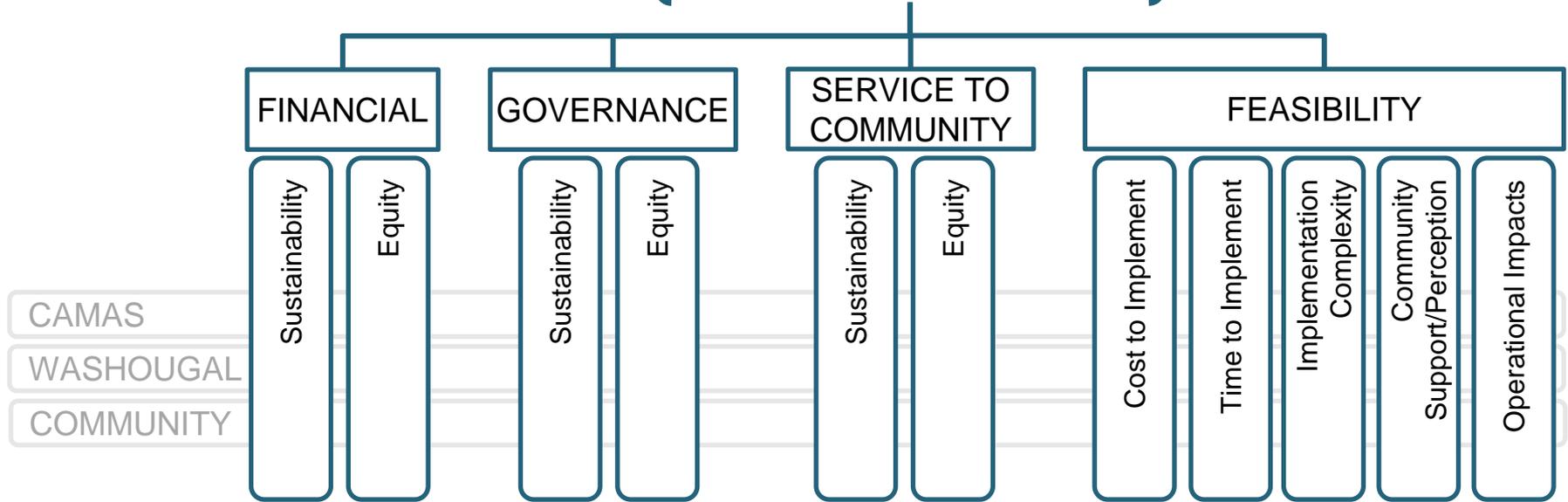
ROADMAP



DEFINING SUCCESS

SUCCESS CRITERIA

*Sustainable & Equitable
Approach to Delivering
Fire and EMS*



EXISTING PARTNERSHIP ANALYSIS RESULTS

EXISTING PARTNERSHIP GAP ANALYSIS

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

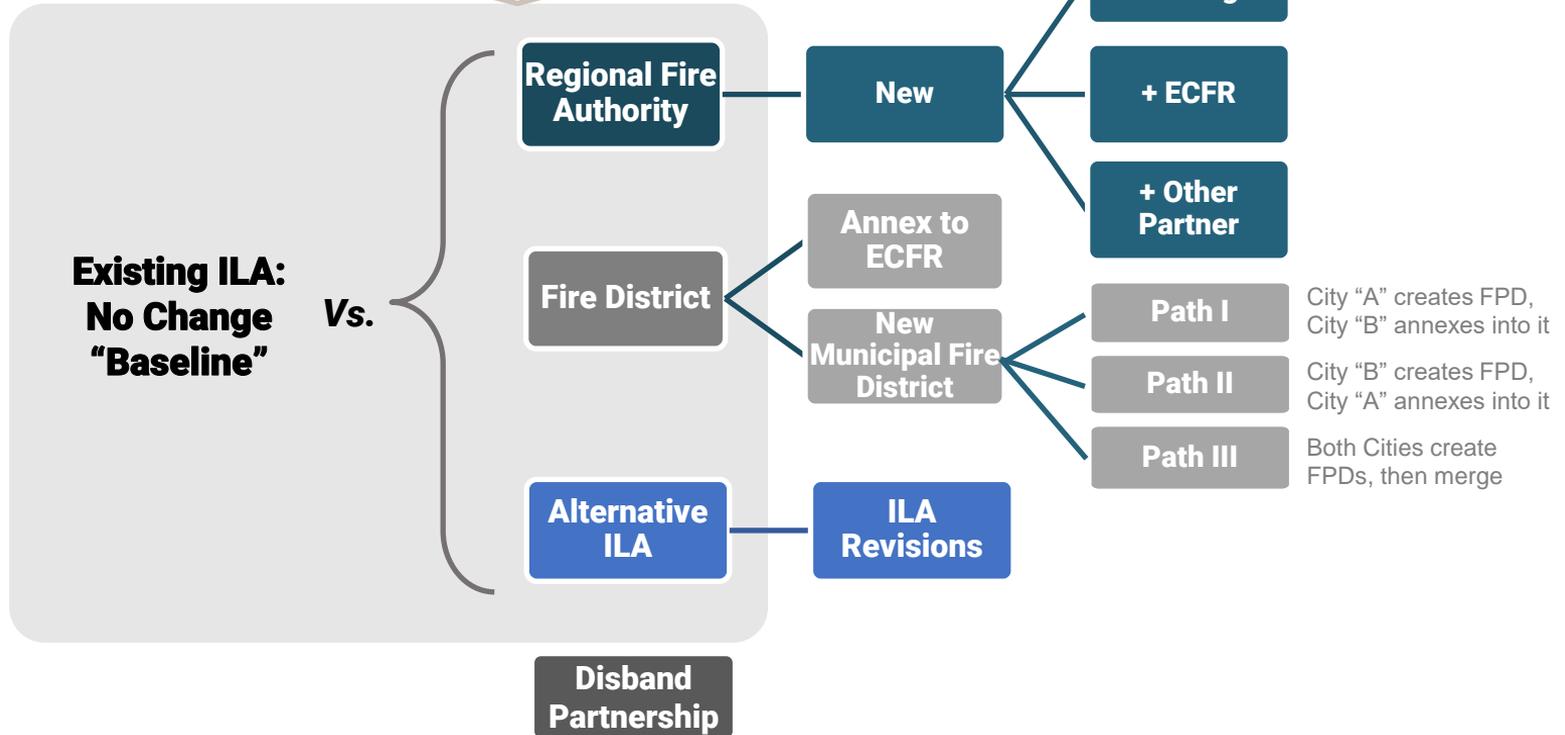
ALTERNATIVES CONSIDERED

ALTERNATIVES

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

Sub-Alternatives –

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



ALTERNATIVES ANALYSIS

Governance

GOVERNANCE

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

 Existing Gap

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

 Existing Gap

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

ALTERNATIVES ANALYSIS

Financial

FINANCIAL SUSTAINABILITY

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

 Existing Gap

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

 Existing Gap

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

ALTERNATIVES ANALYSIS

Service

SERVICE

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

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

 Existing Gap

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

 Existing Gap

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

ALTERNATIVES ANALYSIS

Implementation

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

SUMMARY

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