

DRAFT Statement of Shared Values and Principles

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

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

Our Values Include:

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

Our Operating Principles Include:

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

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