

Olympia Tumwater RFA Planning Committee

RFA Committee Action, Decision, Question Log

May 23, 2022

Councilmembers: Yen Huynh, Leatta Dahlhoff, Jim Cooper, Eileen Swarthout

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, James Osberg, Tumwater City Administrator John Doan, Todd Carson, Chief Mark John, For Steve Busz

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman,

Actions taken/actions needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	
Internal/External website, social media, news release discussion	John Doan, Jay Burney	
Send updated Work Plan to Committee.	Karen R.	
Administration development-2/4 weeks and bring in Labor for discussion.	Jay/John/Chiefs	

QUESTIONS LOG		
Question/Comments	Answer	Follow-up/assigned to
Where are we with the financial modeling?	They are in progress.	
Next Council Presentation?	Towards the end of June.	Jay/John will look tomorrow and find a date and coordinate.
Governance Review Options		
Do we have to add the districting in the plan?	We would just need to define in the plan how many districts we are proposing.	
Governance Template Options		Karen R. will write up what was discussed and options to review at the next meeting.
Can we have some sense of scale of what level this work will be? If its 40 hours a week we should know that so if we keep two councilmembers we will	It will differ, Karen can reach out to South Snohomish County.	Karen will make a call about ongoing time.

need to retool the councils to meet that need.		
Cooper-appointees would be the city council members, if your council wants to change mid-course then what do we do?	Can put language in the RFA that either the council can choose to replace the members or they won't change until elections.	
		Karen will write up what we have discussed and leave the staggering out for right now and bring it to the next meeting.
		Create a special meeting on a Tuesday night 530PM study session type meeting. (For meeting John/Jay is setting up) 1.5 Hrs, 45 mins for finance model and 45 mins for governance.

May 9, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Leatta Dahlhoff, Jim Cooper, Eileen Swarthout

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, James Osberg, Tumwater City Administrator John Doan, Chief Todd Carson (for Chief Mark John), Erin Johnson (For Steve Busz),

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman, Neil Blindheim

Actions taken/actions needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	
Internal/External website, social media, news release discussion	John Doan, Jay Burney	
Send updated Work Plan to Committee.	Karen R.	
Administration development-2/4 weeks and bring in Labor for discussion.	Jay/John/Chiefs	John- nothing from website.

QUESTIONS LOG		
Question/Comments	Answer	Follow-up/assigned to
Governance Issues and Options		

April 25, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Leatta Dahlhoff, Jim Cooper

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, James Osberg, Tumwater City Administrator John Doan, Chief Todd Carson (for Chief Mark John), Erin Johnson (For Steve Busz)

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman

Actions taken/actions needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	Done
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	Done
Internal/External website, social media, news release discussion	John Doan, Jay Burney	Ongoing
Send updated Work Plan to Committee.	Karen R.	Done
Administration development-2/4 weeks and bring in Labor for discussion.	Jay/John/Chiefs	Done/Ongoing

QUESTIONS LOG		
Question	Answer	Follow-up/assigned to
Initial Public Outreach Sessions		
Can the Planning Committee Chair/Vice Chair provide a welcome on at the May 19 th event? Can a union representative attend?	CM Huynh can attend.	James Osberg will attend from the union side and Erin Johnson will ask Steve Busz to attend.
Governance Issues and Options		
Election - is this a regional position?	It's considered local jurisdiction.	
What is important for the RFA Board?	Startup process, lot of negotiations and contracting, management of finances. At what level is the admin structure set up and when do they start and fill. Dedicated to understanding the fire service at more of a micro level than the city council members. Overall strategic planning, being a visionary and commissioners being	

	good neighbors to our other RFA and working well with them.	
Initial startup board first two years of agency.	Be a role model to other RFA, with FF and transparency with the community. Educating the community and carrying those voices of creativity from the community.	
What are some of the mutually beneficial RFA-cities efforts you can imagine taking place over time? Potential conflicts?	<p>Few conflicts interactions with police and public works, make sure it's seamless. How we do crisis response and mental health in the community is it fire or police and that may not be resolved.</p> <p>FD oversight over building plan reviews, emergency management, inspections, fire plan review.</p> <p>How will this RFA interact with communities' ongoing conversation with public safety? RFA will be critical in the conversation and how do we ensure it will be part of that conversation.</p> <p>Community connection, RFA is part of the community and shows up at events that engage the community. It is important to keep that connection.</p> <p>Representation of the RFA with other entities TCOMM911 representation.</p> <p>Competition going to the voters for funding.</p> <p>Street design and fire agency, building codes.</p> <p>Transfer facilities, capital and loans make sure those go smoothly.</p>	
Initial startup board-first 2.5 years city council Members only available to be on the board. What do you see as the largest initial board size?	<p>Even numbers, 6 makes sense.</p> <p>We are even numbers currently with same representation from both cities.</p> <p>Continue currently planning committee structure into the new agency.</p>	
Boundary Changes and Recommendations		
	In Olympia, the south side has an annexation plan going. If they annex, they bring their FBC and taxes with them. If the city annexed its UGA it	

	would automatically happen most places have 10 years. Financial calculation impacts to the city if the RFA takes over fire service and what it looks like but it's doable. The city of Olympia would want to collaborate on annexations for impacts.	
Explanation re: annexation	If you annex another area of the city, it would be subject to any bonds, levy and FBC. Same charges everyone else pays no special exemptions because they were late.	
Service Level Presentation Olympia & Tumwater		
Tumwater- Does CPR Save Rates include Rochester Medic calls?	No, only engine responses.	
Good trend data for postulation if we can see that around cardiac save rates and BLS transport 10 years in a graph if we need to grow resources and go to the voters.		
Put those graphs together as if we annex SE Olympia	Financial analysis is happening now in this annexation and determine if they want to move forward. May need to discuss after RFA conversation before annexation.	Jay- will talk with the chiefs re: what data is available.
Tumwater annexation?	Will be on the book by Aug 2022 and we now respond to calls in those areas.	
Work Plan Outline-updated in the packet.		
Fire Commissioners Salaries and Expenses-in the packet.		
RFA Action & Question Log		
We are including this in each packet and are changing format from the last version. Were they helpful? Another way to switch them up to make more helpful any feedback??	Likes color coding, improvement.	
Talking Points-updated in the packet.		

April 11, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff, Jim Cooper

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, Rian Winter for James Osberg, Tumwater City Administrator John Doan, Chief Mark John, Steve Busz

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman

Actions taken/actions needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	None
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	None
Internal/External website, social media, news release discussion	John Doan, Jay Burney	John D. Doan- no emailed qx. Website, is up. Olympia links to that. Public workshop scheduled - May 19.
APPROVED Timeline as proposed, 6 Yes 0 No.		
APPROVED work plan with revisions Version 4.4.22, 6 Yes 0 No.		
APPROVED Shared Values and Principals with edits 6 Yes 0 No.		
Send updated Work Plan to Committee.	Karen R.	
Administration development-2/4 weeks and bring in Labor for discussion.	Jay/John/Chiefs	
Send salary statute - paying commissioners.	Karen R.	
Update Public Engagement PowerPoint with feedback from tonight.	Karen M./Karen R.	
Develop 'Why' slide to add to Public Engagement PP.	Jay/John/Chiefs	
Review Apr. 19 Councils PP for wording and voice.	Kellie B./Ann C	

QUESTIONS LOG		
Question	Answer	Follow-up/assigned to
Work Plan		
When is the "go, no go" in the schedule?	June 27 th (date has not changed) .	

Is there a second “go, no go” date?	No, we can stop at any point if there is impasse or not a good idea and can bring it back to council and they would formally take action to withdrawal from the process.	
In Timeline where is it that we talk about the needs and programs and how we are selling it and what we are offering such as admin services and how to identify? Brainstorming or needs assessment on what we can offer or build?	First opportunity comes at the next meeting and talks about service levels. Something we need to be thinking about what are the synergies coming together such as transports and cares unit.	
Crisis response unit as part of EMS program - is this a part of this RFA program as well?	That is intertwined in the conversation when finding the final structure and checking all the programs that may be better served through an RFA.	
When do we get the separate campaign team put together as we can’t do that as elected?	We are getting too ahead of ourselves for this. We would bring this on and interview campaign consultants when the final plan goes to city councils. Have fall and early winter to get together and get messages out.	
Will there be a committee to discuss service levels, programs and labor?	Yes, this staff team will include union contacts and engage people when needed and prioritize to make it financially realistic. We had a meeting today looking at Lacey’s admin model, additional staffing, capacity in org chart and find out how much it costs and how to factor that in moving forward. Involved the chiefs and needs to bring the union into that to discuss and talk about priorities.	
Asset Transfers (Conversation with John/Jay move assets as is, exceptions with bonds/Levy may have leases with a reversion that the city would get the asset back.)		
Keep capital facilities obligation to massage the numbers if it’s too big of a sticker for the public?	It would have to tell the public about the cities' costs they are retaining.	
What will both cities do with the tax dollars we cost when we exit the city? (\$12.5 million on the citizens of Olympia, that was one of the points that was a cause for failure for Aberdeen/Hoq and	Ultimately what the cities decide to do here but this is an important part of the discussion with voters—the net cost impact of the RFA. You may not be able to make this revenue neutral,	

the reduction of city budget and increase of taxes for public.)	and you may want to reserve some of the savings for other public projects. We will need to be transparent with the community about what the Cities will do when the FD comes off the books – will you reduce taxes or not, and if so by how much? If you are keeping some money, what will you use it for?	
Levy lid lift, Oly passed public safety when talking about people paying twice why wouldn't our levy go away?	It could still remain and that becomes part of this. The city must make a decision to keep, or reduce it. Levy Lift is not an EMS charge, its blended with property tax that is where the two additional fire engines planned to be funded by the Tumwater levy. This has to be worked out.	
Administration		
How do we know how many people we need? Is there a formula for it or how is it determined?	Given the workload, responsibilities, assistance they will need to determine what will be the most reasonable best guess. Rely on Lacey FD guide as a model and work through that, which is similar in size to what we are trying to achieve.	
Public Engagement		
Details of first public engagement?	May 19, 6pm virtual workshop, opportunity for questions and answers. Committee Members are welcome to attend and it will be a public meeting but spectators and not join conversations.	
Will we have briefing material on the website for dialogue outside of the meeting?	Suggest website link for questions/comments, we can spruce up in a public engagement process here is the link to submit Qs. We can advertise the email address after the meeting. Olympia should share the engagement tool as well. Communications teams can link up for that.	
Is there a way to get feedback from those that would not want to do a zoom meeting? Can we do a poll before voting as well?	Polling is not built into the work plan but we can add it and get it funded. We have to come back and chat about that.	

March 28, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff, Jim Cooper

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, James Osberg, Tumwater City Administrator John Doan, Chief Mark John, Steve Busz

Consultant Team: Karen Meyer, Karen Reed,

Action taken/action needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	
Internal/External website, social media, news release discussion	John Doan, Jay Burney	Jay -Meeting with Tumwater/Olympia communication this week and work with communication strategies for outreach. John -City of Tumwater webpage updates with meetings and packets. Tumwater committed to maintain on behalf and Olympia will just link to ours. Email address for questions on the website also.

Questions:

Communications Plan

- Fire Chief Meetings in Thurston County can this be added to as a topic on one of these meetings?
 - There has been conversation amongst leadership and area departments and can bring this up on next meeting.
- When will we be going out to the public and is that on the work plan and when does that happen?
 - Four touches with the council and two outreach and has dates and periods for each touches in the work plan that we will review in next meeting.
 - Another outreach to inform the community about the RFA.
- Briefing before decision around campaign rules and planning committee, good as a reminder for the rules.

Financial Discussion

- Is there a way to get the voter approval numbers for the Fire Districts that started with an FBC charge and how much they won by (Generally 60% Minimum).
- Boundary of the RFA can we ask the voters to keep the boundaries or do we need to do annexations when cities grow?
 - Can only create RFA with your own jurisdictions.
 - As you annex the areas you annex are pulled into the RFA no need to get their vote can write this into the plan.
- Cities and other jurisdictions are putting in resiliency reserves is that something that needs to go into this?
 - Bill Cushman can speak to this, we can add in emergency reserve and size it with that in mind.
- Include in talking points moving along equipment replacements and the growth. Both cities do not have a good equipment replacement plan and that is one of the most expensive things besides personnel.

Chiefs Statement

- More on number 2, more context what does that mean one or two more sentences.
- More on number 1, what is the response time, examples, cultures and examples.
- If we can add a human element, response time, or staff and use that messaging and how we build upon that.
- Great one page, building on it some more for communication without losing our audience.
- Maximizing administrative and operational efficiency, using plain talking with some of the words.

Agency Comparison (intended audience is Committee, but may be used for communications plan)

- Big discussion point for Olympia to stay at a FSRB rate 2, is there a way to get reviewed as we go in to avoid a delay and rate increases? Important to tell this story and what it means for the public.
 - Brian has a meeting this week for this and was going to ask that question and get more information.
- **Medic One BLS \$ is incorporated already in Tumwater \$2.7, remove \$50K**
- Contract with the port for the airport?
 - Tumwater doesn't have a contract since 2007. Likely have an agreement in place soon.
- Would the revenue scenario for RFA include billing for transport?
 - It could, Olympia is working on a BLS transport proposal. Presenting the next 30 days to council BLS transport. Private ambulance transport has been unavailable and units are then held back to transport.
 - Adding a BLS transport would it help the response times? Would adding a 7th station help with this problem?
 - Reduce call volume or add resources to the system. Will take time to determine how many resources would be needed. CARES program to help with some of these BLS calls and referrals from the system to reduce call volumes.
 - Is the CARES program funded and reflected in the Olympia numbers above?
 - No it would be an additional program but there are state and federal tax dollars available for these programs. CMS ground transport through medicare funding available.
 - Campaign plan and marketing for Tumwater as well BLS transporting need.
 - Mark John has shared information with Chief Hurley and if Tumwater started with Olympia's program it would be moved with the RFA.

- Finance meeting in April will go over this some more, details and can send Lisa Parshley an email and get the email packet.
- FD CARES and BLS transport would be a priority for the FD and for both agencies.
 - Can add these especially with offsetting grant revenues and Karen Reed can model this to show it.
- Debt payments for Olympia is that in FD budget or a separate debt payment the city makes?
 - Its separate not part of the FD Budget.
- Discrepancies in vehicles are there different policy difference that is driving the disparity?
 - Per capita, and a good number of vehicles in Olympia are inspectors. Some are policy decisions made over the years with the inspection program in general. ASST Chief, Fire Marshall, and 3 inspectors.
 - Both do annual inspections, but Olympia does new construction review that Tumwater Community development does. That would be a nuance we would need to figure out.
 - Was that revenue accounted for in this document? Or would that need to be considered?
 - Sprinkler inspection in fire budget, part of building review fee is not separated out.
- Do we need to make all policy changes in advance before we give it to voters or do they come after the fact?
 - You could keep different policies in place, but would need to sort how the Fire Marshall services are handled and how financials work for the community. Does not have to be identical can remain local decision.
- Olympia- Staff Vehicles are 12, Battalion vehicles are 2.

Governance

- At large, can you set up a district or does it have to be at large?
 - If you have districts they have to be equal in population and encompass the RFA.
- Tumwater is not use to districting, we have to calibrate that as it goes which has costs included.
 - Roughly every decade, consultants are not terribly expensive and have to keep them up to date.
- If we set this RFA up and Lacey FD decides to join can you flip to districting at that point?
 - Yes you can.

Draft Statement of Shared Values and Principals

- #2 be #1 and #8 be #2, they are not numerically ranked.
- Public safety piece is not clear here, a lot of government jargon. Flesh out #2 that this is reason we are here is public safety.
- Governance board when it is all set, they are committed to the operations of the RFA. Benefit of RFA is become sole entity focused on public safety (FIRE & EMS), and educated and understands the work being done. Likes the document, it's important to help formulate the needs of everyone here.
 - Successful vote may include a few city council members at first, they are trusted faces
 - When we start it must be elected city officials.
- Builds on the chief's statement and these are covered in this document also.
- Agrees with moving values around, fire commissioners vs another committee and have a single focus and having people who do the work.

- Agree with reordering the principals so they flow differently. Mission and how it will be handled and end strong engagement with communities.

Talking Points for Council

- In communication plan, can we add an RFA corner in Tumwater newsletter?
 - Perhaps at a council work session.
 - Talking points to have the website added to it and discuss.
- Olympia end of council reports- tag teamed and some competing reports going on and some people are checked out and Jay does give an email update on it. Would love to see another avenue for updates, some prefer email and can read at their leisure.
- Olympia- Under announcements once a month RFA update real quick and what is coming up.

Actions: Work Plan and Project Timeline discussion held for April 11th meeting.

Follow Ups:

- Karen Meyer will try another format (Table preferred) for the Action Item lists for feedback at the next meeting.
- Karen Reed- Find out % of RFA that started with FBC and how the votes went.
- Brian & Mark- minor adjustments to the Chief statement with comments from above and send out in between meetings to get approved and on the website. ‘
- Draft Statement of Shared Values & Principals- Karen Reed to bring back updated with comments.
- Brian to share information from FSRB meeting from above questions.
- Talking points- add the website for the RFA.

March 14, 2022

Councilmembers: Yen Huynh, Michael Althaus, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff, Jim Cooper

Staff: Erika Stone, Chief Brian Hurley, Olympia City Manager Jay Burney, Rian Winter (fill in for James Osberg), Tumwater City Administrator John Doan, Chief Mark John, Steve Busz (fill in for Erin Johnson),

Consultant Team: Karen Meyer, Karen Reed, Bill Cushman

Action taken/action needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	Karen R sent out spreadsheet for staff and teams have been working on that.
Internal/External website, social media, news release discussion	John Doan, Jay Burney	Jay -waiting on charter before announcing to public. Oly RFA site will

		<p>link to Tumwater's page.</p> <p>John-updating our website with meetings and agendas. Looking at permitting and equipment with RFA.</p>
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Questions:

- Will we be doing a lot of communications to get the word out on this RFA?
 - Once finalized website is a good launch point for communications.
- Communications plan- we will be using certain platforms? Tumwater doesn't use Instagram and how do we reach each demographics?
 - PIOs within each city and how they want to handle that, coordinate sharing posts so we are not creating multiple messages.
 - Tumwater union has different protocols for postings vs. city pages.
 - We can re-share posts from other organizations to get the messages out to other people.
 - Steve- we have media branches within our state WSCFF, and have been very active from union side for portion of this. This is an option as well, Olympia and 2409 have twitter, Instagram, FB to reach a larger audience.
 - Jay—Locals should rebroadcast messages developed by the team rather than create their own messages, to avoid conflicts.
 - How do we reach out and engage people from both Olympia and Tumwater?
 - John- spoke with communications manager, suggested email account with questions. We need to do public meeting and afford the opportunity for the public to speak but we don't have enough answers right now.
 - Who is in the lead in communications so it's all co-branded and with one person?
 - This is not decided yet, will sort out in the coming days after this meeting.
- FAQs
 - Last question-will my fire station be closed?
 - Did not sit well, didn't answer the question.
 - Re-order put health, wellness and community FAQ first and then other items after.
 - Heart attach save rate and how we like to maintain that, continued partnership with TC Medic one.
 - Add question: how would I pay my benefit charge? Explaining paid similar to taxes via escrow.
 - Add note about the Cardiac Save program being preserved.
 - Committee agrees to revisions for Karen M.
- Work Plan
 - After discussion, the group agreed a Go-no-go decision should be added to the work plan at 2nd June meeting.
 - Did we talk about going to a lower turnout in April vs August?
 - Talked about the work plan and to go in April is to levy taxes for the following year.

- Town meeting communications- windows for these are proposed in work plan dates are not set and include hybrid models.
- Charter revisions review & Approval
 - Charter approved as revised, with correction on quorum (4, not 5)
- RFA Financing Presentation
 - Benefit charges exemptions, state buildings in Tumwater are owned by private owners would not be exempt.
 - Estimate that 1/3 of state occupied buildings in Tumwater are privately owned.
 - State occupied building charges could be negotiated.
 - How do you pay the FBC bill, can it be worked into escrow how do you actually pay it?
 - Most have it worked out as part of their property tax bill (although the FBC is not a property tax).
 - How many other RFA came in with FBC?
 - Have seen some start with, some without.
 - Karen will provide data on what others have done.
 - Initial estimate is that we will need an FBC to fully fund current levels of service.
 - Please quantify how much we would need to cut to not use FBC.
 - Can we fund service improvements as well with this model?

ACTIONS:

- Communications plan - “Thumbs up”
- Jay - Mark Barber, City of Olympia has agreed to be legal counsel for this work. If outside legal counsel is needed, we will discuss and figure out cost-share.
- John Doan - Agrees to pay for the database consultant if needed. “Thumbs up” for hiring a database consultant. Rough cost \$10,000.
- Preliminary “thumbs up” on draft work plan - (correcting annexation date)
- Draft Charter: CM Lisa motion to approve draft charter, CM Michael seconds motion. 4 Aye, motion passes unanimously.

Follow ups:

- Karen M. will email Chief’s draft purpose statement.
- Karen M. to revise FAQs and send to city administrators to review/post. If questions, changes then, let Karen M know.
- Karen R. - will add “go-no-go” on the work plan by end of June 27. Will bring revision for next meeting.
- Erika to add meetings in Sept, and Oct. 2nd and 4th Mondays per Karen R.
- Jay- work on Olympia’s website for Agenda and Meeting materials (legistar)
- Karen M. - email talking points to council.
- Karen R. will go back and look at other RFAs to see how many started or added FBCs.

February 28, 2022

Attendees: Erika Stone, Karen Meyer, Karen Reed, Brian Hurley, Jay Burney, James Osberg, John Doan, Bill Cushman, Mark John, Faith Trimble, Steve Busz.

Councilmembers: Yen Huynh, Michael Althausen, Lisa Parshley, Eileen Swarthout, Leatta Dahlhoff

Action taken/action needed	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	Created preliminary spreadsheet.
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	Financial spreadsheet updates, additional requests may be made by Bill.
Internal/External website, social media, news release discussion	John Doan, Jay Burney	

Questions:

- Tumwater and Olympia attorneys should have a discussion and discuss bandwidth and expertise. If not available, may need to look at hiring legal counsel
- Fire Benefit Charge requires 60% approval to create RFA. (Can County Assessor accommodate with timeline?)
- Can we consider a why/purpose statement for the RFA, for when public and staff ask questions? Who will be on point at each city to prepare talking points, FAQs, etc?
- Agenda- Suggest we add main talking points to the agenda (to prepare our report out to councils)

Follow ups:

- Jay/John
 - Finalize staff team
 - Meet with Chiefs and Bill C.
- Karen M.
 - Examples of RFA plans
 - Survey who would like a binder for RFA committee documents (Erika/Susan can assist with creating binders)
 - Send out revised draft communications plan; revised draft charter
- 2nd and 4th Monday for RFA meeting proposal
 - Karen M. to plan with John and Jay. (Erika to schedule extra meeting)
- Karen Reed- next mtg - come back with new draft charter
- Steve Busz- send spreadsheet to Bill, John and Jay from comparable sub-committee.

January 24, 2022

Action taken	Assigned to	Update
Form Comparables ad hoc sub-committee	Steven Busz, James Osberg, Jay Burney	
Form Capital Assets ad hoc sub-committee	Brian Hurley, Mark John, John Doan	

Questions/Follow up Requests:

- Work plan - facilitator (Karen M)
- Communication plan – facilitator (Karen M)