

North Whatcom Fire & Rescue – Fire District 4
Regional Fire Authority Planning Committee

Meeting 2

Date: Thursday, September 24, 2020

Time: 12:00 noon – 2:30 P.M.

Location: Meeting will be held virtually on Zoom

Proposed Agenda

Item #	Topic/ (time)	Presenter
1.	Welcome and Introductions (<i>7 min.</i>)	Committee Chair Mark Chamberlain
2.	Approval of Meeting Summary from Meeting 1 (<i>3 min.</i>)	Mark
3.	Presentation: Overview of Regional Fire Authorities, Project Schedule (<i>20 min.</i>) <ul style="list-style-type: none">• Overview of Regional Fire Authorities• Planning Committee Mission• District 4 and 21 comparison data• List of Key Policy Questions for Planning Committee• Draft project schedule	Chief Van der Veen, Karen Reed
4.	Presentation/Discussion: Themes from Commissioner interviews (<i>10 min.</i>)	Karen
5.	Review Sample RFA Plan, discussion (<i>20 min.</i>)	Karen
6.	Committee Process: Discussion/adoption of Committee ground rules; review of draft charter for Committee (<i>25 min.</i>)	Karen

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|-----|--|-----------|
| 7. | Discussion: Project Goals, major issues, work plan options (25 min.) <ul style="list-style-type: none">• Review/discussion of sample project goals• Review/discussion of major issues list• Discussion/direction on work plan approach | Karen/All |
| 8. | Committee Meeting date(s) (5 min.) | Mark |
| 9. | Next Agenda(s) date/time | Mark |
| 10. | Closing Comments | All |
| 11. | Adjourn | |

Materials for Meeting 2:

Agenda

Draft Meeting Summary of Meeting 1 of Planning Committee
District Side-by-Side Basic Data Comparison
Draft Mission Statement of Committee
Overview of Regional Fire Authorities
Key Policy Issues List
Project Schedule
South Snohomish County RFA Plan (sample plan)
Proposed Ground Rules
Proposed Committee Charter
Sample RFA Project Goals
Major issues and Work Plan approach

Additional materials:

Planning Committee Members Contact Information List
Staff Team Contact Information List



REGIONAL FIRE AUTHORITY COMMITTEE SPECIAL MEETING



via Zoom Meeting
3:00 p.m.
August 26, 2020

CALL TO ORDER

Fire Chief Jason Van der Veen called the Regional Fire Authority Committee Meeting for August 26, 2020, to order at 3:05 p.m. via Zoom Meeting.

ATTENDEES

Committee Members

District #21 (NWFR) Chairman Bruce Ansell; Commissioners John Crawford, and Scott Fischer.

District #4 Commissioners Harry Andrews and Mark Chamberlain.

Guests

Fire Chief Jason Van der Veen, NWFR Board Secretary Jennie Sand and District #4 Board Secretary Kris Parks.

District #4 Chairman Dave Hanson was not in attendance due to a conflicting meeting.

OPEN STATEMENT

Chief Van der Veen welcomed everyone to the first special regional fire authority planning committee meeting and reviewed the agenda. Chief Van der Veen noted that he had sent out some additional documents to review prior to the meeting. Another topic will be to determine tasks to be completed by either the committee or staff prior to the next meeting.

ELECTIONS

Chair: Commissioner Crawford noted that as a temporary commissioner, Commissioner Chamberlain will be a neutral chair who will be able to see both sides of the issue. In addition, Commissioner Chamberlain has had previous experience with both the City of Bellingham and Fire District #8 boards.

MOTION: Commissioner Crawford moved to approve Commissioner Chamberlain as the Chair of the regional fire authority committee. The motion was seconded by Commissioner Andrews and approved 5-0.

Commissioner Chamberlain accepted the role of chair of the regional fire authority committee and added that due to his previous board experience and temporary position as

a commissioner with no emotional ties to the position, he will be able to remain neutral with no emotional ties.

Chairman Ansell agreed, noting that keeping the chairs of both boards out of the position is a wise choice.

Vice-Chair:

MOTION: Commissioner Ansell moved to approve Commissioner Fischer as Vice-Chair of the regional fire authority committee. The motion was seconded by Commissioner Crawford and approved 5-0.

Commissioner Fischer accepted the role of Vice-Chair for the regional fire authority committee.

APPOINT SECRETARY/TRANSCRIBER

There was discussion regarding which board secretary will take the official notes of the regional fire authority committee meeting notes.

MOTION: Chairman Chamberlain moved to approve Jennie Sand as the transcriber who will take the official notes for the regional fire authority meetings. The motion was seconded by Commissioner Fischer and approved 5-0.

Commissioner Ansell noted that since District #21 Board Secretary Jennie Sand is not also in an administrator role as is the District #4 Board Secretary, it makes sense to have her take the official notes for the committee.

Jennie Sand accepted the role of transcriber.

PLAN / TIMELINE / MEETING SCHEDULE

Chief Van der Veen noted that he had sent out a copy of a draft regional fire authority work plan retrieved from the Washington State Fire Chiefs website. The document includes a process and timeline. Chief Van der Veen made minor updates to the timeline for the committee. The goal for completing the development of the vision, communications and financial plan is September 2020.

Tasks to work on next include the development of the regional fire authority's vision statement and a communication plan. Chief Van der Veen stressed that communication to the public and the employees will prove to be a vital piece of the plan.

Chairman Chamberlain noted that staff can work on a RFA vision statement and then submit ideas to the board at the next meeting.

Commissioner Crawford suggested to invite a labor representative to attend all upcoming meetings. Chairman Chamberlain will contact the labor group.

It was noted that there are no restrictions regarding who can attend the meetings or provide information. Only the six board members can vote and create subcommittees.

MOTION: Commissioner Crawford approved inviting a labor representative to attend all future regional fire authority committee meetings. The motion was seconded by Chairman Chamberlain and approved 5-0.

CONSULTANT DISCUSSION

The group discussed hiring a consultant to assist with the process. Chief Van der Veen noted that there are funds set aside in the District #21 budget for consulting services.

Chief Van der Veen sent out a copy of Consultant Karen Reed's resume to the committee prior to the meeting. She has come highly recommended and has vast knowledge and experience with regional fire authorities. Chief Van der Veen will contact Karen Reed to investigate her schedule, timeline and estimated costs. Her fee is \$210.00 per hour. With the current Covid-19 restrictions, there will be no travel time costs. Chief Van der Veen will report the information back to the committee before a decision is made via email.

Recently retired South Whatcom Fire Authority (SWFA) Fire Chief Dave Ralston has firsthand knowledge and experience of forming a fire authority. Since he is receiving retirement, it may prove complicated to compensate him as a consultant for this process. He may be able to be utilized in a limited capacity as the need arises.

Commissioner Crawford requested that Chief Van der Veen investigate who consulted with SWFA during their RFA process.

RULES AND PROCESS

Chief Van der Veen proposed that committee follow the Revised Code of Washington (RCW) 52.26 as it pertains to an RFA formation and governance rules. Chief Van der Veen will send out the link to the RCW which includes the formation, taxing and additional statutes for review.

The remainder of the process will be created once a consultant has been retained.

In addition, once the consultant decision is made, the meeting schedule can also be established.

Commissioner Ansell suggested that the committee follow the Roberts Rules of Order which is a procedure that governs most organizations with board of directors.

REGIONAL FIRE AUTHORITY NAME

Chief Van der Veen recently met with District #4 Chairman Dave Hanson regarding a potential name for the district. Since it will be quite an expense to rebrand the entire entity, it was suggested that the newly formed group become North Whatcom Regional Fire Authority. Both District #21 and District #4 will cease to exist.

MOTION: Commissioner Ansell moved to approve North Whatcom Regional Fire Authority as the name of the regional fire authority. The motion was seconded by Chairman Chamberlain and approved 5-0.

AGENDA ITEMS FOR NEXT MEETING

- Meeting Schedule
- Official Consultant Decision
- Vision Statement
- Communication Plan

ADJOURNMENT

MOTION: There being no further business Chairman Chamberlain moved to adjourn the meeting at 3:39 p.m. The motion was seconded by Commissioner Andrews and approved 5-0.

Respectfully Submitted by:

Jennie Sand, Recording Secretary

ATTEST:

Mark Chamberlain, Chairman

Regional Fire Authorities (RFA) Overview; Annexing into an RFA

Document dated September 18, 2020

A. Overview¹

A regional fire protection service authority -- known as an "RFA"-- is a special purpose district created by the vote of the people residing in the proposed district (chapter 52.26 RCW). Its boundaries are coextensive with two or more fire protection jurisdictions (fire district, city, town, port district, municipal airport, regional fire protection service authority, or Indian tribe) located within "reasonable proximity." It is a municipal corporation, an independent taxing authority within the meaning of article 7, section 1 of the state constitution, and a taxing district within the meaning of article 7, section 2 of the state constitution.

Regional fire protection service authorities were authorized in 2004. The legislature noted that the ability to respond to emergency situations by many of Washington state's fire protection jurisdictions had not kept up with the state's needs, particularly in urban regions and that efficiencies could be gained by regional fire protection service delivery.

B. Formation Process

The first step in forming the district is to create an RFA planning committee to draft a regional fire protection service authority plan. The planning committee is composed of three elected officials appointed by the governing bodies of each of the participating fire protection jurisdictions (RCW 52.26.030).

Upon receipt of the plan, the governing bodies of the fire protection jurisdictions may certify the plan to the ballot and put the plan before the voters for their approval or rejection. A single ballot measure may approve formation of the authority and the plan.

If a simple majority of votes cast are in favor, the district is declared organized by resolution of the county commissioners (RCW 52.26.060). However, if the plan authorizes the authority to impose fire benefit charges or 60% voter-approved taxes, the plan must be approved by a 60% supermajority (RCW 52.26.050).

Participating jurisdictions must review the plan every ten years (RCW 52.26.090(1)).

C. Governing Board

The governing board of the regional fire authority is determined by the plan and must consist of elected officials (RCW 52.26.080(2) and (3)). The board may consist of one of the following options (or a mix of both):

¹ The information in parts A-D of this briefing is copied from the Municipal Research Services Corporation (MRSC) website with minor edits to tailor the information to the Arlington-North County RFA annexation discussion.

- Current elected officials from the participating fire protection jurisdictions, such as city councilmembers from included cities, or fire district commissioners.
- Commissioners elected directly by the voters of the regional fire authority.

State law provides flexibility as to the composition and size of the RFA board.

The RFA Plan must establish the terms of office. The terms must be staggered, and no single term may exceed six years (RCW 52.26.080(3)(b)). If desired, the regional fire authority may establish commissioner districts for the purpose of determining commissioner eligibility and voting in primary elections (RCW 52.26.080(4)). Commissioners may also be elected at large by all voters of the RFA. A mix of districted and at-large board positions is also possible.

If the RFA includes districts in its governance plan, districts must be approximately equal in population. Candidates for a districted commissioner position must reside in the district. In the primary election, only residents of the district may vote. In the general election, all RFA voters participate in selecting the district commissioners from all districts, selecting from amongst the top two vote-getters from the primary from each district. For at-large positions, candidates can live anywhere in the RFA, and all voters in the RFA can participate in both the primary and general elections for these positions.

D. List of Regional Fire Protection Service Authorities

There are 13 regional fire protection service authorities in Washington, almost all in Western Washington. In 2015, the West Benton Regional Fire Authority became the first RFPSA in Eastern Washington.

Benton County

- **West Benton Fire & Rescue** (established 2015) - West Benton Fire Authority consists of Prosser and Benton County Fire Protection District No. 3, replacing a former interlocal agreement. Earlier RFPSA attempt failed in 2010 general election.

Grays Harbor/Pacific Counties

- **South Beach Regional Fire Authority** (established 2017) - City of Westport, Pacific County FPD No. 5, and Grays Harbor County FPDs No. 3, 11, and 14

King County

- **Puget Sound Regional Fire Authority** (established 2010, formerly Kent Fire Department RFA) - Includes City of Kent, King County FPD No. 37 (Covington annexed), and SeaTac (King County FPD No. 24 annexed)

- **Renton Regional Fire Authority** (established 2016) - Includes City of Renton and King County FPD No. 25
- **Valley Regional Fire Authority** (established 2007) - Cities of Algona, Auburn, and Pacific

Lewis County

- **Riverside Fire Authority** (established 2008) - City of Centralia and Lewis County Fire District No. 12

Mason County

- **North Mason Regional Fire Authority** (established 2014) - Includes Mason County Fire District No. 2 and Mason County Fire District No. 8

Snohomish County

- **Marysville Fire District Regional Fire Authority** (established 2019) - Snohomish County FPD No. 12 and City of Marysville
- **North County Regional Fire Authority** (established 2007) - Snohomish County FPD Nos. 14 and 18; both these districts have now dissolved. Stanwood annexed to the North County RFA in 2019.
- **South Snohomish County Fire & Rescue** (established 2017) - Snohomish County FPD No. 1 and the City of Lynnwood

Thurston County

- **Southeast Thurston Fire Authority** (established 2010) - Includes Yelm, Thurston County FPD No. 2, FPD No. 4 (Rainier annexed)
- **West Thurston Regional Fire Authority** (established 2009) - Includes Thurston County FPD No. 1 and Thurston County FPD No. 11

Whatcom County

- **South Whatcom Fire Authority** (established 2009) - Whatcom County FPD Nos. 2, 6, 9

E. Funding

Regional Fire Authorities have several options for funding:

- **Fire Levy** – up to \$1.50/\$1,000 Assessed Value.
- **Emergency Medical Services Levy** – up to \$0.50/\$1,000 Assessed Value
- **Fire Benefit Charge** – a supplemental funding mechanism that is not a tax. An FBC is a charge on real property with improvements. If a FBC is imposed, the fire levy cannot exceed \$1.00/\$1,000 of Assessed Value, but FBC revenue can be up to sixty percent

(60%) of the operating budget. Currently only 3 of 13 RFAs have a FBC in place. South Snohomish County Fire & Rescue is seeking approval of a benefit charge from its voters this November. An FBC requires a supermajority vote to be imposed and must be renewed by voter approval (simple majority) every six years.

The EMS Levy and FBC require sixty percent (60%) voter approval for authorization.

RFA's will typically seek periodic voter approval of a lid lift to restore their fire levy to \$1.50/\$1,000 of Assessed Value. (Because receipts from a property tax levy are capped at 1% growth per year, plus the value of new construction, the effective levy rate and its purchasing power declines over time).

Without voter approval, RFA's can also charge **fees for services** provided to third parties and residents.

When creating a new RFA, the timing of the election and effective date of the new agency will determine when the new RFA tax levies can start. For example, if the election is held at the August primary, and the parties formally establish the RFA on or before October 1 of that same year, the RFA levies can start January 1 of the following year; if the parties wait until after October 1 to formally establish the RFA, the RFA levies are delayed by one year. In either case, funding from existing partner agencies may be needed to support operations before the RFA levies are received.

F. Annexing into an RFA

Annexing into an RFA is a simpler process than forming a new RFA.

In sum, an **amendment to the existing RFA Plan** must be prepared outlining how the annexing jurisdiction will be incorporated into the RFA. The "RFA Plan Amendment" can address any or all subject matter in the existing RFA Plan. Creation of a formal Planning Committee as described in RCW 56.26.030 (with three elected officials for each participating jurisdiction) is not required as part of the annexation process, but since the Plan must be adopted by the legislative body of the annexing jurisdiction, negotiation of the terms and conditions between the RFA and the annexing jurisdiction is advisable.

The RFA Plan Amendment must be approved first by the RFA governing board, and then approved in identical form by the legislative body (e.g., city council) of the jurisdiction proposing to annex into the RFA.

Once both the RFA and the annexing jurisdiction have approved the RFA Plan Amendment, the RFA Plan Amendment must then be submitted to the voters of the annexing jurisdiction. A simple majority of voters in the annexing jurisdiction must approve the annexation measure. There is no minimum turnout (validation) requirement for the election. Voters in the RFA do not vote on the annexation, only those in the annexing jurisdiction.

By way of example, the ballot language used for the City of Stanwood annexation in the RFA is reproduced below:

**City of Stanwood
Proposition No. 1**

Annexation of Fire and Emergency Medical Services

Shall the City of Stanwood be annexed to and be a part of the North County Regional Fire Authority?

The RFA Plan Annexation Amendment should identify the date on which the annexation will become effective, which can be any date after the election is validated but not later than the date on which RFA taxes or charges will be imposed by the RFA in the annexing jurisdiction.

The RFA cannot impose differential taxes or Fire Benefit Charges in the annexing jurisdiction as compared to those imposed on existing RFA properties/residents.

The RFA fire levy and EMS levy will be imposed in the annexing jurisdiction on the next January 1 for any annexation that becomes effective by August 1 of the prior year; for an annexation that takes effect after August 1, the RFA fire levy and EMS levy cannot be imposed for an additional year. (So, for example, if an annexation is approved in August 2021, the fire levy cannot be imposed in the annexing jurisdiction until January 1, 2023).

Mission of the Planning Committee

Document Dated 9.16.20

The mission of the Planning Committee is to create and propose to the elected leadership of North Whatcom Fire & Rescue (“NWFR”) and the Whatcom County Fire District #4 (“WCFD4”) a plan (“Plan”) for a regional fire authority encompassing the entire territory within the jurisdictional boundaries of the NWFR and the WCFD4, including the proposed governance, design, financing and development of fire protection and emergency service facilities and operations, including maintenance and preservation of facilities or systems, all as authorized by Ch. 52.26 RCW. The Planning Committee is advisory to the Board of Commissioners of NWFR and the Board of Commissioners of the WCFD4.

Comparing North Whatcom Fire & Rescue and Fire District 4

DRAFT Document dated September 2020

North Whatcom Fire & Rescue	Fire District #4
Date Established	
Dec. 7, 2006 (from merger of FD #3 and 13)	Early 1950s
Current population (2020 Est.)	
33,837	9,813
Projected Population and annual growth rate	
12% growth by end of 2029 (ECRI) / 1.26%/yr.	
Area in square miles	
156 sq. miles	Approx. 26 sq. miles
Population Density	
217 persons per square mile	377 persons per square mile.
Annual Calls for Service in each District	
3,983 (2019)	1,151 (2019)
Major land uses/other points of interest	
City of Blaine is wholly within NWFR, (2020 pop. Est. 5,520)	A portion of the District is within the potential annexation area for the City of Bellingham. A small portion in the western edge of the District is currently being considered for annexation by the City.
Assessed Value, 2020	
\$5,123,566,333	\$1,756,815,215
Median Assessed Value of a home for property tax purposes in 2020	
Awaiting on Assessor's Office	Awaiting on Assessor's Office
2020 Tax Levy Rates	
Fire levy: \$1.23 Total: \$1.23 per \$1,000 A.V.	Fire Levy: \$0.87 Bond: \$0.10 EMS: \$0.22 Total: \$1.19 per \$1,000 A.V. Total less Bond: \$1.09
Current governance structure	
5 member board of commissioners; all elected at-large	3 member board of commissioners; all elected at-large
Other	
<ul style="list-style-type: none"> 88% of combined districts area is rural; 7% suburban; 5% urban (2020 Master Plan) 2020 FTE: 50 Authorized; 4 vacancies currently; 20 volunteers 	

RFA Issues List

Over-arching issues	Key Operational Issues	Key Financing Issues
Governance	Labor Issues	

	Over-arching Issues
A	Problem/Need Statement
B	Operational Efficiencies and other benefits that can be secured through the RFA
C	Overall Schedule and Work Plan
D	Public Outreach Plan during development of RFA Plan
E	Commissioner Communications
F	Overall Project and Election costs, allocation
G	Public Education Plan (Post RFA Plan Adoption through Election)
H	Transition Plan (Post Election through effective date)
	Structure, Services, Staffing, Financing Issues
1	Proposed RFA Boundaries
2	RFA Name
3	Service Start Date, Levy Start Date
4	What Services will the RFA Provide? <ul style="list-style-type: none"> ○ Ambulance services ○ Fire Marshal and inspection services ○ Contracts to serve other agencies
6	Governance: Board structure <ul style="list-style-type: none"> ○ Values / Principles ○ Legal Options / What have others done ○ Examples meeting the values & principles ○ Anticipated Role/Status of District 21 & 4 after RFA created
7	RFA Standards of Cover/Service Levels
8	Interlocal Service Agreements <ul style="list-style-type: none"> ○ services provided by other agencies (regional dispatch, emergency management)

		<ul style="list-style-type: none"> • Assignment to RFA • Assets/liabilities transferred to RFA or retained? • Valuation at transfer for purposes of audit
9		Services provided <i>to</i> other agencies—continue/assign?
10		Service from third parties -- ability to assign
11		Facilities – transferred to RFA, leased, or retained? Valuation
12		Apparatus / Equipment – transferred to RFA, leased, or retained? Valuation
13		RFA Staffing Levels <ul style="list-style-type: none"> ○ Existing staff: transferred to RFA or retained by Districts ○ Employee Salary assumptions ○ Employee Benefits Assumptions
14		Labor Management Issues
15		Employee Transfer Issues <ul style="list-style-type: none"> ○ Assigning the Current Liability for Sick Leave/Vacation Hours Accrued in “Time Banks” ○ Employees on Long-Term disability ○ Benefits programs—retain current or start new?
16		LEOFF 1 <ul style="list-style-type: none"> ○ Assignment of any ongoing liabilities
17		Funding the RFA – Options / Implications / Setting proposed starting levy rate(s) <ul style="list-style-type: none"> ○ Property Tax ○ EMS levy ○ Benefit Charge - retain authority to do this in the future under RFA Plan. ○ Other ○ Interim transfers from Districts to fund operations in 2021 (November-December)
19		Existing Debt Obligations Related to Fire Service—future responsibility
22		RFA Reserves – Initial and Target Balances
23		Existing District Reserves -- transfer/disposition
24		7 year financial plan <ul style="list-style-type: none"> ○ Target Cash Level Policies/ Initial Capitalization / Minimum Cash balances ○ How frequently will levy lid lifts be required to sustain service levels? ○ Inflation Assumptions on all costs ○ Capital (facilities, apparatus) cost assumptions
25		Drafting RFA Plan

NWFR/District 21 and District 4 RFA

Draft Project Calendar

Version 9.16.20

August 2020	RFA Planning Committee Formed
September	Planning Committee Develops RFA Plan (8 months) Initial Public outreach Ongoing Check-ins with Boards of Commissioners, Employees Proposed RFA Plan submitted for formal approval by Boards of Commissioners in April 2021
October	
November	
December	
January 2021	
February	
March	
April	
May	Ballot measure submitted to Whatcom County Elections
June	
July	
August 2021	August 3: Primary Election
September	
October	October 1: Effective Date of RFA
November	
December	
January 2022	January 1: RFA taxes imposed from this date forward

Themes from Initial Discussions with Commissioners of Fire Districts #4 and #21

Document dated September 21, 2020; Prepared by Karen Reed

Introduction

This document summarizes the themes from individual phone and zoom call conversations conducted with each sitting Fire District Commissioner of District #21 and #4. Interviews were conducted between September 11 and September 18, 2020, with Karen Reed, the consultant engaged to facilitate the Regional Fire Authority Planning Committee process. Each interview took between 30 and 60 minutes. The themes are presented without attribution as to any specific comments and are intended to identify at a high level points of consensus and lack of consensus between the two Boards of Commissioners.

Reasons for pursuing the creation of a Regional Fire Authority

The most frequently mentioned reasons for creating and RFA encompassing the two Fire Districts were:

- To support continued fire service to District 4 as Bellingham's continued annexations are negatively impacting District 4's finances.
- Improve efficiency in operations/governance and provide better service throughout the combined territory
- Move forward from the current service contract situation which is creating conflict between the two agencies.
- To create a platform for additional agencies to join in a regional fire operation in the future.

Concerns about the proposed RFA

Most frequently mentioned concerns were:

- Interpersonal conflicts between Commissioners impacting the RFA discussions
- Question of what the starting tax levy rate will be, and whether voters will support it

Defining Success

There was no consensus on this question. Responses varied from stabilizing funding and staffing to simply getting support of the voters, to being able to reach agreement amongst Commissioners, to ensuring transparency and clarity for voters.

Barriers to success

The most frequently mentioned items were interpersonal conflicts between Commissioners and the ability to reach agreement on the RFA organizational chart.

Public perception of current fire service

There was strong consensus that the public generally has a positive view of their current fire service. Most noted that there is probably little public awareness of the details of how service is provided.

Governance Priorities/Concerns

Most Commissioners identified a general desire for a board with fewer than 8 Commissioners; most mentioned 5 commissioners as a good/preferred size. Some mentioned the idea of transitioning the board over time to reduce the number of Commissioners. There was no consensus as to whether the new RFA board should include districted positions, at-large positions, or some mix of the two.

Funding the RFA

Several Commissioners noted concern about increasing RFA levy rates from the current levels; several noted that since District 4's levy rate is lower than District 21, the impact on District 4 voters will need to be carefully considered.

RFA Service Levels, facilities, operations

There was a notable lack of consensus about whether additional funding is needed to address staffing, facility or apparatus needs of the two districts. Some Commissioners identified gaps in these areas as being important to address; others felt there are no gaps or problems with the current service levels, facilities or apparatus.

Several Commissioners mentioned the recent training consortium Interlocal agreement, and the potential to utilize District 4's facility for regional training purposes.

Among the operational/facilities/equipment issues mentioned by Commissioners were:

- Desire to improve response times in eastern portion of District 21
- Lack of several positions at present: fire marshal, operations chief, training chief, safety officer, assistant chief –variously mentioned by multiple Commissioners
- Excess fire stations, need for improvements to some stations mentioned by some Commissioners.
- Differing views on whether additional administrative staffing is needed.

North Whatcom Fire & Rescue and Fire District 4 RFA Planning Committee

PROPOSED GROUND RULES

v. 9.16.20

How we will work together:

- Respect the right to be heard—only one person talk at a time.
- Stay on topic. We are here to develop an RFA plan.
- Stay on task consistent with the Committee's role.
- Monitor your airtime. Be concise so we can hear from everyone.
- Be constructive and solutions oriented. Do not re-litigate the past.
- Be respectful of differing points of view.
- We will operate by consensus wherever possible. We will take votes if necessary.
- Focus on interests, not positions; treat people as individuals.
- Don't let the perfect be the enemy of the good.
- Keep a sense of humor.
- New ground rules can be added by the Committee at any time.

The Process:

- Meetings will start on time.
- Meetings will end on time, unless there is agreement to extend for a specific amount of time.
- The facilitator will keep track of requests for information from Members; we will confirm together staff's capacity to respond, and whether the answers are of general interest to the Committee or simply need individual follow up.
- At each meeting we will discuss plans for the next agenda. A final agenda will be circulated by email in advance of the meeting. Meeting materials will also be circulated in advance if reasonably possible.
- If you can't attend a meeting, please let the facilitator know a.s.a.p. (contact info below).
- A summary of each meeting will be prepared by staff and the facilitator and submitted for approval by the Committee at the next meeting.
- The facilitator will keep us on schedule during meetings.

North Whatcom Fire & Rescue– Fire NWFR #4 Regional Fire Authority Planning Committee

Draft Proposed Charter / Operating Rules

Version dated 9.21.20

- A. **Mission of the Regional Fire Authority (RFA) Planning Committee:** The mission of the Planning Committee is to create and propose to the Board of Fire Commissioners of North Whatcom Fire & Rescue/Fire District 21 (“NWFR”) and Whatcom County Fire District #4 (“WCFD4”) [collectively referred to as the “Boards”] a plan (“Plan”) for a regional fire authority encompassing the entire territory within the jurisdictional boundaries of the NWFR and the WCFD4, including the proposed governance, design, financing and development of fire protection and emergency service facilities and operations, including maintenance and preservation of facilities or systems, all as authorized by Ch. 52.26 RCW. The Planning Committee is advisory to the Board of Commissioners of NWFR and the Board of Commissioners of WCFD4. The Planning Committee shall seek to develop a Plan which, if approved by the voters of the NWFR and WCFD4, will achieve the following goals and outcomes:

[TBD]

- B. **Membership:** The Planning Committee membership shall include 3 Fire Commissioners from NWFR and the 3 Fire Commissioners from WCFD4. NWFR shall also appoint one Alternate member from its Board of Commissioners who shall participate in meetings in the absence of one of the NWFR primary appointed Committee members; the Alternate is encouraged to attend meetings to remain informed of the Committee’s deliberations but will not be considered a member or receive the stipend at any meeting unless filling in for an absence.
- C. **Process:**
1. Schedule. The Planning Committee will meet on a regular basis approximately [twice?] a month from August 2020 through April 2021, and once a month from May through July, 2021. [TBD] The Chair of the Planning Committee may also schedule special meetings as may be necessary or appropriate.
 2. Developing Preliminary Recommendations, Public Outreach Process. The Planning Committee will accomplish its mission by reviewing staff-developed reports, information, options and recommendations and considering public input. The Planning

Committee will identify preliminary recommendations with respect to all items that must be included in the Plan. The Planning Committee shall also provide advice on the public outreach effort accompanying the development of the Plan and public education effort after the Plan is approved.

3. Periodic Updates to Boards. The Planning Committee will provide periodic updates to the Board of Commissioners of both NWFR and WCFD4 in the form of preliminary recommendations, in order that the Boards may provide timely input on the development of the Plan.
 4. Board Deliberations. Either or both Boards may determine they need additional time to deliberate on a preliminary recommendation from the Planning Committee, and if so, the Planning Committee will shift its work plan so as to not delay the schedule any further than necessary. A Board choosing to deliberate on a preliminary recommendation will make every effort to conclude its deliberations by the end of its next regularly scheduled meeting.
 5. Reconciling Direction from Boards. If either Board is opposed to any preliminary recommendation of the Planning Committee, it will promptly so advise the Planning Committee. The Planning Committee will then work to amend the preliminary recommendations to reconcile it with input from the Boards and bring revised preliminary recommendations back for review by the Boards. In the event of any apparently irreconcilable conflicts between the Boards, the Planning Committee will so notify the Boards and propose a resolution. Work on the project will cease, at any point at which either the Board adopts a resolution to halt work on the project.
- D. **Public Input**. All meetings of the Planning Committee shall be open to the public and shall be duly noticed as public meetings as required by law. Agendas for meetings (and to the extent practicable all meeting materials) shall be posted online **not less than 24 hours** before each Committee meeting. The Planning Committee is required by statute to ensure there are opportunities for public input in the development of the Plan. The Planning Committee shall adopt a plan for public input, which will at a minimum include conducting **[two?]** public information and input sessions before the Plan is approved by NWFR and WCFD4. NWFR and WCFD4 will also host a website (the "RFA Website") where the public and other stakeholders can gather information and review the agendas, proceedings and materials considered by the Planning Committee. **[IT/Communications staffing needed to support this]** The Planning Committee may determine whether to take public comment at its meetings, and shall provide the public a means to submit written comments to the Committee. If the Planning Committee determines to take public comment at its meetings, it shall approve the rules relating to such comment. **[Public Comment approach TBD]**

- E. **Public Communications.** Members of the Planning Committee may be called on from time to time to comment about the activities of the Planning Committee or the subject matter under deliberation. In such communications, Members will take care to distinguish any official Planning Committee positions from individual Member positions. Members agree to refer inquiries from the press to the Chair and Vice-Chair of the Planning Committee for response on behalf of the Planning Committee.
- F. **Chair and Vice-Chair of Planning Committee:** At its first meeting, the Planning Committee elected a Chair and a Vice-Chair from among its Members. The Chair and Vice-Chair will review and approve agendas in advance of meetings. The Chair will preside over the meetings; the Vice-Chair will preside over the meeting in the absence of the Chair. The Chair and Vice-Chair shall serve as spokespersons for the Planning Committee and shall sign transmittals and reports of the Planning Committee, and assume such other duties as may be delegated to them from time to time by the Planning Committee. Any vacancy in the post of Chair or Vice-Chair may be filled by the Planning Committee upon a vote of a majority of the Planning Committee. In all events, one of these officers must be a NWFR representative, and one must be a WCFD4 representative.
- G. **Resignation and Appointment of Replacement Members.** Any Member of the Planning Committee from NWFR may resign, and such resignation shall be effective upon submitting written notice to the Chair and the resigning member's Board. The Board of the resigning Member's agency shall take prompt action to appoint a replacement member. WCFD4 representatives may not resign, unless they are also resigning as a District 4 Commissioner, because all three District 4 Commissioners must by statute serve on the Planning Committee.
- H. **Planning Committee Meetings.** Notice of all meetings of the Planning Committee shall be given by the Chair or his/her designee in writing by electronic mail or personal delivery to all Members at least **seven (7) days** prior to the date on which the meeting is to be held; provided, however, the Chair may call for special meetings upon not less than **twenty four (24) hours'** notice. Any notice shall specify the date, time and place of the meeting; provided, however, notice may be waived in writing signed by the person or persons entitled to such notice, whether before or after the time at which the notice is required to be given, which shall be equivalent to the giving of such notice. Notice for a special meeting shall also specify the business to be transacted as required by RCW 42.30.080(3).
1. **Agendas.** Prior to each regularly scheduled meeting, the Planning Committee, the Chair and Vice-Chair shall work with staff to confirm an agenda for the meeting. At the

beginning of the meeting any Member may request that the Chair add an item to the agenda. The decision whether to add an item shall be made by the Chair. Agendas will be made available to the Members electronically (by email) at least **3 days** prior to the meeting. Staff supporting the Planning Committee shall make best efforts to provide all meeting materials to the Planning Committee at least **2 days** prior to the meeting date.

2. Quorum. A quorum at any meeting shall consist of Planning Committee Members who represent a simple majority of voting members.
3. Rules of Order. All meetings of the Planning Committee shall be conducted informally but as needed shall be in accordance with the latest edition or revision of Robert's Rules of Order, except as otherwise provided in this Charter.
4. Minutes. The Planning Committee has appointed a Secretary. The Secretary shall prepare and maintain summary minutes of Planning Committee meetings, recording attendance, general discussion items, decisions and votes (where taken). Minutes approved by the Planning Committee shall be available to the public and posted on the RFA Website.
5. Meeting Notices and Agendas. All meeting notices and agendas will be posted on the RFA Website in compliance with RCW 42.30.077, .080.
6. A designated labor representative will be provided an opportunity to participate in the Committee discussions and to offer comment at each meeting.

J. Decision Making:

1. Votes. The Planning Committee shall attempt to make decisions by consensus, defined as approval from not less than four Planning Committee members, including two from each agency. Where such consensus cannot be achieved, items may be approved by majority vote of the Planning Committee, however, the lack of consensus shall be noted. The minutes shall reflect the votes of each member. Each Member of the Planning Committee has one vote. No proxy voting is allowed.
2. Routine Items. Routine actions of the Planning Committee will be confirmed by majority vote.
3. Approval of Final RFA Plan. Notwithstanding the terms of Section I.1-2, the final proposed Plan must be approved by not less than two-thirds of Planning Committee members from both NWFR and WCFD4.

1. K. **Staff support for Planning Committee:** Staff support will be provided by the employees of NWFR and WCFD4, and an independent facilitator. Both agencies acknowledge that additional consultant support may be necessary to develop all the information sought over the course of this effort. The Planning Committee will utilize the law firm of Chmelik, Sitkin & Davis, P.S. (CSD) to obtain legal advice. The cost of such legal services will be borne by NWFR. Before CSD provides advice to the Planning Committee, CSD is directed to forward such proposed advice to the District's legal counsel, Quinn & Quinn, P.S. for review. If the legal advisors disagree on the advice that will be provided to the Planning Committee, the two law firms will collaborate in an effort to reach a consistent answer. If the disagreement cannot be reconciled, the Planning Committee meeting notes will reflect the difference in legal opinions.
- L. **Funding:** Early in its process, the Planning Committee will make a recommendation as to how costs of the project should be allocated between NWFR and WCFD4 and shall forward that for action by the appropriate NWFR/ WCFD4 processes.
- N. **Approval and Amendment of this Charter:** This Charter shall be approved by vote of not less than four Members of the Planning Committee, including two Members representing NWFR and two Members representing WCFD4, and any amendments must be similarly approved.

Sample RFA Project Goals

- **Which of these are applicable here?**
 - **What additional goals / potential benefits would you add?**
1. To provide sustainable funding and service levels over time to meet the needs of the growing population in the Districts, while at the same time dealing with a shrinking tax base in District 4 as Bellingham continues its annexation of portions of District 4.
 2. To improve efficiency of operations.
 3. To fund specific service level improvements to better serve the residents and businesses within the proposed RFA.
 4. To ensure the RFA Plan addresses the concerns and needs of both Districts and is ultimately supported by both the District Boards of Commissioners
 5. To provide transparent, understandable information to the public about the potential impacts of the proposed RFA.
 6. To ensure meaningful public input opportunities during the planning process, and to consider public input received in the drafting of the Plan.
 7. To ensure the governance plan for the RFA provides equitable representation of the two member agencies, and to provide sufficient flexibility in the Plan to allow additional cities and fire districts to join the RFA in the future without needing to resubmit a new RFA plan to the voters of Districts 4 and 21.

Major Issues for the RFA Plan, Options for Work Plan Approach

Document dated 9.18.20

Major Issues

Based on review of information and discussions to date, the major issues for the parties to work through are:

- RFA Organizational chart / staffing
- Setting initial fire levy rate
- Governance

As discussions proceed, other issues may emerge.

Work Plan

Because the Districts are functionally merged, many aspects of the RFA Plan development could be addressed fairly quickly. For example:

- Boundaries
- Labor costs
- Services to be provided
- Service levels/standard of cover

The Committee may want to consider some items as “go - no go” issues, after the Committee considers its options. That is, if agreement cannot be reached, work should cease. If so, this should be incorporated into the work plan.

Setting the levy rate should be based on an understanding of the financial needs of the RFA in the near term (5-7 years). Additional staff/consultant work to develop modelling for levy rate options is needed so that the Committee can explore issues such as:

- As the fire levy rate and EMS levy rate changes, what capital needs can be funded, and what additional staffing can be supported?
- How frequently will the RFA need to seek a levy lid lift?

Both financial analyst/modelling capacity and communications support should be identified as soon as possible.

Work Plan

The proposed approach to the work plan would be to simultaneously start work on all fronts:

- Organizational Chart
- Fire Levy
- Governance
- Other operational issues/items to be addressed in RFA Plan

We would identify any “go – no go” steps up front based on consensus of the Committee.

Work will be iterative: as the Committee agrees on items, those would be forwarded to the full Boards of Commissioners for review/concurrence so that work can proceed knowing the decision-makers are in support.

We would work to quickly address the ideas that can be approved based on existing functional consolidation.

Governance will be considered by starting with agreement on broader principles, and working towards identifying a smaller range of options that meet these principles, and then recommending a final option or options for consideration by the Boards of Commissioners.

We would work on financial items as the data can be made available.

An updated project budget should be developed soon and agreement reached on cost sharing.

Discussion Questions for Group

- Is the proposed work plan approach acceptable? Questions or suggested changes?
- What are the “go – no go” issues?
- Other questions or suggestions?

**South Snohomish County Fire & Rescue
Regional Fire Authority (RFA) Plan**

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ACKNOWLEDGEMENT

Recognizing the challenges and opportunities that all fire jurisdictions are facing, the City of Lynnwood and Snohomish County Fire District No. 1, through a partnership of many years, agreed to explore the different governance and funding options available to provide regional fire protection and emergency medical services to the communities we serve.

Planning Committee

Ian Cotton, Lynnwood City Council
George Hurst, Lynnwood City Council
Nicola Smith, Lynnwood Mayor

Jim McGaughey, Fire District 1 Commissioner
Bob Meador, Fire District 1 Commissioner
Richard Schrock, Fire District 1 Commissioner

Leadership Staff

Brad Reading, Fire Chief
Robert Eastman, Assistant Chief
Gregg Sieloff, Assistant Chief

Staff Workgroup

City of Lynnwood

Dustin Akers
Robert Bartram
Jared Bond
Scott DiBenedetto
Julie Moore
Sarah Olson

Fire District 1

Bill Cushman
Doug Dahl
Leslie Hynes
Shaughn Maxwell
April Richardson
Amanda Thompson
Kevin Zweber

SECTION 1	BACKGROUND & NEEDS STATEMENTS
<i>Revision</i>	The BACKGROUND & NEEDS STATEMENTS section of the RFA Plan is subject to amendment by a majority vote of the RFA Governance Board.
<i>Adopted</i>	
<i>Revised</i>	

A. Background and Needs:

1. The ability to respond to emergency situations by fire protection and emergency services jurisdictions has not kept up or progressed with the region's needs and special service demands. Anticipated increases in population, building density and building heights will likely exacerbate this problem.
2. Providing a fire protection and emergency services system requires a collaborative partnership and responsibility among local and regional governments, the private sector, and the community.
3. Delivery of core emergency services and timely development of significant projects can best be achieved through stable funding options for regional fire protection and emergency services.
4. The City of Lynnwood and Snohomish County Fire District No. 1 have had a cooperative partnership, striving to provide the highest level of fire and emergency services to our community within the confines of available resources through a long-standing mutual/auto aid agreement and more recently, through blended management.
5. The City of Lynnwood and Fire District No. 1 will be asking its citizens to consider combining all functions and services provided by the City of Lynnwood Fire Department and Snohomish County Fire District No. 1 into a single entity, called South Snohomish County Fire & Rescue, a Regional Fire Authority.
6. The Planning Committee established this Plan using an approach to equitably share costs and contribute assets to form the Regional Fire Authority.

RFA SECTION 1 PLAN REVISION:

The **NEEDS STATEMENT** section of the **(RFA) Plan** is subject to amendment by a majority vote of the RFA Governance Board.

SECTION 2	DEFINITIONS
<i>Revision</i>	The DEFINITIONS section of the RFA Plan is subject to amendment by a majority vote of the RFA Governance Board.
<i>Adopted</i>	
<i>Revised</i>	

A. DEFINITIONS

1. The definitions in this section apply throughout this **Plan**, unless the context clearly requires otherwise.
 - 1.1. "**Board**," "**Governance Board**," or "**Governing Board**" means the Governance body of a regional fire protection service authority.
 - 1.2. "**City**" means the City of Lynnwood.
 - 1.3. "**District**" means Snohomish County Fire District No. 1.
 - 1.4. "**Effective Date**" means October 1, 2017 if the legislature amends RCW 52.26.070 to allow the RFA Plan to establish the date of RFA formation; otherwise, the Effective Date shall be January 1, 2018.
 - 1.5. "**EMS Levy**" is a voter approved property tax levy that must be approved by a supermajority vote.
 - 1.6. "**Fire Benefit Charge**" is a service charge determined by the required fire-flow, personnel and equipment costs associated with fighting a fire in a particular type and size of structure.
 - 1.7. "**Interlocal Agreement**" or "**ILA**" means any interlocal service agreement between the RFA and the City of Lynnwood in providing certain administrative and support services per the adopted Plan.
 - 1.8. "**Participating Jurisdictions**" means the City of Lynnwood and Snohomish County Fire District No. 1.
 - 1.9. "**RCW**" means Revised Code of Washington.
 - 1.10. "**Regional Fire Protection Service Authority**," "**Regional Fire Authority**," or "**RFA**" means a regional fire protection service authority formed pursuant to Chapter 52.26 RCW. An RFA is a municipal corporation and independent taxing authority within the meaning of Article VII, Section 1 of the State Constitution, and a taxing district within the meaning of Article VII, Section 2 of the State Constitution.

1.11. "Regional Fire Authority Planning Committee" or "Planning Committee" means the committee created under RCW 52.26.030 to create and propose to the City of Lynnwood and Snohomish County Fire District No. 1 the Regional Fire Authority Plan.

1.12. "Regional Fire Authority Plan," "RFA Plan" or "Plan" means this Regional Fire Protection Service Authority Plan, drafted and approved in accordance with Chapter 52.26 RCW for the development, financing and operation of the South Snohomish County Fire & Rescue Regional Fire Authority.

1.13. "Regional Fire Authority" or "RFA" means the Regional Fire Protection Service Authority defined in this plan whose boundaries are coextensive with the City of Lynnwood and Snohomish County Fire District No. 1.

RFA SECTION 2 PLAN REVISION DISPOSITION:

The **DEFINITIONS** section of the **RFA Plan** is subject to amendment or revision only by a majority vote of the RFA Governance Board.

SECTION 3	FORMATION AUTHORITY
<i>Revision</i>	The FORMATION AUTHORITY section of the RFA Plan is subject to amendment or revision only by submission of a revised RFA Plan to the electorate for approval.
<i>Adopted</i>	
<i>Revised</i>	

A. REGIONAL FIRE PROTECTION SERVICE AUTHORITY

1. Chapter 52.26 RCW provides statutory authority for the formation of a Regional Fire Authority by the City of Lynnwood and Snohomish County Fire District No. 1.

B. PLANNING COMMITTEE AUTHORITY

1. RCW 52.26.030 and RCW 52.26.040 provides statutory authority to form and operate a Planning Committee.
2. The Participating Jurisdictions formed a Planning Committee consisting of three (3) elected officials of the City and three (3) Commissioners of the District.
3. The Planning Committee developed and presented the RFA Plan to the elected officials of each Participating Jurisdiction.

C. RFA PLAN APPROVAL AUTHORITY

1. The legislative body of each Participating Jurisdiction reviewed and approved the RFA plan by Joint Resolution and called for an election to approve the RFA Plan.
2. The RFA Plan is being submitted to the voters of the City and the District as a ballot measure that must be approved by a simple majority.
3. The Planning Committee has authority to take all necessary actions on behalf of the Participating Jurisdictions and perform all necessary duties as required to place the RFA Plan before the voters.
4. Should the RFA Plan be approved by a simple majority of the voters of the Participating Jurisdictions, the South Snohomish County Fire & Rescue Regional Fire Authority shall be formed on the Effective Date in accordance with RCW 52.26.070.
5. Upon voter approval of the RFA Plan, the City and the District shall continue to exist as Washington State Municipal Corporations. The exclusive purpose of the continued existence of the District shall be to levy and collect taxes and/or other fire protection

district revenue to be transferred to the RFA until such time as the RFA collects its own revenues, and to provide representation to the newly formed RFA Governance Board. Once the RFA begins levying an EMS levy (following voter approval under RCW 84.52.069), it is anticipated that the District will submit a ballot measure to its voters to dissolve in accordance with RCW 52.10.010.

If the RFA Plan is not approved by a simple majority of the voters, then operations relating to the services set forth herein shall remain with the City of Lynnwood Fire Department and Snohomish County Fire District No. 1.

RFA SECTION 3 PLAN REVISION DISPOSITION:

The **FORMATION AUTHORITY** section of the **RFA Plan** is subject to amendment or revision only by submission of a revised RFA Plan to the electorate for approval.

SECTION 4	JURISDICTIONAL BOUNDARIES
<i>Revision</i>	The JURISDICTIONAL BOUNDARIES section of the RFA Plan is subject to amendment or revision only by a majority vote of the RFA Governance Board.
<i>Adopted</i>	
<i>Revised</i>	

A. JURISDICTIONAL BOUNDARIES ON DATE OF FORMATION

1. On the Effective Date, the jurisdictional boundaries of the RFA shall be the legal boundaries of the Participating Jurisdictions. The boundaries are generally depicted on the map attached hereto and in **Appendix A** of this RFA Plan.
2. On the Effective Date, the RFA shall also be responsible for providing services to the following jurisdictions via the referenced interlocal agreements:

2.1. District Interlocal Agreements:

- a) City of Edmonds pursuant to a Revised and Restated Interlocal Agreement for Fire and Emergency Medical Services dated January 26, 2017;
- b) City of Mountlake Terrace pursuant to an Interlocal Agreement for Fire and Emergency Medical Services dated January 13, 2005; and
- c) City of Brier pursuant to an Interlocal Agreement for Fire and Emergency Medical Services dated January 13, 2005.
- d) City of Mukilteo pursuant to an Interlocal Agreement for Ladder and Battalion Chief response services dated November 1, 2016.

2.2. City Interlocal Agreements:

- a) City of Mukilteo pursuant to an Interlocal Agreement Regarding Advanced Life Support Licensing and Fire/EMS Services dated July 21, 2009.

2.3. The District and City shall assign the foregoing interlocal agreements to the RFA on the Effective Date.

B. CHANGES IN JURISDICTIONAL BOUNDARIES AFTER FORMATION OF THE RFA

1. Boundary changes that do not require an RFA Plan amendment:
 - 1.1. City annexations of areas included within the boundaries of the RFA. Such annexations will not affect the RFA since the areas will already be within the RFA boundaries. Pursuant to RCW 52.26.290 there will be no required asset or employee transfers between the District and the City.

- 1.2. City annexations of areas not included within the District. On the effective date of such annexation, the territory annexed shall automatically be included within the boundaries of the RFA pursuant to RCW 52.26.290. The territory added to the RFA by such annexation shall be subject to the taxation, charges, and bonded indebtedness (if approved as part of the annexation process) of the RFA. Any transfer of assets or employees that occurs because of annexation shall be between the transferring entity and the RFA.
- 1.3. Annexation of a portion of the District by a City that is not a Participating Jurisdiction in the RFA. On the effective date of such annexation, the territory annexed shall automatically be removed from the boundaries of the RFA. In this situation, the RFA shall not be obligated to transfer employees or assets of the RFA and the annexing city shall be restricted solely to assets and employees of the District, if any.
- 1.4. RFA Annexations. Pursuant to RCW 52.26.090(g), the RFA shall have the authority to conduct annexations of unincorporated territory adjacent to the RFA pursuant to the statutory authority and procedures set forth in RCW 52.04.001 through RCW 52.04.051.
- 1.5. RFA Partial Mergers. Pursuant to RCW 52.26.090(g), the RFA shall have the authority to participate in the partial merger process under the authority and pursuant to the procedures set forth in RCW 52.06.090 and RCW 52.06.100.

2. Boundary Changes that require an RFA Plan Amendment.

- 2.1. Annexations of Adjacent Fire Protection Jurisdictions. Other fire protection jurisdictions that are adjacent to the boundaries of the RFA are eligible for annexation by the RFA. Upon Plan amendment and voter approval as provided in the annexation procedures of RCW 52.26.300, the boundary of the RFA will be expanded to include adjacent fire protection jurisdictions.

RFA SECTION 4 PLAN REVISION DISPOSITION:

The **JURISDICTIONAL BOUNDARIES** section of the **RFA Plan** is subject to amendment or revision only by a majority vote of the RFA Governance Board.

SECTION 5	GOVERNANCE
<i>Revision</i>	The GOVERNANCE section of the RFA Plan is subject to amendment or revision only by a majority vote of the RFA Governance Board.
<i>Adopted</i>	
<i>Revised</i>	

A. GOVERNING BOARD STRUCTURE AND OPERATION

1. **Governing Board.** As provided by RCW 52.26.080, the RFA Governing Board shall be established consistent with the terms of this Section and shall have authority as of the Effective Date.
2. **Governing Board.** Upon the Effective Date, the Governing Board shall include seven (7) voting members consisting of five (5) seated elected Commissioners from the District and two (2) seated elected officials from the City to be appointed by the City Council.
 - a. **Position 1.** This position will be filled by the District Commissioner serving in District Position No. 3 and will expire on December 31, 2019.
 - b. **Position 2.** This position will be filled by the District Commissioner serving in District Position No. 4 and will expire on December 31, 2019.
 - c. **Position 3.** This position will be filled by the District Commissioner serving in District Position No. 5 and will expire on December 31, 2019.
 - d. **Position 4.** This position will be filled by one elected official from the City and will expire on December 31, 2019.
 - e. **Position 5.** This position will be filled by one elected official from the City and will expire on December 31, 2019.
 - f. **Position 6.** This position will be filled by the District Commissioner serving in District Position No. 1 and will expire on December 31, 2021. Thereafter, this position shall be filled by a registered voter residing anywhere within the boundaries of the RFA.
 - g. **Position 7.** This position will be filled by the District Commissioner serving in Position No. 2 and will expire on December 31, 2021. Thereafter, this position shall be filled by a registered voter residing anywhere within the boundaries of the RFA.
- 2.1. Not later than sixty (60) days prior to the filing period for the 2019 general election, the Governing Board shall establish commissioner districts, and the geographical boundaries thereof, for Positions 1-5. In determining the geographical boundaries of such commissioner districts, the Governing Board shall be guided by the following principles: (i) the population of each commissioner district shall be relatively equal; and (ii) two (2) commissioner districts shall include portions of the City of Lynnwood.
- 2.2. Concurrently with the establishment of commissioner districts for Positions 1-5, the Governing Board shall assign "Initial Terms" of office for those commissioners elected in 2019 to Positions 1-5; provided, however, that two positions shall have Initial Terms of four (4) years and three positions shall have Initial Terms of six (6) years. In assigning such Initial Terms to each Position, the Governing Board may

provide that the two candidates receiving the lowest number of votes are assigned to Initial Terms of four years.

2.3. Except as provided above, all commissioner terms shall be six (6) year terms.

2.4. Upon annexation of a participating jurisdiction, such participating jurisdiction shall be entitled to one (1) non-voting position on the Governing Board until January 1 following the year in which a commissioner is elected from any newly drawn commissioner district covering some or all of the participating jurisdiction.

2.5. If the RFA Plan is later amended to expand the Governing Board, the total number of voting members shall be an odd number no greater than nine (9) in number.

3. Governing Rules. The RFA Governing Board shall develop and adopt by-laws, governance policies and rules for the RFA Governing Board to conduct business in accordance with RCW 52.26.080.

4. Authority. The RFA Governing Board shall have all the power and authority granted governing boards under Washington State law, and shall include the power and authority to make any decisions appropriate for the RFA and for matters related to Title 52 RCW.

5. Compensation of Governing Board. Commissioners of the Governing Board will receive compensation in the same manner and under the same conditions as provided by law for commissioners of a fire protection district organized under Title 52 RCW.

RFA SECTION 5 PLAN REVISION DISPOSITION:

The **GOVERNANCE** section of the **Plan** may be amended by a majority vote of the RFA Governance Board.

SECTION 6	FUNDING and FINANCE
Revision	The FUNDING and FINANCE section of the RFA Plan is subject to amendment or revision by the Governing Board except when voter approval is required by statute.
Adopted	
Revised	

A. INTERIM RFA FINANCES

1. Commencing on the Effective Date, the operation and administration of the RFA shall be funded by the following:
 - 1.1 Tax levies of the RFA; provided, however, that if the Effective Date is January 1, 2018, the RFA will not be entitled to collect taxes until 2019;
 - 1.2 Tax levies of the District (including fire levy pursuant to RCW 52.16.130, .140 and .160 and EMS levy pursuant to RCW 84.52.069);
 - 1.3 Service contract revenues from the District and the City;
 - 1.4 All other revenue received by the District;
 - 1.5 The City will contribute to the RFA (i) the funds budgeted for fire department services and reserves in the adopted budget of the City and (ii) all EMS levy revenues until such time as the RFA begins collecting revenues on its own EMS levy. Note: If the Effective Date is October 1, 2017, the City will contribute to the RFA the costs associated with operating the City Fire Department for the balance of calendar year 2017.

B. RFA REVENUES

1. **Tax Levies.** The RFA shall be authorized to levy and collect taxes in accordance with RCW 52.26.050(1)(b) at the initial tax levy rate of \$1.50 per thousand of assessed valuation.
2. **Fire Benefit Charge.** The Plan does not authorize the implementation of a fire benefit charge under RCW 52.26.050(a), but the Governing Board may, in the future, seek voter approval of a fire benefit charge consistent with the requirements of RCW 52.26.180 through RCW 52.26.270. If a fire benefit charge is imposed, the RFA's tax maximum fire levy will be reduced to \$1.00 per thousand of assessed valuation in accordance with RCW 52.26.240.
3. **EMS Levy.** The Plan does not include an EMS levy under RCW 84.52.069, but the Governing Board may, in the future, seek voter approval of an EMS levy consistent with the requirements of RCW 84.52.069. If the RFA levies an EMS levy, such levy will replace the District's and City's EMS levies.
4. **Service Contracts.** To the extent permitted by law, the RFA Governance Board shall have the authority to pursue and contract with agencies and entities exempt from property taxes in accordance with RCW 52.30.020 and related statutes.

5. **Fire Impact and Mitigation Fees.** The RFA may enter into interlocal agreements with Snohomish County and/or the City of Lynnwood and other cities to collect such fees.
6. **Transport Fees.** The RFA Board will charge and collect transport fees in accordance with policies adopted by the RFA Governing Board.
7. **Additional Revenue Options.** The RFA Governing Board shall have the authority to pursue, subject to any applicable statutory voter approval requirements and the RFA Plan Amendment, if required, all additional revenue sources authorized by law including, but not limited to, revenue sources specifically identified in Title 52 RCW and Title 84 RCW that are not otherwise addressed in chapter 52.26 RCW.

C. TRANSFER OF ASSETS

1. **District Assets.** On the Effective Date, the District shall immediately transfer any remaining and future assets to the RFA. Such assets shall include all real property (Appendix C), apparatus and vehicles (Appendix D) and personal property, including but not limited to fund balances, furniture, office equipment, reports, documents, surveys, books, records, files, papers, or written material owned by or in the possession of the District.

- 1.1 **Reserve Funds.** On the effective Date, the District shall transfer the following reserve funds to the RFA:

- a) Emergency Reserve
- b) Apparatus Acquisition and Replacement Reserve
- c) Equipment Acquisition and Replacement Reserve
- d) Capital Projects/Facilities/Major Maintenance Reserve
- e) Compensated Absences Reserve
- f) LEOFF 1 Medical Expenses Reserve
- g) Land Acquisition Reserve

2. **City Assets.** On the Effective Date, the City shall immediately transfer to the RFA the following assets:

- 2.1. The real property identified in Appendix C and any building fixtures, furniture and contents thereof.

- 2.2. The apparatus/vehicles identified in Appendix D.

- 2.3 The fund balance in the Apparatus Reserve Fund for the Fire Department (ER&R) as of Effective Date.

- a. In addition to the foregoing fund balance, the City will make an additional \$400,000 contribution to the RFA for such Apparatus Reserve Fund not later than July 1, 2018.

- 2.4. Unless otherwise specified herein, no City funds shall be transferred to the RFA.

- 2.5. All reports, documents, surveys, books, records, files, papers, or written material used by the City to carry out the fire protection and emergency services powers, functions, and duties of the City that are owned by or in the possession of the City.
- 2.6. City water systems including fire hydrants and related appurtenances shall not be transferred and shall remain City property.
3. **Condition of Assets.** All assets transferred by either Participating Jurisdiction based on the Plan and any subsequent agreements shall be transferred on an “as is/where is” condition.
4. **Determination.** Except as otherwise provided in this RFA Plan, whenever any question arises as to the transfer of any funds, books, documents, records, papers, files, equipment, or other tangible property used or held in the exercise of the powers and the performance of the duties and functions transferred, the governing body of the Participating Jurisdiction owning such assets shall make a determination as to the proper allocation.

D. LIABILITIES

1. On the Effective Date, the RFA shall assume all outstanding liabilities of the District.
2. On the Effective Date, the RFA shall assume the following liabilities of the City:
 - 2.1 All employment liabilities associated with the employee transfers provided in Section 7 of this Plan;
 - 2.2 The periodic fire related payment obligations of the City interlocal agreements with SERS and SNOCOM commencing on the Effective Date.
3. District and City rights and obligations under LEOFF 1 retiree medical shall be transferred to the RFA upon the Effective Date, including the Long-Term Care policies maintained by the City and District.
4. The following City Debt/Liabilities shall be retained by the City:
 - 4.1. The balance of the City’s 20-year debt obligation to SERS associated with construction of the regional 800 MHz system.
 - 4.2. The City will retain its Fireman’s Pension Fund created under Chapter 41.18 RCW and will make required pension payments to eligible participants.
5. **Future District Expenses.** All future costs incurred by the District on and after the Effective Date shall be the responsibility of the RFA.

RFA SECTION 6 PLAN REVISION DISPOSITION:

The **FUNDING AND FINANCE** section of the **RFA Plan** is subject to amendment or revision by majority vote of the Governing Board except when voter approval is required by statute.

SECTION 7	ORGANIZATIONAL STRUCTURE: PERSONNEL & ADMINISTRATION
Revision	The ORGANIZATIONAL STRUCTURE: PERSONNEL & ADMINISTRATION section of the RFA Plan is subject to amendment by a majority vote of the RFA Governance Board.
Adopted	
Revised	

A. ORGANIZATIONAL STRUCTURE

1. **Organizational Chart.** The RFA shall be initially organized as provided in Appendix B of the RFA Plan; provided, however, that after the Effective Date, the Fire Chief shall have authority to adjust the Organizational Chart as necessary to improve service delivery without amending the RFA Plan.

B. PERSONNEL

1. **Fire Chief.** On the Effective Date, the Fire Chief of the District shall serve as the Fire Chief of the RFA. The Fire Chief shall at all times be appointed and serve at the pleasure of the Governance Board.
2. **Personnel.** The existing personnel of the District and the City Fire Department shall transfer to the RFA to fulfill assigned duties as outlined in the organizational structure in Appendix B. All District and City Fire Department personnel shall be transferred on the Effective Date at their current rank, grade and seniority. The Participating Jurisdictions anticipate eventual consolidation of unionized employees in to a single bargaining unit and single labor agreement.
 - a. Until such time as the RFA collects its own fire levy under RCW 52.26.140 (1) (a)-(c), the RFA will contract with the District for the services of one full-time, paid employee as required by RCW 52.26.140(1)(c).
3. **Agreements.** All current employee agreements, collective bargaining unit agreements, outstanding labor issues, personal service contracts, and any other contracts or agreements pertaining to work, duties, services or employment with the City shall be transferred over with all personnel on the Effective Date.

C. ADMINISTRATION

1. **Administration.** All current administrative and business functions, agreements, documents, operations, and policies and procedures from the City Fire Department shall transfer over to the RFA unless otherwise noted in this Plan.
2. **City Retained Administrative Service Responsibilities.** The City of Lynnwood shall continue to provide the following services:
 - 2.1. The City of Lynnwood LEOFF Board will continue to oversee LEOFF 1 benefits for City retirees in accordance with the City of Lynnwood LEOFF 1 Policies and Procedures.

3. **Seamless Transition.** Unless otherwise noted in the RFA Plan, the transfer of authority and the administration and management of the RFA shall be seamless and shall initially model the current administrative and management components of the District.

The **ORGANIZATIONAL STRUCTURE: PERSONNEL & ADMINISTRATION** section of The RFA Plan is subject to amendment by a majority vote of the RFA Governance Board.

SECTION 8	OPERATIONS AND SERVICES
<i>Revision</i>	The OPERATIONS AND SERVICES section of the RFA Plan is subject to amendment by a majority vote of the RFA Governance Board.
<i>Adopted</i>	
<i>Revised</i>	

A. FIRE PROTECTION AND EMERGENCY MEDICAL SERVICES

1. All current operational and service delivery aspects of the City of Lynnwood Fire Department and the District, including ambulance transports, shall be transferred to the RFA on the Effective Date.
2. Current staffing models, deployment standards, field operations, command staffing, and operational policies and procedures of the District shall be transferred to the RFA and continued at the current level of service on the Effective Date.
3. Upon the Effective Date, the RFA will initially adopt the City's Standards of Coverage Document for the City's jurisdictional boundary area and the District's Standards of Coverage Document for the District's jurisdictional boundary areas. As such, services, levels of service, standards of coverage, development standards and customer expectations of each Participating Jurisdiction on the Effective Date shall remain unaffected.
4. All current automatic aid and mutual aid agreements, all interlocal agreements and contractual services agreements, documents, or memorandums currently in place with the City Fire Department and the District shall be transferred to the RFA on the Effective Date to provide continuous, seamless readiness and emergency services coverage. Notwithstanding the foregoing, the City's interlocal agreements with SERS and SNOCOM shall be modified to provide that the RFA will assume the fire related rights and obligations under these agreements and that the RFA shall be entitled to the City's fire-related equity interests under both these agreements.

B. FIRE MARSHAL/INSPECTION SERVICES.

1. Existing Service Providers:
 - 1.1. The City of Lynnwood, through the Lynnwood Fire Department currently provides Fire Marshal and Inspection Services ("Fire Marshal Services") pursuant to RCW 19.27.050 within the boundaries of the City of Lynnwood:
 - 1.2. Snohomish County currently provides Fire Marshal Services within the District.
2. Fire Marshal Service Providers on Effective Date:
 - 2.1. On the Effective Date, Fire Marshal Services within the boundaries of the RFA shall be provided as follows:
 - a. Within the City Lynnwood: The RFA will provide Fire Marshal Services to the

City of Lynnwood pursuant to an interlocal agreement which compensates the RFA for agreed to services.

- b. Within unincorporated Snohomish County: Snohomish County shall provide Fire Marshal Services.
- c. The RFA may provide Fire Marshal and inspection services to another local municipal jurisdiction through an interlocal agreement.

C. EMERGENCY MANAGEMENT SERVICES

1. Existing Service Providers:

- 1.1. The City of Lynnwood contracts with Snohomish County DEM for Emergency Management Services within the boundaries of the City of Lynnwood.
- 1.2. Snohomish County DEM currently provides Emergency Management Services within the District.

2. Emergency Management Services on Effective Date:

- 2.1. On the Effective Date, Emergency Management Services within the boundaries of the RFA shall be provided as follows:
 - a. Within the City of Lynnwood: Snohomish County DEM will continue to provide Emergency Management Services within the city boundaries pursuant to a City contract with DEM.
 - b. Within unincorporated Snohomish County: Snohomish County Department of Emergency Management shall remain the provider of Emergency Management Services.

D. PUBLIC EDUCATION SERVICES

- 1. On the Effective Date of the creation of the RFA, the RFA shall provide Public Education Services throughout the jurisdiction of the RFA and its service area.

RFA SECTION 8 PLAN REVISION DISPOSITION:

The **OPERATIONS AND SERVICES** section of the **RFA Plan** is subject to amendment by a majority vote of the RFA Governance Board.

Appendix C Real Property

Fire District 1				
Facility	Year Built	Address	Land SF	Building SF
FS 10	2010	3922 156st SW, Lynnwood WA98087	54,014	13,100
FS 11	1989	12310 Meridian Ave, Everett, WA 98208	116,025	16,270
FS 12	2005	3525 108th SE, Everett, WA 98208	127,892	10,100
FS 13	1980	13611 Puget Park Rd, Everett, WA 98208	48,184	7,430
FS 18	2010	21206 Poplar Way, Brier 98036	97,574	8,780
FS 21	2009	16819 13th Ave W, Lynnwood, WA 98037	118,047	12,960
FS 22	1972	20510 Damson Rd, Lynnwood, WA 98036	28,749	5,080
FS 23	1972	4324Serene Way, Lynnwood, WA 98087	57,934	5,080
District 1 HQ	1974	12425 Meridian Ave S, Everett, WA 98208	228,240	36,000
Training Tower		12425 Meridian Ave S, Everett, WA 98208		3,361
Training Class Rooms		12425 Meridian Ave S, Everett, WA 98208		2,304
Fender property		Fender Drive, Lynnwood, WA 98087	3+ acres	0
Manor property		2224 Manor Way, Lynnwood, WA 98037	47,916	0
City of Lynnwood				
Facility	Year Built	Address	Land SF	Building SF
FS 14	1990	18800 68th Ave W, Lynnwood, WA 98036	20,037	4,540
FS 15	1995	18800 44th Ave W, Lynnwood, WA 98036	59,242	18,710

*The transfer of Station 15 to the RFA shall contain a reversionary interest providing that the title to the land and the station will return to the City if the station ever ceases to be continuously used for fire service. The amount of compensation to be paid to the RFA for such reversion shall be negotiated by the RFA and the City.

** The City shall be granted an option to purchase Station 14 (the land and the building) if the station ever ceases to be continuously used for fire service. The Option will provide that the purchase price is to be negotiated by the RFA and the City. The Option will be recorded with the Snohomish County Auditor.

*** As used in the foregoing notations, the term ““Used for fire service” shall mean more than 50% of the facility is used continuously for fire suppression, department support or administration.

Appendix D
Personal Property – Vehicles and Apparatus

Fire District 1 Apparatus					
App No.	license	Vin	year	model	Make
143	93286C	1FTSW21508EA62932	2008	FORD F-250	PICK-UP
1	391185		1925	REO PUMPER	250 GPM
146	95224C	1FDXE45PX9DA63704	2009	FORD/ BRAUN NORTHSTAR	E-450 SD
145	95223C	1FDXE45P89DA63703	2009	FORD/BRAUN NORTHSTAR	E-450 SD
106	78921C	1FDXE45P16HA05615	2006	FORD/BRAUN NORTH STAR	E-450 SD
147	96980C	4S7AT2D959C072158	2009	SPARTAN/SVI	AIR UNIT
100	75935C	1GNEK13Z75J244592	2005	CHEVROLET TAHOE	SUV
126	91089C	1GNGK46K89R254631	2009	CHEVROLET SUBURBAN	SUV
110	81414C	3GNGKZ6K77G161861	2007	CHEVROLET SUBURBAN	SUV
103	75936C	AGBKP32K8R3311793	1994	CHEVROLET STEP-VAN	UTILITY
102	75937C	1GNEK13Z15J251554	2005	CHEVROLET TAHOE	SUV
160	B3859C	1FM5K8AR1GGB55598	2016	FORD EXPLORER AWD	SUV
104	78303C	5NHUTBT2N6T405828	2005	CARGOMATE TRAILER	TRAILER
131	93290C	1FDAW5HR6AEA09059	2009	FORD/PACIFIC TRUCK	F-550 SD
42	40077C	4S7AT9D02TC020195	1996	SPARTAN/DARLEY	1500 GPM
113	84285C	4F7AT2F936C056016	2007	SPARTAN/H&W PUMPER	1500 GPM
34	21634C	457BT9F07MC003699	1991	SPARTAN/DARLEY	1500 GPM
114	84287C	4S7AT2F956C056017	2007	SPARTAN/H&W PUMPER	1500 GPM
78	71683C	4Z3AAAXG54RNO2993	2004	AMERICAN LAFRANCE	1500 GPM
140	93288C	4S7AT2F996C053881	2006	SPARTAN/H&W PUMPER	1500 GPM
133	932921C	4SAT4198WCO21121	1998	SPARTAN/DARLEY PUMPER	1500 GPM
119	96060C	4S7AT2F998C070036	2008	SPARTAN/CRIMSON PUMPER	1500 GPM
125	96061C	4S7AT2F9X9C070533	2008	SPARTAN/CRIMSON PUMPER	1500 GPM
132	932912	4S7AT419XWCO21122	1998	SPARTAN/DARLEY PUMPER	1500 GPM
120	96038C	4S7AT2F908C070037	2008	SPARTAN/CRIMSON PUMPER	1500 GPM
92	82381C	4S7AT33991C039627	2002	SPARTAN/H&W PUMPER	1500 GPM
77	71682C	4Z3AAACG34RNO2992	2004	AMERICAN LAFRANCE	1500 GPM
33	21633C	457BT9F05MC003698	1991	SPARTAN/DARLEY	1500 GPM
159	B3831C	1FM5K8AR3GGB55599	2016	FORD EXPLORER AWD	SUV
35	22957C	1B7KE26C4NS680942	1992	DODGE PICKUP	3/4 TON
161	B3860C	1FTBF2B67GEB54822	2016	FORD F250 4 X 4 P/U	3/4T P/U

101	75934C	1GNEK13Z55J245157	2005	CHEVROLET TAHOE	SUV
97	75924C	1FMDU72K75ZA66945	2005	FORD EXPLORER	SUV
32	19453C	4BMFH2029M1100528		WILSON TRAILER	TRAILER
149	85462C	4YMUL08147T092838	2007	CARRY-ALL TRAILER	TRAILER
124	88755C	2FAHP71V78X145945	2008	FORD POLICE INTERCEPTOR	SEDAN
144	93287C	1FMCUC93158KA30357	2008	FORD ESCAPE	SUV
150	99076C	4ENDABA86N1009933	1992	E-ONE/LADDER 95FT.	1500 GPM
71	60911C	4EN3ABA8111003138	2001	E-ONE/ LADDER 100 FT.	2000 GPM
118	96059C	4S7XZF949C070371	2008	SPARTAN/CRIMSON LADDER 103 FT.	1500 GPM
157	A8988C	1GD675CL6E1177495	2014	GMC AMBULANCE	SC4
127	93569C	1FDXE45P09DA42926	2009	FORD/BRAUN NORTHSTAR	E-450 SD
156	A8989C	1GD675CL0E1177122	2014	GMC AMBULANCE	SC4
136	93281C	1FDXE45F61HBO5466	2001	FORD/ROAD RESCUE	E-450 SD
130	95208C	1FDXE45P29DA68539	2009	FORD/BRAUN NORTHSTAR	E-450 SD
117	82345C	1FDXE45P16DB33893	2007	FORD/BRAUN NORTHSTAR	E-450 SD
128	93557C	1FDXE45P99DA68537	2009	FORD/BRAUN NORTHSTAR	E-450 SD
129	94348C	1FDXE45P09DA68538	2009	FORD/BRAUN NORTHSTAR	E-450 SD
155	A8990C	1GD675CLXE1178133	2014	GMC AMBULANCE	SC4
115	82344C	1FDXE45P76DB33896	2007	FORD/BRAUN NORTHSTAR	E-450 SD
141	93282C	1FDX45P46DB40773	2006	FORD/BRAUN NORTHSTAR	E-450 SD
153	A8215C	1FMPU16595LA77690	2005	FORD EXPEDITION	SUV
109	81392C	1GNFK13017J215050	2007	CHEVROLET TAHOE	SUV
139	93287C	1GNEK13Z75R220701	2005	CHEVROLET TAHOE	SUV
154	A9409C	1GNSK5EC2FR275786	2015	CHEVY SUBURBAN	SUV
98	75925C	1FMDU72K95ZA66946	2005	FORD EXPLORER	SUV
67	50601C	1FMPU18L8XLA45280	1999	FORD EXPEDITION	SUV
122	88757C	2FAHP7IV08XI45947	2008	FORD POLICE INTERCENTOR	SEDAN
123	88756C	2FAHP71V98X145946S	2008	FORD POLICE INTERCEPTOR	SEDAN
96	75931C	2D8GP44I85R529474	2005	DODGE CARAVAN, RED	MINI VAN
121	88761C	1GBDV13WX8D211305	2008	CHEVROLET UPLANDER, WHITE	CARGO VAN
158	B3830C	1FM5K8ARXGGB55597	2016	FORD EXPLORER AWD	SUV
105	78304C	5NHUTBT256T405986	2005	CARGOMATE TRAILER	TRAILER
74	70226C	1FDXE45F23HB46521	2003	FORD/BRAUN NORTH STAR	E450-SD
75	70227C	1FDXE45F43HB46522	2003	FORD/BRAUN NORTH STAR	E450-SD
107	78922C	1FDXE45TX68A05614	2006	FORD/BRAUN NORTH STAR	E-450 SD
116	82346C	1FDXE45PX6DB33892	2007	FORD/BRAUN NORTHSTAR	E-450 SD
108	81391C	1GNK13077J15053	2007	CHEVROLET TAHOE	SUV
111	81415C	1GCCS19EX78149247	2007	CHEVROLET COLORADO	PICK-UP
148	96981C	4S7AT2D9X9C071345	2009	SPARTAN/SVI	RESCUE
112	81416C	1GCCS19e578148054	2007	CHEVROLET COLORADO	PICK-UP
91	82383C	4S7BT9H08LC002679	1990	SPARTAN/DARLEY PUMPER	1500 GPM
93	82386C	1FMPU18L5WLB44363	1998	FORD EXPEDITION	SUV
162		4SAT2D98HC081046	2016	SPARTAN PUMPER	1500GPM
163		4SAT2D98HC081047	2016	SPARTAN PUMPER	1500GPM

164	B8256C	1FAHP2H81HG111539	2017	FORD TAURUS	SEDAN
165	B8262C	1GNSKDEC9HR232298	2017	CHEVY TAHOE	SUV
166	B8272C	1FM5K8ARXHGC27559	2017	FORD EXPLORER AWD	SUV
142	93285C	3GNGK26K87G304591	2007	CHEVROLET SUBURBAN	SUV

City of Lynnwood Apparatus

167	43646D	1FMFU16587LA84189	2007	Ford Expedition	
154	42389D	1FMPU165X6LA73651	2006	Ford Expedition	
170	42388D	1FMFU16567LA87138	2007	Ford Expedition	
198	47266D	1FTSW21R78EE06534	2008	Ford F-250	F-250
C-99	25038D	1FMCU02171KC24181	2001	Ford Escape	
218	49350D	1HTMRAZL69H135155	2009	Navistar	
219	49351D	1HTMRAZL89H135156	2009	Navistar	
244	51039D	4S7AT2C979C071160	2010	H & W	
161	05450D	4S7AT2C996C055845	2007	H & W	
F-20	22767D	457AT41931CO37736	2001	H & W	
F-15	22764D	4S7AX4199YC033589	2000	Smeal	
249	53715D	1FDXE4FP0ADA27958	2010	Ford E450	
267	25048D	1FDXE40F5WHB72185	1998	Ford E450	
309	59141D	1FMCU9GXXFUC06125	2015	Escape	
310	59140D	1FMCU9GX1FUC06126	2015	Escape	
311	60142D	1FMCU9GX3FUC06127	2015	Escape	
315	60141D	1FM5K8AT6FGC67761	2015	Taurus	
333	62021D	1FAHP2H81GG111992	2015	Taurus	