



# **City of Bellingham-Whatcom County Fire District 8 Regional Fire Authority Planning Committee**



## **Agenda-Meeting #4**

**Date: Monday July 06, 2026**

**Time: 2:00 P.M. – 4:00 P.M.**

**Location: Bellingham City Hall - Mayor's Boardroom**

- 1. Welcome and introductions if necessary (5 minutes)**
- 2. Minutes Review (5 minutes)**
- 3. Chapter 7, Organization and Administration Follow-up - (Staff presenting, Topel; 10 minutes)**
- 4. Chapter 6, Finance, Introduction to RFA Plan content (Staff Presenting, Topel; 45 minutes)**
- 5. Chapter 2, Organization and Administration – Introduction (Staff Presenting, Topel; 5 minutes)**
- 6. Plan Document Draft – Introduction (Staff Presenting; Chief Topel 15 minutes)**
- 7. Public comment (15 minutes)**
  - Up to 3 minutes per speaker
  - Total time: 15 minutes (or as determined by chair)
- 8. Next meeting (5 minutes)**
  - Confirm date, time, and location including ongoing meeting schedule
  - Identify/confirm agenda topics for meeting #4
- 9. Adjournment**



# City of Bellingham-Whatcom County Fire District 8 Regional Fire Authority Planning Committee Meeting Minutes for June 22, 2026



## **Committee Members Present:**

Roger Buswell, Whatcom County Fire District 8 Commissioner

Michael Lilliquist, City of Bellingham Council Member

Kim Lund, City of Bellingham Mayor

Robert Neher, Whatcom County Fire District 8 Commissioner

Sheena Williams, Whatcom County Fire District 8 Commissioner

## **Committee Members Absent:**

Dan Hammill, City of Bellingham Council Member

## **City of Bellingham Staff, Officials, and Others Present:**

Andrew Asbjornsen, City of Bellingham Finance Director

Kate Dunphy, Guild of Pacific Northwest Employees Local 1937 President

Bill Hewett, City of Bellingham Fire Chief

Eric Johnson, City of Bellingham Budget and Treasury Manager

Forrest Longman, City of Bellingham Deputy City Administrator

Iris Nott, City of Bellingham Legislative Policy Analyst

Dave Pethick, City of Bellingham Assistant Fire Chief

Rod Topel, RFA Project Manager

Jason Vanderveen, North Whatcom Fire and Rescue Fire Chief

One member of the public

## **1. Welcome and introductions**

Mayor Lund called the meeting to order at 2:01 p.m.

## **2. Minutes Review**

### **Action:**

Commissioner Neher moved to approve the June 8, 2026, minutes. Commissioner Buswell seconded the motion. The motion passed 5-0 with Council Member Hammill absent.



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### **3. Chapter 5 follow up, governance**

Mr. Topel presented the proposed changes to Chapter 5 as outlined in the document. A few additional revisions to commissioner terms (Proposed Governance Structure Item #3) were discussed and updated in the chapter.

Mr. Topel said he consulted with one of the City's attorneys and confirmed it won't be an issue for two City Council members to be on the RFA board since it's a public meeting with public notifications, and they would be acting as commissioners of the fire authority. He also confirmed it will not be a conflict of interest for the fire authority board (with City representatives on the board) to enter into interlocal agreements with the City – that is what the legislation intended when the RFA laws were created.

#### **Action:**

Council Member Lilliquist moved to approve the commissioner term changes (Proposed Governance Structure Item #3) in Chapter 5. Commissioner Williams seconded the motion. The motion passed 5-0 with Council Member Hammill absent.

Council Member Lilliquist moved to approve the remaining changes to Chapter 5. Commissioner Buswell seconded the motion. The motion passed 5-0 with Council Member Hammill absent.

### **4. Chapter 8 follow up, operations**

Mr. Topel presented the proposed changes to Chapter 8 as outlined in the document.

#### **Action:**

Council Member Lilliquist moved to approve the changes to Chapter 8. Commissioner Neher seconded the motion. The motion passed 5-0 with Council Member Hammill absent.

### **5. Chapter 7 introduction, organization and administration**

Chief Hewett gave an overview of the chapter and its purpose. On Appendix C - Organizational Chart, he explained the positions in orange are currently provided by the City to the fire department, so on day one of the RFA, these positions will need to be filled by the transitional board. He said a multi-year rollout of other internal services should be expected. Mr. Topel added that the permanent governing board will make the long-term



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decisions. Assistant Chief Pethick reviewed the staff recommendations section, and the group discussed different scenarios and suggested one change:

- Council Member Lilliquist suggested updating the organizational chart title to “Initial Organizational Chart.”

## **Action:**

Mayor Lund suggested revisiting this chapter at a future meeting after a few updates have been made.

## **6. Chapter 6 introduction, funding**

Chief Hewett gave an overview of the chapter and its purpose. He noted this topic will be a multiple-meeting conversation, and the goal of today’s meeting was to discuss what the Fire Department costs are today, what the revenue options are for the RFA, and how those two figures work together. He presented slides (Finance Options for RFA) and a table of expenses and revenues based on 2026 figures. The committee had an in-depth discussion about the funding structure options.

## **Action:**

Mayor Lund suggested continuing the discussion on this chapter at a future meeting.

## **7. Public comment**

No public comment was given.

## **8. Next meeting**

Mayor Lund confirmed the next meeting will be held on July 6 at 2 p.m. in the Mayor’s Boardroom.

## **9. Adjournment**

Mayor Lund adjourned the meeting at 3:40 p.m.



## **City of Bellingham - Whatcom County Fire District Regional Fire Authority Planning Committee Issue Paper**

**Prepared by: Assistant Chief Dave Pethick**

**Date: June 16, 2026**

### **Title: Organization and Administration**

#### **Purpose:**

To provide the Bellingham RFA Planning Committee with an overview of the proposed organizational structure, personnel transition, and administrative responsibilities outlined in the draft RFA Plan, and to identify decisions required to finalize governance and administrative processes for the new RFA.

#### **Statutory References:**

##### **RCW 52.26.080 Organization and composition of governing boards**

(1) The board shall adopt rules for the conduct of business. The board shall adopt bylaws to govern authority affairs, which may include:

- (a) The time and place of regular meetings;
- (b) Rules for calling special meetings;
- (c) The method of keeping records of proceedings and official acts;
- (d) Procedures for the safekeeping and disbursement of funds; and
- (e) Any other provisions the board finds necessary to include.

(2) The governing board shall be determined by the plan. However, only elected officials of participating fire protection jurisdictions and elected commissioners of the authority as provided in subsection (3) of this section are eligible to serve on the board.

(3)(a) A regional fire protection service authority plan may create one or more regional fire protection service authority commissioner positions to serve on a governing board. The following provisions define the qualifications, compensation, terms, and responsibilities of regional fire protection service authority commissioner positions:

- (i) RCW [52.14.010](#) governs the compensation, qualifications, and ability to serve as a volunteer firefighter;



(ii) RCW [52.14.030](#) governs the polling places for elections; and

(iii) RCW [52.14.050](#) governs commissioner vacancies.

(b) The terms of office for regional fire protection service authority commissioner positions may be established by the plan, however, no single term may exceed six years and the terms of multiple positions must be staggered.

(c) Regional fire protection service authority commissioners shall take an oath of office in the manner specified by RCW [52.14.070](#).

(4)(a) A regional fire protection service authority plan may create commissioner districts. If commissioner districts are created, the population of each commissioner district must be approximately equal. Commissioner districts must be redrawn as provided in chapter [29A.76](#) RCW.

(b) Commissioner districts shall be used as follows: (i) Only a registered voter who resides in a commissioner district may be a candidate for, or serve as, a commissioner of the commissioner district; and (ii) only voters of a commissioner district may vote at a primary to nominate candidates for a commissioner of the commissioner district. All voters of the proposed authority must be eligible to vote at a general election to elect a commissioner of the commissioner district. If a plan includes elected officials from participating fire protection jurisdictions, the commissioner districts may be based, in part, on the jurisdictional boundaries of the participating jurisdictions.

#### **RCW 52.26.90 Powers of governing board**

(1) The governing board of the authority is responsible for the execution of the voter-approved plan. Participating jurisdictions shall review the plan every ten years. The board may:

(a) Levy taxes and impose benefit charges as authorized in the plan and approved by authority voters;

(b) Enter into agreements with federal, state, local, and regional entities and departments as necessary to accomplish authority purposes and protect the authority's investments;

(c) Accept gifts, grants, or other contributions of funds that will support the purposes and programs of the authority;

(d) Monitor and audit the progress and execution of fire protection and emergency service projects to protect the investment of the public and annually make public its findings;

(e) Pay for services and enter into leases and contracts, including professional service contracts;

(f) Hire, manage, and terminate employees; and

(g) Exercise powers and perform duties as the board determines necessary to carry out the purposes, functions, and projects of the authority in accordance with this title if one of the fire protection jurisdictions is a fire district, unless provided otherwise in the regional fire protection service authority plan, or in accordance with the statutes identified in the plan if none of the fire protection jurisdictions is a fire district.



(2) An authority with more than \$10,000,000 in annual revenues for the preceding three years, or an authority that is being formed by participating jurisdictions that cumulatively had more than \$10,000,000 in annual revenues for three years prior to the formation of the authority, may designate by resolution some other person having experience in financial or fiscal matters as the treasurer of the authority. Such a treasurer shall possess all of the powers, responsibilities, and duties of, and shall be subject to the same restrictions as provided by law for, the county treasurer with regard to a fire district and the county auditor with regard to district financial matters under chapter [52.16](#) RCW and other applicable statutes. (3) An authority may enforce fire codes as provided under chapter [19.27](#) RCW.

#### **RCW 52.26.100 Transfer of responsibilities and employees**

(1) Except as otherwise provided in the regional fire protection service authority plan, all powers, duties, and functions of a participating fire protection jurisdiction pertaining to fire protection and emergency services shall be transferred to the regional fire protection service authority on its creation date or on the effective date that a fire protection jurisdiction is subsequently annexed into an authority.

(2)(a) Except as otherwise provided in the regional fire protection service authority plan, and on the creation date of the regional fire protection service authority or, in the case of a fire protection jurisdiction, on the effective date that the fire protection jurisdiction is subsequently annexed into an authority, all reports, documents, surveys, books, records, files, papers, or written material in the possession of the participating fire protection jurisdiction pertaining to fire protection and emergency services powers, functions, and duties shall be delivered to the regional fire protection service authority; all real property and personal property including cabinets, furniture, office equipment, motor vehicles, and other tangible property employed by the participating fire protection jurisdiction in carrying out the fire protection and emergency services powers, functions, and duties shall be transferred to the regional fire protection service authority; and all funds, credits, or other assets held by the participating fire protection jurisdiction in connection with the fire protection and emergency services powers, functions, and duties shall be transferred and credited to the regional fire protection service authority.

(b) Except as otherwise provided in the regional fire protection service authority plan, any appropriations made to the participating fire protection jurisdiction for carrying out the fire protection and emergency services powers, functions, and duties shall be transferred and credited to the regional fire protection service authority.

(c) Except as otherwise provided in the regional fire protection service authority plan, whenever any question arises as to the transfer of any personnel, 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 fire protection jurisdiction shall make a determination as to the proper allocation.



(3) Except as otherwise provided in the regional fire protection service authority plan, all rules and all pending business before the participating fire protection jurisdiction pertaining to the powers, functions, and duties transferred shall be continued and acted upon by the regional fire protection service authority, and all existing contracts and obligations shall remain in full force and shall be performed by the regional fire protection service authority.

(4) The transfer of the powers, duties, functions, and personnel of the participating fire protection jurisdiction shall not affect the validity of any act performed before creation of the regional fire protection service authority.

(5) If apportionments of budgeted funds are required because of the transfers, the treasurer for the authority shall certify the apportionments.

(6)(a) Subject to (c) of this subsection, all employees of the participating fire protection jurisdictions are transferred to the jurisdiction of the regional fire protection service authority on its creation date or, in the case of a fire protection jurisdiction, on the effective date that the fire protection jurisdiction is subsequently annexed into an authority. Upon transfer, unless an agreement for different terms of transfer is reached between the collective bargaining representatives of the transferring employees and the participating fire protection jurisdictions, an employee is entitled to the employee rights, benefits, and privileges to which he or she would have been entitled as an employee of a participating fire protection jurisdiction, including rights to:

(i) Compensation at least equal to the level at the time of transfer;

(ii) Retirement, vacation, sick leave, and any other accrued benefit;

(iii) Promotion and service time accrual; and

(iv) The length or terms of probationary periods, including no requirement for an additional probationary period if one had been completed before the transfer date.

(b) If any or all of the participating fire protection jurisdictions provide for civil service in their fire departments, the collective bargaining representatives of the transferring employees and the participating fire protection jurisdictions must negotiate regarding the establishment of a civil service system within the authority. This subsection does not apply if none of the participating fire protection districts provide for civil service.

(c) Nothing contained in this section may be construed to alter any existing collective bargaining unit or the provisions of any existing collective bargaining agreement until the agreement has expired or until the bargaining unit has been modified as provided by law.

#### **RCW 52.26.130 Debt-Interlocal contracts**

(1) An authority may incur general indebtedness for authority purposes, issue bonds, notes, or other evidences of indebtedness not to exceed an amount, together with any outstanding nonvoter approved general obligation debt, equal to three-fourths of one percent of the value of the taxable property within the authority. The maximum term of the obligations may not exceed twenty years. The obligations may pledge benefit charges and may pledge payments to an authority from the state, the federal government, or any fire protection



jurisdiction under an interlocal contract. The interlocal contracts pledging revenues and taxes are binding for a term not to exceed twenty-five years, and taxes or other revenue pledged by an interlocal contract may not be eliminated or modified if it would impair the pledge of the contract.

(2) An authority may also issue general obligation bonds for capital purposes not to exceed an amount, together with any outstanding general obligation debt, equal to one and one-half percent of the value of the taxable property within the authority. The authority may provide for the retirement of the bonds by excess property tax levies. The voters of the authority must approve a proposition authorizing the bonds and levies by an affirmative vote of three-fifths of those voting on the proposition at an election. At the election, the total number of persons voting must constitute not less than forty percent of the voters in the authority who voted at the last preceding general state election. The maximum term of the bonds may not exceed twenty-five years. Elections shall be held as provided in RCW [39.36.050](#).

(3) Obligations of an authority shall be issued and sold in accordance with chapters [39.46](#) and [39.50](#) RCW, as applicable.

#### **RCW 52.02.180 Transfer of fire protection and emergency services**

(1) Except as provided otherwise in the resolution adopted by the legislative authority of a city or town establishing a fire protection district under RCW 52.02.160, all powers, duties, and functions of the city or town fire department pertaining to fire protection and emergency services of the city or town are transferred to the fire protection district on its creation date.

(2)(a) The city or town fire department must transfer or deliver to the fire protection district:

(i) All reports, documents, surveys, books, records, files, papers, or written material in the possession of the city or town fire department pertaining to fire protection and emergency services powers, functions, and duties;

(ii) All real property and personal property including cabinets, furniture, office equipment, motor vehicles, and other tangible property employed by the city or town fire department in carrying out the fire protection and emergency services powers, functions, and duties; and

(iii) All funds, credits, or other assets held by the city or town fire department in connection with fire protection and emergency services powers, functions, and duties.

(b) Any appropriations made to the city or town fire department for carrying out the fire protection and emergency services powers, functions, and duties of the city or town must be transferred and credited to the fire protection district.

(c) Whenever any question arises as to the transfer of any personnel, 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 to the fire protection district, the legislative authority of the city or town must make a determination as to the proper allocation.



(3) All rules and all pending business before the city or town fire department pertaining to the fire protection and emergency services powers, functions, and duties transferred must be continued and acted upon by the fire protection district, and all existing contracts and obligations remain in full force and must be performed by the fire protection district.

(4) The transfer of powers, duties, functions, and personnel of the city or town fire department do not affect the validity of any act performed before creation of the fire protection district.

(5) If apportionments of budgeted funds are required because of the transfers, the treasurer for the city or town fire department must certify the apportionments.

(6)(a) Subject to (c) of this subsection, all employees of the city or town fire department are transferred to the fire protection district on its creation date. Upon transfer, unless an agreement for different terms of transfer is reached between the collective bargaining representatives of the transferring employees and the fire protection district, an employee is entitled to the employee rights, benefits, and privileges to which he or she would have been entitled as an employee of the city or town fire department, including rights to:

(i) Compensation at least equal to the level at the time of transfer;

(ii) Retirement, vacation, sick leave, and any other accrued benefit;

(iii) Promotion and service time accrual; and

(iv) The length or terms of probationary periods, including no requirement for an additional probationary period if one had been completed before the transfer date.

(b) If a city or town provides for civil service in its fire department, the collective bargaining representatives of the transferring employees and the fire protection district must negotiate regarding the establishment of a civil service system within the fire protection district.

(c) Nothing contained in this section may be construed to alter any existing collective bargaining unit or the provisions of any existing collective bargaining agreement until the agreement has expired or until the bargaining unit has been modified as provided by law.

### **Background/ Problem Statement:**

The RFA Plan outlines the governance framework, personnel transition strategy, and administrative service model that will guide the establishment and initial operations of the Bellingham Regional Fire Authority. The structure is modeled closely on existing city fire department operations to ensure continuity and a seamless transition on the Effective Date. Key components include:

### **Organizational Structure**

- The RFA organizational chart and functional structure will be adopted as described in Appendix C of the RFA Plan.

### **Personnel**



- The current Fire Chief will serve as the initial Fire Chief of the RFA and will operate at the pleasure of the Governance Board.
- All existing personnel will transfer to the RFA on the Effective Date at their existing rank, grade, and seniority.
- All current employee agreements, labor contracts, and employment-related obligations will transfer to the RFA simultaneously with personnel.

#### **Administration Transfer and Responsibilities**

- All existing administrative and business operations, policies, and agreements from the current Fire Department will transfer to the RFA unless specifically exempted.
- The RFA will assume responsibility for key administrative functions—including HR, payroll, risk management, accounting, legal services, and IT—on a phased timeline.
- Certain services will be contracted back to the City for a defined period following the Effective Date, ensuring continuity and operational stability.
- Some administrative responsibilities (LEOFF 1 management, Civil Service services, etc.) will remain with the City during the transitional period.

#### **Seamless Transition Requirement**

- The RFA Plan specifies that the transition should be seamless and follow the existing administrative and management practices of the current Fire Department until fully transitioned.

The proposed structure and administrative assignments generally support an orderly transition into a standalone regional authority. However, several matters require clarification or policy direction:

##### **1. Phasing and Timeline**

**(HR, Payroll, IT, Accounting, Fleet, Facilities, etc.)** The plan identifies transition dates ranging from the Effective Date to up to three years afterward. Clear operational planning and budget forecasting will be required.

##### **2. Contracted Services with the City**

Continued support from the City for HR, payroll, fleet maintenance, facilities, and IT during the initial years must be formalized through interlocal agreements that define cost recovery, performance standards, and renewal or termination steps.

##### **3. Governance Board Oversight**

Any future amendments to organizational structure, personnel policies, or administrative processes will require majority approval of the RFA Governance Board.

##### **4. Staffing for New Administrative Roles**

Positions such as HR/Finance Director will need timelines, recruitment processes, and funding mechanisms.

##### **5. Civil Service Processes**

The RFA is required to stand up its own Civil Service system or negotiate in accordance with RCW, by January 1 of the second full calendar year after the Effective Date.



#### **6. Risk Management and Insurance**

The transition to RFA-owned liability, property, auto, and workers compensation programs will require procurement, broker services, and underwriting timelines.

#### **Decisions Needed:**

The RFA Planning Committee and Governance Board will need to make decisions on the following items:

1. Formal Approval of the Organizational Structure  
Adoption of the organizational chart in Appendix C.
2. Administrative Transition Timeline  
Confirmation of dates by which HR, payroll, IT, accounting, fleet, and facility functions transition from contracted City services to RFA-managed operations.
3. Interlocal Service Agreements with the City  
Direction to negotiate agreements outlining cost, scope, responsibilities, and renewal terms for contracted services.
4. Administrative Staffing Plan  
Approval to recruit and fund key administrative positions (e.g., HR/Finance Director).
5. Legal and Risk Management Services  
Determination of how the RFA will obtain legal counsel, insurance coverage, and risk management support at or after the Effective Date.
6. Amendment Flexibility  
Confirm understanding that this section of the RFA Plan may be amended by majority vote of the Governance Board.

#### **Staff Recommendations:**

Staff recommends that the Planning Committee review the administrative transition timeline, direct the development of interlocal agreements for shared services, and establish a phased implementation plan to ensure operational continuity and a seamless transition on the Effective Date. Staff further recommends that the Committee adopt the draft organizational and administrative language outlined below to provide clear authority, consistency, and legal alignment during the transition and initial operations of the RFA.

#### **ORGANIZATIONAL STRUCTURE.**

1. Organizational Chart. The RFA shall be organized as provided in Appendix C of the RFA Plan.

#### **PERSONNEL.**



1. Fire Chief. On the Effective Date, the Fire Chief of Bellingham 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 City Fire Department shall transfer to the RFA to fulfill assigned duties as outlined in the organizational structure in Appendix C. All City Fire Department personnel shall be transferred on the Effective Date at their current rank, grade and seniority.

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.

#### **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. RFA Administrative Responsibilities.** On the Effective Date, the following functions of the RFA shall be the responsibility of the RFA. The RFA desires to contract with the City of Bellingham to perform some of the functions as described below by reimbursing the City appropriate service costs.

2.1. Recruitment and Hiring, Labor Relations and Negotiations and all administrative functions related to the Family Medical Leave Act (FMLA), the Family Care Act (FCA), and all other state and federal employment and labor laws.

The RFA intends to hire an HR/Finance Director immediately but will also contract all these services with Bellingham through the first full calendar year after the Effective Date. Unless otherwise mutually agreed by the City and the RFA, the RFA will assume all HR related functions with its own staff starting January 1 of the second full calendar year after the Effective Date.

2.2. Health Insurance.

RFA will provide its own health plan effective July 1, 2027.

2.3. Risk Management including Labor and Industries time-loss, Liability and Property Insurance.

The RFA will obtain its own property, liability, auto and other insurance coverage and will obtain its own unemployment and workers compensation policy (either through the State of Washington or a self-insurance program) upon Effective Date.



#### 2.4. Payroll Services.

The RFA intends to hire an HR/Finance Director; however, all payroll functions will continue to be contracted to the City of Bellingham through the first full calendar year following the Effective Date. This includes all associated payroll responsibilities such as MERP contributions, 457 deferred compensation deposits, retirement system reporting, benefit-related payroll deductions, quarterly and annual tax reporting, and any other payroll-related compliance or remittance obligations. Unless otherwise mutually agreed by the City and the RFA, the RFA will assume full payroll processing, and all related statutory and benefit administration responsibilities no later than January 1 of the second full calendar year after the Effective Date.

#### 2.5. Legal Services.

The RFA will obtain its own legal counsel upon the Effective Date.

#### 2.6. Accounting Services.

The RFA intends to hire an HR/Finance Director, but will also contract these services with Bellingham through the first full calendar year. Unless otherwise agreed to mutually by the City and the RFA, the RFA will have its own staff perform full accounting and financial management functions of the Authority no later than January 1 of the second full calendar year after the Effective Date.

#### 2.7. Fleet Maintenance.

The RFA intends to contract all fleet maintenance, fueling, and acquisition/setup services with Bellingham starting from the Effective Date and continuing for the first 3 calendar years unless mutually agreed to terminate sooner. The service agreement may be extended for an additional 3-year period upon mutual agreement. The RFA shall give at least 180 days written notice of its intention to renew or terminate.

#### 2.8. Facilities, IT, Communication.

The RFA intends to contract all facility operations including but not limited to janitorial maintenance and supply, routine maintenance, small repairs and rehab with Bellingham upon the Effective Date and continuing for the first 3 calendar years unless mutually agreed to terminate sooner. The service agreement may be extended for an additional 3-year period upon mutual agreement. The RFA shall give at least 180 days written notice of its intention to renew or terminate. The RFA intends to contract all IT operations including but not limited to hardware and software, GIS, internet access, phone, cell phone, wireless devices, and new software selection/implementation upon the Effective Date and continuing for the first 3 calendar years unless mutually agreed to terminate sooner. The service agreement may be extended for an additional 3-year period upon mutual agreement. The RFA shall give at least 180 days written notice of its intention to renew or terminate.



The RFA will assume all communication functions upon the Effective Date. For this section, communication functions include but are not limited to Public Information Officer (PIO) responsibilities, press releases, web and social media hosting and content management, interoffice and external mailing and postage, printing and publications.

**3. City Retained Administrative Service Responsibilities.** The City of Bellingham shall continue to provide the following services:

3.1. The City of Bellingham LEOFF Board will continue to oversee LEOFF 1 benefits for City retirees in accordance with the City of Bellingham LEOFF 1 Policies and Procedures.

3.2. Civil Service Board.

The RFA shall establish its own Civil Service process, or negotiate the changes in accordance with RCW, no later than January 1 of the second full calendar after the Effective Date. The City will continue to provide a Civil Service Board during the interim at no cost to the RFA.

3.3. Others.

Unless specified herein, the RFA shall establish its own services no later than January 1 of the second full calendar after the Effective Date to perform any functions not identified in this Plan. City will provide such services during the interim and may recover any service costs from the RFA.

**4. 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 current City of Bellingham Fire Department.

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

**Committee Recommendations:**

**Implementation Steps:**

**Financial/ Administrative Implications:**

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

#### **A. INTERIM RFA FINANCES**

- 1.1. The operation and administration of the RFA, if effective on July 1 of 2027, for the remainder of the effective year shall be funded by the funds budgeted for fire department services in the budgets of each Participating Jurisdiction of the RFA for the year.
- 1.2. *The RFA shall enter into an interlocal agreement with the City for funds required to operate the RFA for the first four months of the year immediately following the effective date to span the period until the RFA's first tax collection.*

#### **B. RFA FINANCES**

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 per thousand of assessed valuation.*
2. **Benefit Charge.** *The RFA shall be authorized to impose a benefit charge on all improved properties within the RFA service area, initially based upon the general formula and methodology provided in **Appendix E** in accordance RCW 52.26.050(1)(a).*
3. **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.
4. **Fire Impact and Mitigation Fees.** On the effective date, all District impact and mitigation fees shall transfer to the RFA for the continued imposition and collection.
5. **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 to the RFA the following assets:

1.1 The real property identified in Appendix D, **and unless otherwise excluded, any building fixtures, furniture and contents thereof.**

1.2. The apparatus/vehicles identified in Appendix D.

1.3 Capital Reserve Fund. *Place holder language, example: On the effective Date, the District shall transfer its Capital reserve fund to the RFA for the purposes of establishing a Capital Projects Reserve Fund. The Capital Projects Reserve Fund shall be used for capital expenditures having a cost greater than \$25,000.00 and a service life greater than ten (10) years (e.g., major equipment, fire apparatus, etc.).*

1.4. Reserve Fund. *Place holder language, example: On the effective Date, the District shall transfer its reserve fund to the RFA for the purposes of establishing a Reserve Fund.*

**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 D, **and unless otherwise excluded, any building fixtures, furniture and contents thereof.**

2.2. The apparatus/vehicles identified in Appendix D.

2.3. *Place holder for discussions regarding reserves around the payroll liability of all RFA employees separation leave compensation; fleet reserves and other reserves.*

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.

All assets so transferred based on the Plan and any subsequent agreements shall be transferred on an "as is where is" condition.

2. 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. DEBT**

1. The following City Debt/Obligation shall be retained by the City:

*1.1 Obligations and assets related to City of Bellingham's Firefighter's Pension and/or LEOFF 1 retiree medical.*

2. The following District Debt/Obligation shall be transferred and assumed by the RFA.

*1.1 Commissioner Indebtness bonds/LOCAL loan to finance Station 34 capital improvements.*

3. **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 the Governing Board except when voter approval is required by statute.

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

#### A. DEFINITIONS

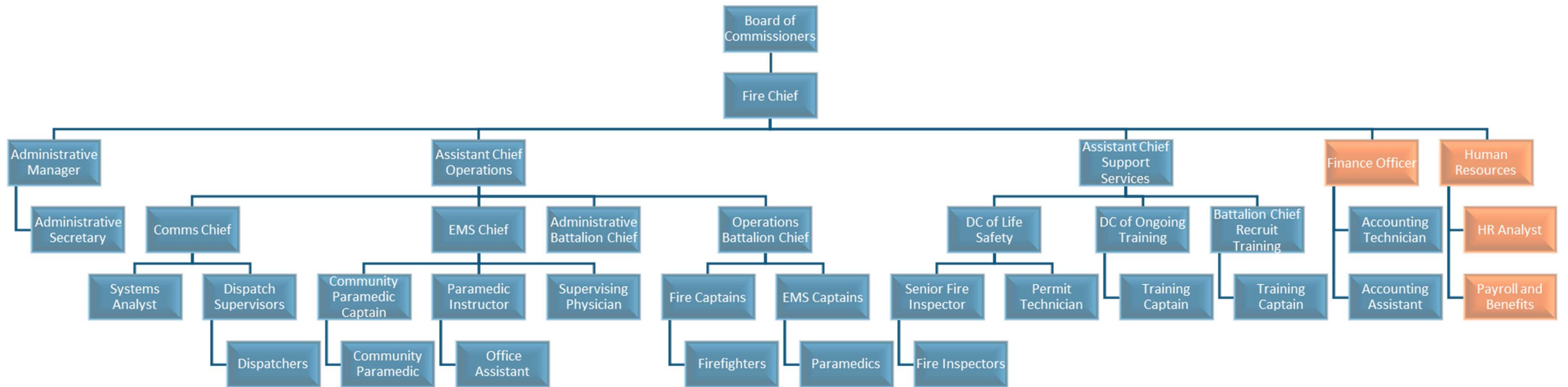
1. The definitions in this section apply throughout this **RFA Plan**, unless the context clearly requires otherwise.
  - 1.1. **"Board", "Governance Board" or "Governing Board"** means the Governance body of a regional fire protection service authority.
  - 1.2. **"City"** means the City of Bellingham.
  - 1.3. **"District"** means Whatcom County Fire Protection District No. 8.
  - 1.4. **"Effective Date"** means July 01, 2027 following the approval of the RFA Plan by voters of the Participating Jurisdictions.
  - 1.5. **"Fire Benefit Charge"** is a service charge determined by the required fire-flow and personnel and equipment costs associated with fighting a fire in a particular type and size **(Appendix E)** of this plan.
  - 1.6. **"Inter-local Agreement"** means the Inter-local service agreement between the RFA and the City of Bellingham in provisioning of certain administrative and support services per the adopted Plan.
  - 1.7. **"Participating Jurisdictions"** means the City of Bellingham and Whatcom County Fire District 8.
  - 1.8. **"RCW"** means Revised Code of Washington.
  - 1.9. **"Regional Fire Protection Service Authority" or "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, an 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.

- 1.10. "**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 Bellingham and Whatcom County Fire District 8 the Regional Fire Authority Plan.
- 1.11. "**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 Renton Regional Fire Authority.
- 1.12. "**Bellingham Regional Fire Authority**" or "**BRFA**" means the Regional Fire Protection Service Authority defined in this plan whose boundaries are coextensive with the City of Bellingham and Whatcom County Fire District 8.

**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.

# APPENDIX C- BELLINGHAM REGIONAL FIRE AUTHORITY INITIAL ORGANIZATIONAL CHART AT EFFECTIVE DATE



## Appendix D

Personal Property – Vehicles and Apparatus

### Stations

#### Bellingham Fire Department

| Agency | Facility Name | Address                                      | Property ID | Geo ID                                |
|--------|---------------|----------------------------------------------|-------------|---------------------------------------|
| BFD    | Station 1     | 1800 Broadway St. Bellingham, WA 98225       | 53394       | 3802255305360000                      |
| BFD    | Station 2     | 1590 Harris St, Bellingham, WA, 98225        | 16649       | 3702012520790000                      |
| BFD    | Station 3     | 1111 Billy Frank Jr St, Bellingham, WA 98225 | 77263/77289 | 3803312444860000/<br>3803312474960000 |
| BFD    | Station 4     | 2306 Yew Street, Bellingham, WA 98229        | 66315       | 3803210220160000                      |
| BFD    | Station 5     | 3314 Northwest Ave, Bellingham WA 98225      | 47309/47318 | 3802132520610000/<br>3802132580550000 |
| BFD    | Station 6     | 4068 Deemer Rd, Bellingham WA 98225          | 61473       | 80318200507000                        |
| BFD    | Boathouse     | South Harbor Loop Dr, Bellingham WA 98225    |             |                                       |

#### Whatcom County Fire District #8

|      |            |                                         |       |                  |
|------|------------|-----------------------------------------|-------|------------------|
| FD#8 | Station 31 | 2913 Bennet Dr., Bellingham WA 98225    | 49738 | 3802232143190000 |
| FD#8 | Station 33 | 4504 Curtis Rd., Bellingham WA 98225    | 43574 | 3802042900030000 |
| FD#8 | Station 34 | 2600 Mackenzie Rd, Bellingham, WA 98225 | 41489 | 3801344141460000 |



# Apparatus

## Bellingham Fire Department

|      | Vehicle Type      | Manufacturer Name | Vehicle Description | Model Year  | Model Number   | License       | VIN                      |
|------|-------------------|-------------------|---------------------|-------------|----------------|---------------|--------------------------|
| 4521 | Ambulance         | FORD              | AMBULANCE           | 2019        | E450           | 70218D        | 1FDXE4FS0KDC52161        |
| 4522 | Ambulance         | FORD              | AMBULANCE           | 2019        | E450           | 70217D        | 1FDXE4FSXKDC52894        |
| 4523 | Ambulance         | FORD              | AMBULANCE           | 2022        | AMBULANCE      | 74458D        | 1FDXE4FN3PDD18929        |
| 4524 | Ambulance         | FORD              | AMBULANCE           | 2022        | AMBULANCE E450 | 74456D        | 1FDXE4FNXPDD18930        |
| 4525 | Ambulance         | FORD              | AMBULANCE           | 2022        | AMBULANCE E450 | 74457D        | 1FDXE4FN1PDD18931        |
| 4514 | Ambulance         | FORD              | AMBULANCE           | 2015        | E350           | 59475D        | 1FDWE3FS8FDA05238        |
| 4517 | <i>Ambulance</i>  | <i>FORD</i>       | <i>AMBULANCE</i>    | <i>2015</i> | <i>E350</i>    | <i>60184D</i> | <i>1FDWE3FSXFDA05242</i> |
| 4526 | Ambulance         | FORD              | AMBULANCE           | 2023        | E450           | 77110D        | 1FDXE4FN5PDD39135        |
| 4527 | Ambulance         | FORD              | AMBULANCE           | 2023        | AMBULANCE      | 77291D        | 1FDXE4FN5PDD39166        |
| 4528 | Ambulance         | FORD              | AMBULANCE           | 2023        | E450           | 77293D        | 1FDXE4FN8PDD39114        |
| 4529 | Ambulance         | FORD              | AMBULANCE           | 2023        | E450           | 77294D        | 1FDXE4FN6PDD39161        |
| 4530 | Ambulance         | FORD              | AMBULANCE           | 2025        | E450           | 82729D        | 1FDXE4FN4SDD03350        |
| 4532 | Ambulance         | FORD              | AMBULANCE           | 2025        | E450           | 84579D        | 1FDXE4FN5TDD01737        |
| 4531 | Ambulance         | FORD              | AMBULANCE           | 2025        | E450           | 82728D        | 1FDXE4FN3SDD03355        |
| 4499 | Fire Boat         | MOOSE BOATS       | FIRE BOAT           | 2015        | M2-38          |               | 1RO38085D515             |
| 4908 | Fire Truck Ladder | PIERCE            | AERIAL FIRE TRUCK   | 2008        | 20495          | 46348D        | 4P1CA01H28A008628        |
| 4916 | Fire Truck Ladder | PIERCE            | AERIAL FIRE TRUCK   | 2019        | ARROW XT       | 66527D        | 4P1BCAGF5KA019891        |
| 4909 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2009        | PUMPER         | 46359D        | 4P1CJ01A29A009282        |
| 4910 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2009        | PUMPER         | 46360D        | 4P1CJ01A49A009283        |
| 4912 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2009        | PUMPER         | 46364D        | 4P1CJ01A89A009285        |
| 4914 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2009        | PUMPER         | 46366D        | 4P1CJ01A19A009287        |
| 4915 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2018        | PUMPER         | 64137D        | 4P1BAAFF4JA018771        |
| 4917 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2020        | PUMPER TH385   | 66572D        | 4P1BAAFF2LA021283        |
| 4918 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2021        | TH410          | 70306D        | 4P1BAAFF5MA022963        |
| 4919 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2021        | ENFORCER JK294 | 64139D        | 4P1BAAFF6NA024061        |
| 4920 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2022        | ENFORCER JK294 | 77486D        | 4P1BAAFF0RA026930        |

|        |                        |                     |                               |      |                      |         |                    |
|--------|------------------------|---------------------|-------------------------------|------|----------------------|---------|--------------------|
| 8012M  | Sedan Compact          | FORD                | COMPACT SEDAN                 | 2007 | FOCUS                | 42281D  | 1FAHP34NX7W259419  |
| 2062A  | SUV Compact            | FORD                | SUV - FIRE                    | 2007 | ESCAPE XLS           | 42272D  | 1FMCU92Z88KA13351  |
| 8024   | SUV Compact            | FORD                | COMPACT SUV                   | 2017 | ESCAPE SE            | 62212D  | 1FMCU9G99HUA40152  |
| 2048A  | SUV Large              | CHEVROLET           | SUV 4X4                       | 2007 | SUBURBAN             | 42261D  | 3GNFK16387G210905  |
| 8023   | SUV Large              | FORD                | SUV, RED                      | 2016 | EXPEDITION SSV       | 60293D  | 1FMJU1GT7GEF26682  |
| 8031   | SUV Large              | CHEVROLET           | SUV, RED                      | 2017 | SUBURBAN             | 61187D  | 1GNSKKEC6HR220694  |
| 8020   | SUV Large              | FORD                | SUV, RED                      | 2015 | EXPEDITION SSV       | 59858D  | 1FMJU1GT9FEF42199  |
| 8021   | SUV Large              | FORD                | SUV, RED                      | 2015 | EXPEDITION SSV       | 59859D  | 1FMJU1GT1FEF42200  |
| 8030   | SUV Large              | FORD                | SUV, RED                      | 2017 | EXPEDITION           | 61178D  | 1FMJU1GT7HEA53366  |
| 8033   | SUV Large              | CHEVROLET           | SUV, RED                      | 2017 | SUBURBAN             | 62664D  | 1GNSKKEC9HR308526  |
| 8056   | SUV Mid-Size           | CHEVROLET           | SUV, RED                      | 2023 | TAHOE SSV            | 76217D  | 1GNSKLED1PR301860  |
| 8057   | SUV Mid-Size           | CHEVROLET           | SUV, RED                      | 2023 | TAHOE SSV            | 76216D  | 1GNSKLEDXPR301839  |
| 10-85  | Trailer Cargo 5k#-20k# | INTERSTATE          | EQUIPMENT TRAILER             | 2008 | CARGO TRAILER        | 46304D  | 4RACS12268N061117  |
| 10-86  | Trailer Cargo 5k#-20k# | INTERSTATE          | EQUIPMENT TRAILER             | 2008 | CARGO TRAILER        | 46305D  | 4RACS12288N061118  |
| 10-87  | Trailer Cargo 5k#-20k# | INTERSTATE          | EQUIPMENT TRAILER             | 2008 | CARGO TRAILER        | 46306D  | 4RACS122X8N061119  |
| 10-104 | Trailer Flat <5k#      | BULLDOG TRAILER MFG | FLATBED TRAILER               | 2014 | 508S                 | 55823D  | 4RJFS0816E1104699  |
| 10-103 | Trailer Flat 5k#-20k#  | BULLDOG TRAILER MFG | FLATBED TRAILER               | 2014 | 716S                 | 55822D  | 4RJFS1627E1104700  |
| 2129   | Truck 150              | FORD                | 1/2 TON HYBRID ELECTRIC TRUCK | 2018 | F150XL PLUGIN HYBRID | 66503D  | 1FTEX1EB9JKD73643  |
| 2132   | Truck 150              | FORD                | 1/2 TON HYBRID ELECTRIC TRUCK | 2018 | F150XL PLUGIN HYBRID | 66502D  | 1FTEX1EB0JKD73644  |
| 2137   | Truck 150              | FORD                | 1/2 TON TRUCK                 | 2022 | F150 LIGHTNING       | 77424D  | 1FTVW1EL1PWG25088  |
| 2076   | Truck 250              | FORD                | 3/4 TON PICKUP EXT CAB 4X4    | 2008 | F-250                | 46335D  | 1FDSX21R28EE49381  |
| 3100   | Truck 350              | FORD                | 1 TON SERVICE TRUCK           | 2023 | F350 CREW CAB        | 77414D  | 1FT8W3BA3PEE10507  |
| 2149   | Truck Compact          | FORD                | COMPACT TRUCK                 | 2024 | MAVERICK             | 77431D  | 3FTTW8J9XRRRA20146 |
| 2154   | Truck Compact          | FORD                | COMPACT TRUCK                 | 2025 | MAVERICK CREW CAB    | 824423D | 3FTTW8B35SRB25063  |
| 4035   | Van ADA                | FORD                | CARGO VAN                     | 2020 | TRANSIT SVI          | 66583D  | 1FTYE2CG0LKB74586  |

|      |               |      |               |      |             |        |                   |
|------|---------------|------|---------------|------|-------------|--------|-------------------|
| 4036 | Van ADA       | FORD | CARGO VAN     | 2020 | TRANSIT SVI | 66582D | 1FTYE2CG2LKB74587 |
| 4042 | Van Cargo Max | FORD | CARGO VAN     | 2023 | E-TRANSIT   | 77427D | 1FTBW1YK5PKB33774 |
| 4041 | Van Passenger | FORD | PASSENGER VAN | 2023 | TRANSIT     | 77085D | 1FBAX2Y89PKB71192 |

## Whatcom County Fire District #8

|         | Vehicle Type      | Manufacturer Name | Vehicle Description | Model Year | Model Number    | License | VIN                |
|---------|-------------------|-------------------|---------------------|------------|-----------------|---------|--------------------|
| D8-8003 | Sedan Compact     | CHEVROLET         | DISPATCH CAR        | 2011       | IMPALA          | 96604C  | 2G1WD5EM1B1150870  |
| D8-8004 | Truck 150         | FORD              | TRAINING            | 2022       | F150            | D4733C  | 1FTFW1P8XNKE89948  |
| D8-8005 | Truck             | FORD              | LIFE SAFETY TRUCK   | 2024       | MAVERICK        | D4762C  | 3FTTW8J94RRA20319  |
| D8-8505 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2009       | PUMPER TRUCK    | D2643C  | 4P1CJ01A69A009284  |
| D8-8106 | Ambulance         | FORD              | AMBULANCE           | 2015       | E450 SUPER DUTY | B1588C  | 1FDXE4F51FDA26829  |
| D8-8108 | Ambulance         | FORD              | AMBULANCE           | 2023       | E450            | D9875C  | 1FDXE4FNXPDD39115  |
| D8-8502 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2005       | CONTENDER       | 50185C  | 4P1CC01A45A004931  |
| D8-8504 | Fire Truck Pumper | PIERCE            | PUMPER TRUCK        | 2016       | ENFORCER JK294  | B5002C  | 4P1BAAGF5GA01549   |
| D8-8902 | Trailer           | ALCON             | LIFE SAFETY TRAILER | 2023       | CARGO TRAILER   | D4741C  | 5WFB E1219RB044689 |
| D8-8903 | Trailer           | EAGLE             | PUMP PROP TRAILER   | 2021       | CARGO TRAILER   | D8854C  | 184Bu1019NC036866  |

**INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND RENTON REGIONAL FIRE AUTHORITY**

**I. PARTIES**

The parties to this interlocal agreement for cooperation resulting from the formation of the Renton Regional Fire Authority ("Agreement") are the City of Renton (hereinafter the "City"), a Washington municipal corporation, and the Renton Regional Fire Authority (hereinafter the "RRFA" or "RFA"), a Washington municipal corporation formed in accordance with Chapter 52.26 of the Revised Code of Washington ("RCW").

**II. AUTHORITY**

The City and the RRFA are public agencies as defined by Chapter 39.34 RCW, and are authorized to enter into interlocal agreements on the basis of mutual advantage and thereby to provide services and facilities in the manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs of local communities.

**III. PURPOSE**

The City has maintained a full service fire department for decades. On April 26, 2016, voters within the jurisdictions of the City and King County Fire Protection District No. 25 ("District") voted to create the RRFA in order to provide fire protection, emergency medical and life safety services, and approved the Renton Regional Fire Authority Plan ("RFA Plan") which sets forth the manner in which the services will be provided by the RRFA. The RRFA came into existence and became effective on July 1, 2016. The RRFA consolidated the City Fire Department and the District into one independent municipal corporation, with taxing authority, designed to provide fire protection, emergency medical and life safety services within the geographical boundaries of the City and the District.

It is the parties' desire that the City continues to perform certain internal support services for a limited period of time for the RRFA such as the provisioning of payroll, accounting, human resources, civil service, fleet operation and management, information technology, and facilities maintenance as outlined in the RFA Plan and more specifically described in the attached exhibits. It is the parties' further desire that the RRFA provide certain services to the City such as fire prevention, fire investigation and emergency management support as outlined in the RFA Plan and more specifically described in the attached exhibits.

This Agreement establishes the framework for transferring responsibilities from the City to the RRFA and, the ongoing coordination between the City and the RRFA pursuant to the RFA Plan. This Agreement also sets forth the manner in which the services described above will be provided by both the City and the RRFA.

**IV. ADMINISTRATIVE COMMITTEE TO ADMINISTER AGREEMENT**

To carry out the purposes of this Agreement, a two (2)-person committee is hereby created to administer this Agreement ("Committee"). The Committee shall consist of the Chief Administrative Officer "CAO" of the City of Renton and the Fire Chief, or their designees. The Committee shall meet no less than one (1) time per year to discuss the performance of the obligations of the City and the RRFA pursuant to this Agreement; provided that either member of the Committee may call additional meetings as deemed appropriate. The Committee may develop policies and procedures to aid in the implementation of this Agreement. Unless otherwise specified in this Agreement, all decisions of the Committee must be unanimous. The Committee may amend procedural and administrative aspects of the exhibits to this Agreement without approval by the parties' governing bodies, but only to the extent such amendments are consistent with the RFA Plan and do not increase the cost of either party to administer this Agreement or decrease the revenues received by either party. In the event of a dispute of the Committee, such dispute shall be handled in accordance with Subsection XIX(B) of this Agreement.

**V. EXHIBITS INCORPORATED**

Attached to this Agreement are a number of exhibits that detail the work to be performed by the RRFA in coordination with the City, and the work to be performed by the City for the benefit of the RRFA. There are also exhibits attached to this Agreement that designate the manner of transferring documents and handling other matters related to the transfer of fire services from the City to the RRFA. The attached Exhibits 1 through 7 (the "Exhibits") are adopted and incorporated into this Agreement by this reference.

**VI. RRFA RESPONSIBLE FOR COMPLIANCE WITH LAWS AND REGULATIONS**

It is recognized that with the passage of the RFA Plan by the voters of the City and the District, a new municipal corporation was created as of July 1, 2016, with a purpose separate from that of the City, and with officers, employees, and elected and appointed officials separate from those of the City. It is recognized that as of July 1, 2016, the RRFA is a stand-alone and independent legal entity completely separate in all purposes from that of the City and King County Fire Protection District No. 25. Except as otherwise provided for in this Agreement, the RRFA shall be solely legally responsible for all conduct and services provided by the RRFA.

**VII. DESIGNATION OF FIRE CHIEF, FIRE MARSHAL, AND FIRE CODE OFFICIAL**

For the purposes of enforcement of federal, state, and City laws relating to the provision of fire services, and for the purposes of complying with federal and state grant programs or any other programs which relate to the provision of the services formerly provided by the City of Renton Fire Department, the Chief Officer of the RRFA (hereinafter "Fire Chief") shall be considered the City's Fire Chief, and City shall designate the Fire Marshal assigned to the Community Risk Reduction Section shall be considered the City's Fire Marshal and Fire Code Official.

**VIII. SERVICES PERFORMED BY THE RRFA FOR THE CITY**

- A. Services to be Provided. The RRFA will perform Community Risk Reduction Services within the City boundaries as set forth and described in Exhibit 1 of this Agreement.
- B. Community and Special Events. The RRFA will cooperate with the City and will, to the extent resources allows, participate in and provide resources for the City's Fourth of July events, Renton River Days, and other mutually agreed community and special events that may include, but are not limited to, community picnics, farmers markets, holiday parades and other similar events.

**IX. SERVICES PERFORMED BY THE CITY FOR THE RRFA**

The City agrees to perform the following services for the RRFA, as prescribed in more detail in the following Exhibits to this Agreement:

Exhibit No./Title of Exhibit:

- 2. Information Technology Services;
- 3. Facilities/Landscaping Maintenance Services;
- 4. Fleet Management Services; and
- 5. HR and Financial Support Services.

**X. EMPLOYEES**

- A. Employees of the RRFA Are Not Employees of the City. All RRFA employees who provide any services called for in this Agreement shall be employees of the RRFA, and not employees of the City. The RRFA shall, at all times, be solely responsible for the compensation, management and conduct of RRFA employees that are performing the services called for in this Agreement.
- B. Employees of the City Are Not Employees of the RRFA. All City employees who provide any services called for in this Agreement shall be employees of the City and not employees of the RRFA. The City shall, at all times, be solely responsible for the compensation, management and conduct of City employees that are performing the services called for in this Agreement.

**XI. RECORDS TRANSFER AND REQUESTS FOR RECORDS**

The City and the RRFA anticipate the transfer of certain records as provided in Exhibit 6 from City custody to RRFA custody. Except as provided elsewhere in this Agreement, Exhibit 6 shall govern the retention and disclosure of any records of one party held by the other.

**XII. ASSET TRANSFER**

- A. Real Property. The real property associated with City fire services will be transferred or leased to the RRFA in accordance with Section 6 of the RFA Plan. RRFA is responsible for the full operation, maintenance, upkeep, and capital

improvement to the leased facilities during the lease term as more particularly set forth in the lease agreements.

- B. Vehicles, Equipment and Other Personal Property. All vehicles, equipment, and other personal property listed in Appendix E of the RFA Plan will be transferred in accordance with Section 6 of the RFA Plan. In the event any Exhibit provides for specific personal properties to be transferred, or not, such Exhibit shall control.

Upon transfer of vehicles, equipment, and property that must by law be registered, the RRFA shall take all necessary steps to transfer title to the RRFA and register the vehicles, equipment and property in the name of the RRFA within the time requirements of state law. All vehicles, equipment, and property are being transferred "as-is, where is, without warranties, express or implied," and the RRFA shall defend, indemnify, and hold the City harmless from any and all injuries or damages to persons or property that may be occasioned in any manner whatsoever by the vehicles and equipment, whether those damages or injuries are suffered by agents, employees, officials, or assigns of the RRFA or by third parties.

- C. City of Renton Accounts and Funds. The City Funds and Accounts identified in Section 6 of the RFA Plan will be transferred on the RRFA effective date.
- D. Other Assets. It is anticipated that some assets relating to the provision of fire services may not have transferred pursuant to the RFA Plan. Any assets not contained within the RFA Plan shall be transferred only by a separately negotiated written agreement between the City and the RRFA.
- E. Office Space. Through December 31, 2018, at no charge to the RRFA, the City will provide the RRFA with the same or equivalent office space that was previously used by the Fire & Emergency Services Department in the Renton City Hall. Prior to the expiration of such period, the parties agree to collaborate in the public interest to address their common interests and future needs for office space. The parties should consider the benefits of co-locating interdependent and complimentary services.

### **XIII. WAIVER OF FIRE BENEFIT AND SERVICE CHARGES**

As partial consideration for the assets transferred, leased properties, services, and other consideration provided by the City pursuant to this Agreement, all personal property and improvements to real property owned by the City shall be permanently exempt from any fire benefit charge or service charge that could otherwise be imposed by the RRFA pursuant to the RFA Plan, Chapter 52.26 RCW, or RCW 52.30.020, as they may be amended or recodified in the future.

#### **XIV. SERVICE AND IMPACT FEE AND PAYMENT**

- A. Fire Impact Fees Paid to RRFA. The City shall continue to charge the Fire Impact Fees listed in Subsection XII (6)(d) of the 2015-2016 City of Renton Fee Schedule. The RRFA agrees to initially adopt the applicable portions of the City's Capital Facilities Plan and take any other necessary steps to support continued collection of such fees. Beginning in 2017, by no later than September 1 of each year, the RRFA may submit to the City proposed updates to the Fire Impact Fees, together with an updated Fire Capital Facilities Plan. Updates to the Fire Impact Fees are subject to City Council approval, which will not be unreasonably withheld. The parties agree to enter into a separate ILA that is consistent with the existing City of Renton and Renton School District Impact Fee ILA for more specific responsibilities and requirements regarding Impact Fees. Pursuant to the RFA Plan, the City will retain collected Fire Impact Fees necessary to cover the debt service requirement for a promissory note between Fire District 40 and the City for the transfer of Fire Station 13 (the "Debt"). Fire Impact Fees collected in excess of such debt service shall be remitted to the RRFA and spent in accordance with all applicable laws. To the degree Fire Impact Fees are collected by the City through its billing, permit or license systems, the City will remit to the RRFA in a timely manner all funds collected in excess of the Debt. Subject to the terms of any subsequent Fire Impact Fee ILA entered into by the City and the RRFA, the RRFA accepts full responsibility for ensuring the remitted Fire Impact Fees are lawfully charged and agrees to indemnify, defend and hold the City harmless from all claims or actions arising out of the collection and remittance of Fire Impact Fees pursuant to this subsection.
- B. Time for Payment. Fees for the services provided by the City to the RRFA are set forth in Exhibits 2 through 5 of this Agreement. Payment shall be calculated either on a pre-established, per-year cost of service basis, on an hourly basis, or, in the case of units provided, on a cost per-unit basis. Unless as otherwise provided in Exhibits 2 through 5, payments shall be made as follows:
1. Payments Dependent on Pre-Established Per-Year Cost. In the case of any costs of services that are established on a per-year basis, such costs shall be divided into twelve (12) equal payments paid on the 15th day of each month; provided, for the remainder of the year 2016, such costs shall be divided into six (6) equal payments, payable on the 15th day of each month.
  2. Payments Dependent on Time and/or Material. In the case of payments which are based upon the number of hours worked and/or units of material used, the party providing the service shall, by the last day of each month, submit an invoice for the time and materials incurred in the previous month. For example, an invoice submitted by August 31<sup>st</sup> would cover the time and material incurred during the month of July. Payment of the invoiced amount

shall be due no later than thirty (30) calendar days from the date of the invoice.

- C. Failure to Submit Invoice. The failure of one party to submit an invoice for services to the other party within the timeframes provided in this Agreement shall not result in a waiver of the requirement of the other party to pay for those services.
- D. Disputed Amounts. In the event that there is a dispute regarding the amount of money owed by a party, any undisputed amounts shall remain due and payable in accordance with the payment dates and terms established in Subsection XIV(C) above. As to any remaining disputed amount, the Committee shall make every effort to resolve that dispute. In the event that the Committee is unable to resolve the dispute, the only means of resolving that dispute will be by the dispute resolution process provided in Subsection XX(B).
- E. Reconciliation of Amount Due After Termination. Within ninety (90) calendar days of the effective date of this Agreement's termination, the parties shall submit to each other a final invoice consistent with the methods of invoicing required above. Final payment and settlement of accounts shall occur within ninety (90) calendar days of the effective date of termination of the Agreement. Any disputed amounts will be resolved in accordance with the procedures in Subsection XIV(D) above.

**XV. DURATION OF AGREEMENT**

This Agreement shall become effective on July 1, 2016. Should this Agreement be ratified by the governing bodies of the City and the RRFA after July 1, 2016, this Agreement shall be effective retroactively as of July 1, 2016, and all acts consistent with this Agreement shall be deemed ratified by the City and the RRFA. This Agreement shall remain in full force and effect until terminated as provided for in Section XVI.

**XVI. TERMINATION**

- A. Restriction on Termination. Except as specifically provided in this Agreement or the Exhibits or mutually agreed to by the parties, this Agreement shall not be terminated. Services identified in Exhibits 2 through 5 may be terminated at the end of the agreed term, by mutual agreement, or by notice pursuant to Subsection B of this Section.
- B. Termination of Exhibits 2-5 by Notice. The services identified in Exhibits 2 through 5 of this Agreement may be terminated by either party upon providing the other party with three hundred and sixty-five (365) days' advance written notice of termination. A termination pursuant to this subsection will terminate all services provided by one or more of Exhibits 2-5, as specified in the notice of

termination. Partial termination of services within an exhibit may only be accomplished by mutual agreement and negotiated payment terms.

- C. Termination of Exhibits 1, 6 or 7. Except as provided herein, Exhibits 1, 6, and 7 are intended to continue indefinitely. The parties may mutually agree to amend or terminate Exhibits 1, 6, and/or 7 at any time. Without mutual agreement, Exhibits 1, 6 or 7 shall not be terminated prior to December 31, 2021. If either party desires to amend or terminate Exhibit 1, 6, or 7 and the other party does not agree, the parties shall engage in the following process: Any party desiring to modify or terminate Exhibits 1, 6 or 7 shall provide notice to the Committee of the proposed modifications or reason for termination. The Committee shall attempt to negotiate a resolution. If the Committee cannot reach a negotiated resolution, either party may initiate mediation proceedings to be facilitated by a neutral mediator agreed to by the parties. In the absence of an agreed mediator, a mediator shall be appointed pursuant to mediation procedures adopted by the American Arbitration Association. The parties will each pay their own costs of mediation and half the amount charged by the mediator. If a negotiated resolution is not reached within thirty (30) days of the first mediation session, either party may provide written notice of its intent to terminate continued application of the Exhibit(s) in dispute. Such notice shall be delivered to the other party no less than three hundred and sixty-five (365) days prior to the effective date of the termination. No unilateral termination of Exhibits 1, 6, or 7 may be effective prior to December 31, 2021, and the RRFA may not unilaterally terminate Exhibit 1 prior to amending the RFA Plan to account for such change. All other disputes that cannot be resolved by negotiated agreement shall be handled in accordance with Subsection XIX(B) of this Agreement.
- D. Renegotiation of Exhibit 1. In the event the RRFA fails to obtain voter approval of the continuation of the fire benefit charge, the parties agree to collaborate in the public interest to renegotiate the funding and level of service terms of Exhibit 1.
- E. Termination for Breach. Either party may terminate Exhibits 1 through 7 of this Agreement with thirty (30) days' advance written notice upon the failure of the other party to make timely payments or provide services as required by this Agreement. Failure to make timely payments or to provide the services required in this Agreement shall constitute a breach. In the event of a breach, the non-breaching party shall provide a written notice describing the breach to the breaching party, and the breaching party will have thirty (30) calendar days to cure the breach, unless that time period is extended by mutual agreement of the parties. If the breaching party fails to cure the breach in the allotted time, the non-breaching party may immediately terminate this Agreement.

F. City Reacquisition of Fire Protection Authority. Unless the parties otherwise agree, in the event the City reacquires authority over fire protection services within the City pursuant to RCW 52.26.110, as that section may be amended or recodified, or the RRFA is otherwise dissolved, all assets of the RRFA that serve the City shall be transferred at no cost to the City and all assets that serve King County Fire Protection District No. 25 shall either be transferred at no cost to District 25 or the City shall contract to provide services to King County Fire Protection District No. 25. This subsection shall survive termination of this Agreement.

**XVII. INDEMNIFICATION AND HOLD HARMLESS**

Each party agrees to defend, indemnify, and hold harmless the other party and each of its employees, officials, agents, and volunteers from any and all losses, claims, liabilities, lawsuits, or legal judgments arising out of its breach of this Agreement or any negligent or willfully tortious actions or inactions by the performing party or any of its employees, officials, agents, or volunteers, while acting within the scope of the duties required by this Agreement. This provision shall survive the expiration of this Agreement. This provision shall also survive and remain in effect in the event that a court or other entity with jurisdiction determines that this Agreement or any portion thereof is not enforceable.

It is further specifically and expressly understood that the indemnification provided herein constitutes each party's waiver of immunity under industrial insurance, Title 51 RCW, solely to carry out the purposes of this indemnification clause. The parties further acknowledge that they have mutually negotiated this waiver.

**XVIII. LIABILITY INSURANCE.**

Effective no later than July 1, 2016, each party shall carry and maintain insurance coverage as described below. Coverages shall be written with an insurance carrier admitted in the State of Washington.

General, Automobile, and Director & Officer Liability Insurance: Coverage for damages caused resulting in personal injury, property damage or advertising liability shall be provided. Coverage shall be in an amount not less than five million dollars (\$5,000,000) per Occurrence.

The insurance policies of each party shall name the other party and its officials, officers, employees, and volunteers, who are acting within the scope of this Agreement as additional insureds for any and all actions taken by each party, its officials, officers, employees, and volunteers in the scope of their duties pursuant to this Agreement.

**XIX. MISCELLANEOUS**

A. Non-Waiver of Breach. The failure of either party to insist upon strict performance of any of the covenants and agreements contained in this Agreement, or to exercise any option conferred by this Agreement in one or more instances shall not be construed to be a waiver or relinquishment of those covenants, agreements, or options, and the same shall be and remain in full force and effect.

B. Resolution of Disputes and Governing Law.

1. If the parties are unable to resolve a dispute regarding this Agreement through negotiation, any party may demand mediation through a process to be mutually agreed to in good faith between the parties within thirty (30) days of a party notifying the other party in writing that a dispute exists "Dispute Notice." The participating parties shall share equally the costs of mediation and each participating party shall be responsible for its own costs in preparation and participation in the mediation, including expert witness fees and reasonable attorney's fees.
2. If a mediation process cannot be agreed upon or if the mediation fails to resolve the dispute then, no sooner than thirty (30) calendar days after the Dispute Notice, any party may submit the dispute to binding arbitration according to the procedures of the Superior Court Rules for Mandatory Arbitration, including the Local Mandatory Arbitration Rules of the King County Superior Court, King County, Washington, as amended, unless the parties agree in writing to an alternative dispute resolution process. The arbitration shall be before a disinterested arbitrator selected pursuant to the Mandatory Arbitration Rules with all participating parties sharing equally in the cost of the arbitrator. The location of the arbitration shall be mutually agreed or established by the assigned arbitrator, and the laws of Washington will govern its proceedings. Each participating party shall be responsible for its own costs in preparing for and participating in the arbitration, including expert witness fees and reasonable attorney's fees.
3. Following the arbitrator's issuance of a ruling/award, either party shall have thirty (30) calendar days from the date of the ruling/award to file and serve a demand for a bench trial de novo in the King County Superior Court. The court shall determine all questions of law and fact without empaneling a jury for any purpose. If the party demanding the trial de novo does not improve its position from the arbitrator's ruling/award following a final judgment, that party shall pay all costs, expenses and attorney fees to the other party, including all costs, attorney fees and expenses associated with any appeals.

4. Unless otherwise agreed in writing, this dispute resolution process shall be the sole, exclusive and final remedy to or for either party for any dispute regarding this Agreement, and its interpretation, application or breach, regardless of whether the dispute is based in contract, tort, any violation of federal law, state statute or local ordinance or for any breach of administrative rule or regulation and regardless of the amount or type of relief demanded.
- C. Assignment. Any assignment of this Agreement by either party without the prior written consent of the non-assigning party shall be void. If the non-assigning party gives its consent to any assignment, the terms of this Agreement shall continue in full force and effect and no further assignment shall be made without additional written consent.
- D. Modification. No waiver, alteration, or modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of each party and subject to ratification by the legislative body of each party.
- E. Compliance with Laws. Each party agrees to comply with all local, federal, and state laws, rules, and regulations that are now effective or in the future become applicable to this Agreement.
- F. Entire Agreement. The written terms and provisions of this Agreement, together with any Exhibits attached hereto, shall supersede all prior communications, negotiations, representations or agreements, either verbal or written of any officer or other representative of each party, and such statements shall not be effective or be construed as entering into or forming a part of or altering in any manner this Agreement. All of the Exhibits are hereby made part of this Agreement.
- G. Severability. If any section of this Agreement is adjudicated to be invalid, such action shall not affect the validity of any section not so adjudicated.
- H. Interpretation. The legal presumption that an ambiguous term of this Agreement should be interpreted against the party who prepared the Agreement shall not apply.
- I. Notice. All communications regarding this Agreement shall be sent to the parties at the addresses listed on the signature page of the Agreement, unless notified to the contrary. Any written notice hereunder shall become effective upon personal service or three (3) business days after the date of mailing by registered or certified mail, and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.

- J. Counterparts. This Agreement may be executed in any number of counterparts, each of which shall constitute an original, and all of which will together constitute this one Agreement.
- K. Calendar Days. The word "days" as used in this Agreement shall mean calendar days unless the context otherwise specifically provides that business days are intended.
- L. Property Ownership. Except as specifically addressed in the Agreement or the Exhibits:
1. This Agreement does not provide for jointly owned property;
  2. All property presently owned or hereafter acquired by the RRFA to enable it to perform the services required under this agreement, shall remain the property of the RRFA in the event of the termination of this agreement except as provided in Subsection XVI(F); and
  3. All property presently owned or hereafter acquired by the City to enable it to perform the services required under this Agreement, shall remain the property of the City in the event of the termination of this Agreement.
- M. Benefits. This agreement is entered into for the benefit of the parties to this agreement only and shall confer no benefits, direct or implied, on any third persons.

[The remainder of this page is blank; signatures follow below.]

IN WITNESS, the parties below execute this Agreement, which shall become effective on the last date entered below.

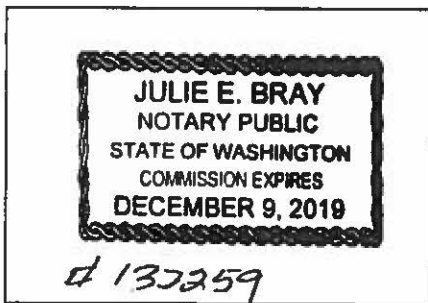
**RENTON REGIONAL FIRE AUTHORITY:**

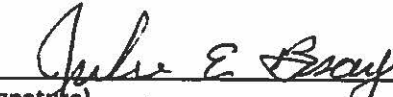
  
By: Mark Peterson  
Its: Fire Chief  
Dated: July 1, 2016

STATE OF WASHINGTON )  
 ) ss.  
COUNTY OF KING )

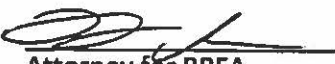
On this 1<sup>st</sup> day of July, 2016, before me personally appeared Mark Peterson, to me known to be the Fire Chief of RENTON REGIONAL FIRE AUTHORITY, a Washington municipal corporation, that executed and acknowledged said instrument to be the free and voluntary act and deed of said municipal corporation, for the uses and purposes therein mentioned, and on oath stated that he was authorized to execute said instrument.

DATED 7-1-16, 2016.



  
(Signature) Julie E Bray  
(Name legibly printed or stamped)  
Notary Public in and for the State of Washington,  
residing at Renton  
My appointment expires: 12-9-19

**APPROVED AS TO FORM:**

  
Attorney for RRFA

**NOTICES TO BE SENT TO RRFA:**

Fire Chief  
Renton Regional Fire Authority  
1055 South Grady Way  
Renton, WA 98057

CITY OF RENTON:

Denis Law

By: Denis Law

Its: Mayor

Dated: 7/5/16

ATTEST:

Jason A. Seth  
Jason A. Seth, City Clerk



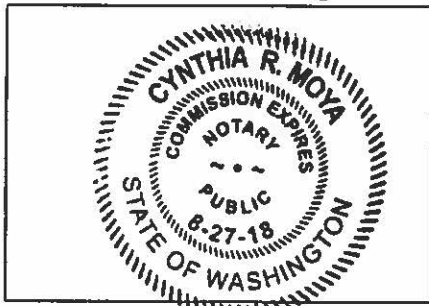
STATE OF WASHINGTON

)  
) ss.  
)

COUNTY OF KING

On this 5<sup>th</sup> day of July, 2016, before me personally appeared Denis Law to me known to be the Mayor of CITY OF RENTON, a Washington municipal corporation, that executed and acknowledged said instrument to be the free and voluntary act and deed of said municipal corporation, for the uses and purposes therein mentioned, and on oath stated that he was authorized to execute said instrument.

DATED July 5, 2016.



Cynthia R. Moysa  
(Signature)  
Cynthia R. Moysa  
(Name legibly printed or stamped)  
Notary Public in and for the State of Washington,  
residing at Kenmore Way  
My appointment expires: 8/27/18

APPROVED AS TO FORM:

Larry Warren  
Larry Warren, City Attorney

NOTICES TO BE SENT TO CITY:

Chief Administrative Officer  
City of Renton  
1055 South Grady Way  
Renton, WA 98057

## EXHIBIT 1

### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### COMMUNITY RISK REDUCTION SERVICES

1. Community Risk Reduction Services. Prior to the establishment of the RRFA, the City's Fire and Emergency Services Department provided Community Risk Reduction Services through its Community Risk Reduction Section. Community Risk Reduction Services include, but are not limited to, administration and enforcement of applicable fire code and prevention regulations ("Code or Codes"), including RMC 4-5-070 as that section may be amended or recodified by the City. The RRFA will continue to provide these Community Risk Reduction Services for the City within the City's boundaries, as those boundaries may be adjusted in the future. As further described within this Exhibit 1,<sup>1</sup> Community Risk Reduction Services are comprised of Community Risk Reduction Administration Services, Fire Prevention Code Enforcement Services, Fire Prevention Development Services, and Fire Investigation Services (collectively, the "Services").
2. Fire Service Fees Paid to RRFA. The City shall continue to charge the Fire Department Community Risk Reduction Fees listed in Subsection XII(4) of the 2015-2016 City of Renton Fee Schedule. By no later than September 1 of each year, the RRFA may submit to the City proposed updates to the fee schedule. Updates to the fee schedule are subject to City Council approval, which will not be unreasonably withheld. In the event the City Council does not approve the fee schedule proposed by the RRFA, the RRFA may, using the process identified in Section XVI(C) of the Agreement, request discussion of the financial impacts to the RRFA of not having its proposed fee schedule approved. All Fire Department Community Risk Reduction fees, as such fees may be renamed, shall be paid to the RRFA as compensation for the RRFA providing the City the services described in Exhibit 1. To the degree these fees and any associated late fees are collected by the City through its billing, permit or license systems, the City will remit the funds collected to RRFA in a timely manner. The parties agree these fees, along with any other consideration provided by this Agreement, constitute full, fair, and complete compensation for the RRFA's performance of the Services described in Exhibit 1.
3. Community Risk Reduction Administration Services. The RRFA shall provide the following Community Risk Reduction Administration Services:

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<sup>1</sup> The description of Community Risk Reduction Services in this Exhibit 1 is intended to provide an overview of the Services that were previously provided by the City's Fire and Emergency Services Department. With the exception of emergency management services, the Services should be construed broadly so that the RRFA will continue seamlessly providing all services previously provided by the City's Fire and Emergency Services Department.

- a. Direct the management and supervision of personnel performing the Services.
- b. Administer community risk reduction programs and activities to include Code inspections, plan review for Code compliance, Code enforcement, addressing, fire investigations, and public education.
- c. Interpret Codes as necessary to perform the Services. In the event of ambiguity or conflict in the Code, the RRFA will consult with the City.
- d. Approve materials, equipment, and devices used in construction, and the methods of construction to the extent that approval is required by the Code.
- e. Coordinate the collection of fees with the City.
- f. Maintain records in accordance with state approved retention schedules, route development applications and plans, and fulfill public record requests consistent with Exhibit 6.
- g. Coordinate with the City to process development plans and Code related permit application packages in a timely manner consistent with City established customer service goals and applicable laws.
- h. Coordinate with the City to issue Code related permits in a timely manner consistent with City established customer service goals and applicable laws.
- i. Process Code complaints or inquiries from the public to include data entry, file creation, and routing of information.
- j. Schedule and conduct Code inspections for developers or contractors.
- k. Recommend and prepare updates to the Code for consideration by the City, including but not limited to state mandated updates to the International Fire Code.
- l. Review and sign voluntary correction agreements.
- m. Participate on the City's Environmental Review Committee (ERC). The RRFA shall be represented by its Fire Chief or designee.
- n. Perform all other administrative tasks necessary to support Community Risk Reduction Services for the City, including all administrative tasks designated by the Code as the responsibility of the Fire Chief, Fire Marshall, and/or Fire Code Official.
- o. Participate in the City's Special Events Committee.

4. Fire Prevention Code Enforcement Services. The RRFA shall provide the following Fire Prevention Code Enforcement Services in Renton city boundaries:
- a. Perform all inspections required or authorized by the Code, including the inspection of new or relocated businesses for Code compliance and permit issuance.
  - b. Investigate and resolve Code violation complaints or inquiries.
  - c. Perform all Code enforcement duties of the Fire Marshall, Fire Code Official, and/or Fire Chief as provided in the Code. Provided, however, the City shall be responsible for providing prosecution services and legal counsel necessary to prosecute any civil or criminal code enforcement issues when enforcement requires judicial action (including hearing examiner proceedings). Once enforcement is turned over to the City for judicial action, the City retains independent prosecutorial discretion as to how or whether to proceed with enforcement action. The City will also maintain responsibility for any Code enforcement activities that require the presence or involvement of commissioned law enforcement officers. The RRFA staff who inspected the property and found it to be in violation shall appear before any court, hearing examiner, board, committee, or other body empowered to enforce the provisions of the IFC in order to assist Renton with enforcing the IFC at the sole cost of the RRFA. If the parties mutually agree, the City may provide employees of the RRFA with a limited law enforcement commission to enforce portions of the Code that require such commission (e.g. issuance of infractions for fire lane parking or fireworks enforcement). The parties acknowledge that the RRFA, by statute, has no duty to enforce any provisions of the code or to enforce ordinances of the City except under the terms of this Interlocal Agreement and the RFA Plan. Any duty the RRFA does have to enforce the Code is not intended to benefit any specific members of the general public. The City agrees that all court costs and other legal costs incurred in the judicial enforcement of the Code within the City limits shall be paid by the City and shall not be considered an operating expense of the RRFA.
  - d. Coordinate with the City when enforcement efforts are contested and when the City is undertaking related non-fire code enforcement efforts.
  - e. Perform special inspections required by outside agencies such as Department of Defense, Department of Early Learning, Department of Social and Health Services, and private insurance companies.
  - f. Coordinate with the City on post-disaster building and system inspections and/or evaluations.
  - g. Approve and review fire safety, emergency evacuation, lockdown, shelter-in-place, and hazardous materials management plans.

- EXHIBIT 1 – COMMUNITY RISK REDUCTION SERVICES**  
**Page 17 of 49**

7. Level of Service. The consideration provided for the services identified in this Agreement are intended to maintain existing levels of service. The existing levels of service include initial development review completed according the schedules generally described as follows:

a. Land Use:

- Green Folder 1<sup>st</sup> Review completed within two (2) weeks
- Pre-Application 1<sup>st</sup> Review completed within two (2) weeks
- SEPA 1<sup>st</sup> Review completed within two (2) weeks

b. Construction Permits\*:

- Single Family 1<sup>st</sup> Review within two (2) weeks
- Commercial TI 1<sup>st</sup> Review within two (2) weeks
- Commercial 1<sup>st</sup> Review within four (4) weeks

*\*It is recognized by both parties that there are exceptions that arise that impact turnaround times that shall be taken into consideration in determining compliance with this section of the agreement.*

8. In the event the City, for any reason, determines that it is in the interest of the City to increase the defined Level of Service, the City shall be responsible for the additional costs incurred by the RRFA to provide additional staffing to meet the increased Level of Service. Any modification to the Level of Service shall be preceded by an agreement relating to the modifications and the funding requirements. In event substantial volume increases affect the ability of the RRFA to meet the defined Level of Service, the parties agree to collaborate in the public interest to address adjustments in funding or services levels on mutually agreeable terms.
9. Fire Marshal/Fire Code Official Reports to City's CAO or Community and Economic Development (CED) Administrator. The City's Fire Marshal/Fire Code Official shall provide reports to the CAO or the City's CED Administrator as requested. While the Fire Chief shall have the authority to direct the work of the RRFA employees, the City's CED Administrator or designee shall be kept informed of the development review work performed by the RRFA employees, and shall have authority to provide input to the Fire Chief in setting the desired outcomes of the Fire Prevention staff.
10. Equipment to Perform Services. Equipment for staff that performs Community Risk Reduction Services shall be provided by the RRFA and/or leased by the RRFA from the City. For the purposes of performing the Services and subject to licensing terms and security requirements, the parties agree to cooperate and share access to electronic

permitting systems and other electronic systems necessary to coordinate services. Initially, the parties anticipate sharing access to the enerGov Permit System, Zoll, and the RRFA's Fire Record Management System.

11. Office Space to Perform Services. As partial consideration for the services provided, the City will, if requested by the RRFA, provide the RRFA with adequate office space to house the RRFA staff necessary to provide the services identified in this Exhibit.
12. Transmission of Fees and Charges. The City shall establish a standard procedure for the transmission of all fees it collects pursuant to Section XIV of the Agreement and remit the money to the RRFA on a timely basis that is no less frequent than monthly. When remitting payment to the RRFA, the City may deduct any costs it incurred to collect the fees, including but not limited to court costs, attorneys' fees, and payments to debt collection companies.
13. Accounting of Fees and Charges. When the City transmits money to the RRFA pursuant to Section 10 of this Exhibit, the City shall provide the RRFA with supporting documents that describe the Services for which the money was collected. Parties recognize these fees are administered through the permit system that both parties have access and responsibility to ensure the accuracy and integrity of the data. The RRFA has a right to request an audit of the system no more frequently than once per year. The cost of an audit requested by the RRFA shall be paid by the RRFA unless otherwise agreed by the parties.
14. Collection of Fees. The parties will cooperate to collect outstanding unpaid fees and charges for the Services. The City is not required to pay the RRFA for uncollected or unpaid fees.
15. Fire Investigation Services. The RRFA shall perform Fire Investigation Services within the City limits that include but are not limited to:
  - a. Investigate the cause and origin of fires, interview suspects and witnesses, examine fire scenes, document findings and prepare reports, protect evidence, cooperate with prosecutors and law enforcement, be available for interviews and courtroom testimony, and other associated duties.
  - b. Investigate all fires that are arson, suspicious, injurious, and fires with a loss of ten thousand dollars (\$10,000) or more.
  - c. Coordinate arson investigation activities with the Renton Police Department as necessary.
  - d. Staff the 24/7 Fire Investigation Unit by responding to all working fires when requested.
  - e. Participate in regional and state fire investigative organizations and activities.

- f. Perform all other tasks related to Fire Investigation Services.
16. Evidence Retention. All evidence gathered during the criminal investigation of a fire or other event for which Fire Investigative Services are provided shall be collected and maintained by the evidence custodians of the City's Police Department pursuant to the policies and procedures for the maintenance of evidence set forth by the City's Police department.
17. Cooperation in Criminal Investigations. The Parties will cooperate and keep each other informed as to the status of all fires in the City that occur as a result of suspected or confirmed criminal conduct by providing status reports of investigations as the investigations evolve. This obligation shall not be construed to require the disclosure of information if disclosure could jeopardize a criminal investigation.
18. Records. All records relating to the provisioning of the services called for in Exhibit 1 shall be maintained as follows:
- a. Fire Plans Review Records shall be maintained in a permit system prescribed by the City, that shall be accessible by the assigned RRFA personnel.
  - b. Fire Inspection Records shall be maintained in a records management system prescribed by the RRFA. Records shall be made available within a reasonable timeframe to the City upon request.
  - c. Other records, not specifically listed herein, shall be retained in a method that is mutually agreed upon between the City and the RRFA. Records shall be made available within a reasonable timeframe to the City upon request.
  - d. Record retention shall be in accordance with state records retention requirements. Custody and disclosure of the records shall be managed in accordance with Exhibit 6.
19. Employee Performance Feedback. The City of Renton shall provide regular feedback to the Fire Chief pertaining to the performance of RRFA employees performing services called for in Exhibit 1.
20. New Employees – Hiring or Assignment. The City's CAO shall have input into the appointment or assignment of any person to a position that performs services pursuant to Exhibit 1, which could include one (1) or more Renton employees serving on an interview panel for the hiring and/or assignment of that position.

## EXHIBIT 2

### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### INFORMATION TECHNOLOGY SERVICES

1. **Purpose.** This Exhibit details the agreement between the City and the RRFA for the City's provision of Information Technology Services ("IT Services") to the RRFA by the City of Renton's Information Technology Department ("IT"). This Exhibit describes the scope of work and responsibility for all parties as it relates to the ownership, operation, maintenance, and repair of the data, telecommunications, networking infrastructure, and associated systems and applications installed for the operation of the RRFA.
2. **Maintenance of Supported Systems.** IT has installed and will maintain the telecommunications, cable plant, voice and data networks, computers, multi-function devices, servers, applications, GIS data layers and associated services identified in Table 1, Supported Systems ("Supported Systems"), for the RRFA pursuant to the terms of this Exhibit. IT will keep the supported systems operational on an "as-is" basis, consistent with the operational level the City provided to other City departments through the duration of this Agreement. RRFA specific applications and services support shall be limited to the software, hardware, services or application that was owned by the City and utilized by the Renton City Fire and Emergency Services Department on June 30, 2016. To this end, the RRFA accepts the operational level and capabilities of the City's Supported Systems in an "as-is" condition as of June 30, 2016.

| Table 1. Supported Systems                                                                                                           | To be owned<br>by RFA (units) |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Telecommunications                                                                                                                   |                               |
| Telephone Switch Board                                                                                                               |                               |
| Telephone Sets (IP and Analog)                                                                                                       |                               |
| Telephone & Voice mail system                                                                                                        |                               |
| Cross Connections to PSTN                                                                                                            |                               |
| Provisioned Data Circuits                                                                                                            |                               |
| Cell Phones, Smart Phones, Cellular data modems                                                                                      | (see Edge Equipment<br>below) |
|                                                                                                                                      |                               |
| Cable Plant                                                                                                                          |                               |
| Cat 5/6, Fiber, Coax Network Cabling                                                                                                 |                               |
|                                                                                                                                      |                               |
| Network access                                                                                                                       |                               |
| Local Area Network (LAN), Wide Area Network (WAN) Wireless LAN,<br>Internet, VCC, and IGN (Inter Governmental Network), Connectivity |                               |
| Virtual Private Network (VPN), Remote access.                                                                                        |                               |

| Table 1. Supported Systems                                                                                                                                                          | To be owned by RFA (units)                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Network systems and services</b>                                                                                                                                                 |                                           |
| Switches, Routers, Access Points                                                                                                                                                    |                                           |
| Fire walls, Intrusion detection                                                                                                                                                     |                                           |
| Virus/Malware protection                                                                                                                                                            |                                           |
| SPAM Filter, Web Gateway                                                                                                                                                            |                                           |
| <b>Edge Equipment</b>                                                                                                                                                               |                                           |
| <b>Computers</b>                                                                                                                                                                    |                                           |
| Computers (Desktop, Laptop, Tablet) and accessories                                                                                                                                 | 51/18/27                                  |
| Mobile Data Computers (MDC) and accessories                                                                                                                                         | 25                                        |
| Printers                                                                                                                                                                            | 11                                        |
| Multi-Function (print, copy, fax, scan) Devices (MFDs)                                                                                                                              | 7                                         |
| Cell Phones, Smart Phones, Cellular data modems                                                                                                                                     | 32/7/36                                   |
| <b>Servers (virtual and physical)</b>                                                                                                                                               |                                           |
| Email (MS Exchange, MS Web Access) Servers                                                                                                                                          |                                           |
| Active Directory/Domain Controller                                                                                                                                                  |                                           |
| File Servers, Web servers, Database Servers,                                                                                                                                        |                                           |
| Email Archiving server (UMB)                                                                                                                                                        |                                           |
| Netmotion (VPN) Server,                                                                                                                                                             |                                           |
| GIS Server                                                                                                                                                                          |                                           |
| Phone Server                                                                                                                                                                        |                                           |
| Voicemail Server                                                                                                                                                                    |                                           |
| Telestaff, Zoll, SMS, FTP application servers                                                                                                                                       |                                           |
| <b>GIS Support</b>                                                                                                                                                                  |                                           |
| Fire incident/data layers                                                                                                                                                           |                                           |
| Pre-Incident Planning data layer development and maintenance                                                                                                                        |                                           |
| Fire map-book, no more than 1/year, does not include actual printing/publication                                                                                                    |                                           |
| Maps and analysis                                                                                                                                                                   |                                           |
| Risk assessment Application                                                                                                                                                         |                                           |
| ArcGIS/CorMap systems/services                                                                                                                                                      |                                           |
| <b>Applications: Maintenance and support of existing system, scheduled system patch and general upgrades. Minor system reconfiguration, vendor contact, system troubleshooting.</b> |                                           |
| Zoll Fire RMS/ SMS Feed for Fire RMS & My Fire Rules data validation utility                                                                                                        | 1 enterprise license and 6 mobile license |
| LaserFiche Records Management system                                                                                                                                                |                                           |
| Telestaff timesheet/scheduling                                                                                                                                                      | 160 user licenses                         |
| Permitting (enerGov)                                                                                                                                                                |                                           |
| Valley Com., ESO, ePCR interfaces                                                                                                                                                   | 1 each                                    |
| Access to Eden financial                                                                                                                                                            |                                           |
| Access to CoreMaps/GIS                                                                                                                                                              |                                           |
| CAD GUI Mobile                                                                                                                                                                      |                                           |
| SharePoint Intranet, Department, Project, Team spaces                                                                                                                               |                                           |
| Net motion VPN (on laptops, MDCs, and tablets)                                                                                                                                      |                                           |
| Internet Explorer (on applicable edge equipment)                                                                                                                                    | Included with RFA                         |

| Table 1. Supported Systems                                                                                                                          | To be owned<br>by RFA (units)                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Microsoft Licenses: Office Suite, Microsoft Client Access Licenses (CALs), and Workstation Operation System Licenses (on applicable edge equipment) | owned equipment<br>Included with RFA owned equipment |
| Microsoft Visio, Project, Adobe Acrobat Pro licenses on selected workstations                                                                       | Up to 10 each                                        |

3. **Cost of Maintenance of Supported Systems.** The City accounts for all IT costs in an Internal Service Fund. The costs are allocated to all City departments based on number of employees, equipment, services, efforts, and other factors including but are not limited to "direct charge" for department specific projects/equipment. The resulting allocated cost is the base of the cost identified in Section 13 to operate and maintain the Supported Systems.
4. **Additional Services Provided.** Additional Services are not considered Supported Systems, are not captured in the cost estimate described above, and therefore, are subject to staff hourly charges. The Additional Services are as follows:
  - a. **Support of Non-City Devices.** Non-City devices are those devices that are not integrated into the City's IT systems and are either purchased privately by an RRFA employee for business use or were purchased by the RRFA in a process that does not ensure integration with the City's IT services and systems. With non-City devices, IT will make its best efforts to do the following at an additional cost to the RRFA:
    - (i) IT will provide its best efforts to establish and maintain data network or telecommunications connectivity and support. IT may, at its sole option, provide additional services beyond Supported Systems depending upon knowledge of the device or system and availability of staff. If the RRFA requests IT support outside of the Supported Systems, IT should notify the RRFA promptly whether it can perform such additional services, and provide an estimate of costs if it would result in additional cost to the RRFA.
    - (ii) In the event of a device problem or failure, IT will provide its best efforts to replace the unit with a spare unit provided by the RRFA, if available, and establish and maintain data network or telecommunications connectivity and support.
  - b. **Unique Support Service Requests.** The nature of the business activity within the offices and spaces occupied and managed by the RRFA may require installation of unique or larger than normal scale equipment sets or configurations in order to support unique business needs. Some service requests are beyond the scope of covered services in the interlocal agreement between the RRFA and the City,

but may be provided by IT at an additional cost to the RRFA. Without limitation, examples of these services are:

- (i) Additions of cable plant to new facilities or new locations requiring installation and routing of Cat 5/6e or fiber optic cable.
- (ii) Provision of network ports that would require the purchase of additional network switchgear or other support hardware.
- (iii) Expansion of services that would require the purchase of additional hardware.
- (iv) Addition, expansion, or replacement of networked data services, software, and applications.

In these situations, the costs, vendors, and other circumstances surrounding the service request must be mutually agreed to by the City and the RRFA in writing prior to proceeding. It is recommended that the RRFA requests a planning meeting with IT at least four (4) weeks prior to such an event in order to completely plan and provide a scope of work and timeline for completion.

5. Additional Service Staff Costs. The Additional Services set forth in Section 4 are not considered Supported Systems under Table 1, are not covered in IT budget, and therefore, may result in additional staff time or third party service charges to the RRFA. In such situations, the additional staff time and third party expenses should be agreed to in advance and be tracked using a project accounting system and billed separately.
6. Supported Systems and Equipment Ownership. All Supported Systems shall remain the sole property of the City except for those units identified in Table 1 to be owned by the RRFA. All Supported Systems to be Owned by RRFA shall be maintained by the City during the term of this Exhibit 2, and ownership shall transfer to the RRFA no later than the date the IT Services contemplated by this Exhibit 2 terminate.<sup>2</sup> The City's ownership or maintenance of Supported Systems shall not, on its own, give the City an ownership interest in any records created or retained by the RRFA using the Supported Systems.

The service charge identified in Section 13 is inclusive of systematic upgrades and maintenance of Supported Systems and upgraded Supported Systems that serve the RRFA's current staffing levels. In the event the RRFA needs to replace, expand, or

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<sup>2</sup> The transfer of ownership in software or software licenses may be limited by the terms of software licensing agreements. In the event of such limitations, the City will work with the RRFA to transfer its rights to the software, but if such transfer is prohibited by the software's licensing terms, the City will not be responsible for purchasing new software licenses for the RRFA.

upgrade a Supported System outside its regular replacement schedule and for reasons other than equipment failure, such replacement, expansion, or upgrade shall be agreed to in writing in advance and shall be at the sole cost of the RRFA. Generally, equipment purchased at the RRFA's sole cost or for its sole benefit shall be owned by the RRFA. However, if such equipment is to be integrated into City-owned equipment in such a manner that future separation from City equipment will result in a cost to the City, the City shall become the owner of the RRFA purchased equipment at no further cost to the City or, in the alternative, the RRFA shall reimburse the City for any costs of separation.

7. Backups and Data Recovery. IT is responsible for data backup and recovery services. Except as provided in subsections (a) and (b) below, data backups are performed every twenty-four (24) hours, Monday through Friday, and server operating system and operating data files are backed up once per month.
- a. The following servers and data sets will be backed up:
- (i) Server operating systems and operating system files (monthly);
  - (ii) User Directories and Profiles;
  - (iii) Public (departmental/workgroup) directories, on file servers or attached storage; and
  - (iv) Email (email is backed up for purposes of system data recovery, and *not for archiving purposes.*)
- b. The following systems and data sets will not be backed up.
- (i) Data stored on individual PC hard drives; and
  - (ii) Any other systems not specifically named in the paragraph above.

In the event that data recovery is necessary, the data recovery point will be the time of the last backup. It is anticipated that the time it takes to recover data will be three (3) business days or less.

RRFA staff is to coordinate and work with IT staff on required backup and maintenance plans for any databases used in association with the applications identified in the Supported Systems set forth in Table 1.

It is agreed that the backup system shall not be relied upon by the RRFA as a data archiving system. The RRFA understands that data not properly archived may be lost and not recovered by use of the backup system. The RRFA will use its best efforts to

procure, install, and maintain a data archiving system that complies with Washington regulations regarding the archiving of public records. The recovery of data for any purposes other than to recover from a system failure shall be at the sole cost of the RRFA.

8. Problem Reporting, Prioritization, and Response. RRFA users needing IT service assistance should contact the service desk or log the problem into the City's trouble ticket system. Once logged, the problem will be assigned a trouble ticket number and will be dispatched to an IT engineer for resolution. The IT engineer is responsible for contacting the user(s) and to establish a time that they will respond and begin work to resolve the issue.
  - a. Table 2 below lists the standard criteria and guidelines for response and resolution for reported problems. There may arise in the course of events that two (2) or more high or urgent priority calls are actively in IT's queue, and the ability to respond according to the criteria and guidelines below may be impaired. An occurrence of this nature is contemplated to be rare. In the event that multiple issues are logged and are considered urgent or high priority, consideration will be given to responding first to issues that directly affect public safety, life, property, business operations.
  - b. For the purposes of Table 3 below, the terms that follow shall have the following definitions:
    - (i) Response Time: The time elapsed from the time a problem is reported to the time that a service engineer contacts the customer to arrange for service.
    - (ii) Turnaround Time: The time elapsed from the time a problem is reported to the time that a final resolution to the problem has been made, and the issue/problem has been closed. The turnaround times are guidelines and are not guaranteed. Turnaround times for Service Requests are as mutually agreed upon at the time the request is entered, and may be amended by the City as necessary.
    - (iii) Alert: In cases of an urgent problem, or in cases of unusual or extreme failures, an alert indicates that upper IT Management has been notified of the problem, and is also directly involved in the resolution process.
    - (iv) Service Requests: Service requests are activities that are not problems or break/fix incidents. Examples of Service Requests are:
      - System moves;

- Telecom moves, adds or changes (MACs);
- Telecom system programming - voicemail, forwarding, call hunt, etc.;
- New user account setup;
- Software installation/training;
- Database management or repairs beyond normal maintenance;
- Data extraction/export, or translation;
- Custom report development and preparation; and
- Application development/enhancement or modifications.

- c. The RRFA shall enter service requests as soon as the need is known, in order to allow as much lead time as possible for IT to plan and arrange the appropriate resources to accommodate the request. Requests received less than two (2) business days before their needed completion may not be completed in time.

| Table 2. Problem Prioritization and Response Times |                                                                                                                 |                              |               |                 |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------|---------------|-----------------|
| Priority                                           | Criteria                                                                                                        | Dispatch Action              | Response Time | Turnaround Time |
| 1. Urgent                                          | Entire Site or Sites affected- unable to work - network, telecom, application (including CAD) or server problem | Immediate Alert and Dispatch | Immediate     | ASAP            |
| 2. High                                            | User or Users completely unable to perform job function due to problem                                          | Immediate Dispatch           | 30 Minutes    | 1 Business Day  |
| 3. Medium                                          | User or Users able to perform job function on another machine or limited ability on affected machines           | Dispatch Queue               | 3 Hours       | 3 Business Days |
| 4. Low                                             | Inconvenience to user or users. Ability to perform job function not affected                                    | Dispatch Queue               | 8 Hours       | 1 Week          |
| 5. Service Request                                 | Not Break/Fix related -moves adds changes etc.                                                                  | Dispatch Queue               | 8 Hours       | As arranged     |

9. Operations Hours. IT Service Desk Hours are 8 a.m. - 5 p.m., Monday through Friday. On-call emergency service is available for Priority 1 (urgent) service events. In these situations, the RRFA shall contact IT's after hours service number (206-300-0571) to reach the on-call service engineer. After hours calls received that are not Priority 1 will be responded to on the next business day.

10. Service Availability Standards. The service availability standards set forth in Table 4 apply to services provided by and maintained by IT. They represent a target availability of the noted services. These standards are exclusive of planned or scheduled outages for maintenance or upgrade, or incidents/events that are not in IT's control.

| Table 3. Service Availability Standards                |                       |
|--------------------------------------------------------|-----------------------|
| Service or System                                      | Availability Standard |
| Telephone System - Voice Calls Fax Calls - In/Outbound | 99.999% ("5 Nines")   |
| Voicemail                                              | 99.99%                |
| Internet Connectivity                                  | 99.99%                |
| Email Server Availability                              | 99.99%                |
| Internet Email Transmitted/Received                    | 99.99%                |
| File Server Availability                               | 99.99%                |
| RRFA Facilities Local Area Network Availability        | 99.99%                |
| Wide Area Fiber Optic Links - City Hall to RRFA Sites  | 99.999%               |
| Wireless Network Access Points                         | 99.0%                 |

11. Routine Scheduled Maintenance. Table 4 below defines the scheduled maintenance windows for services, servers, and devices. Unless otherwise noted, all maintenance occurs on the third Sunday of each calendar month. In cases of some Sundays that fall on or close to holidays, this schedule may be altered. Upon request, this schedule may be changed to accommodate other special requirements of the RRFA; provided that the RRFA shall cover all costs of such schedule change.

Other minor "windows" may be added, or these published windows may be modified upon discussion and mutual consent of both parties. These adjustments to the schedule may be for convenience or necessity, but in no case will occur without mutual agreement by both parties.

| Table 4. Scheduled Maintenance Windows |                                        |
|----------------------------------------|----------------------------------------|
| Service or Device                      | Maintenance Window                     |
| Core Network Services                  | 0800 – 1000                            |
| Telecommunications                     | 0700 --1100                            |
| Servers                                |                                        |
| Email and File Server                  | 0900 – 1200                            |
| Domain Controller and Network Services | 0900 -- 1200 (Active Directory) Server |
| PC Workstations                        | As Needed                              |
| Other Devices                          | As negotiated                          |

12. Network, Email, Internet, and Social Media Policy. The City has certain policies and standards regarding the use and access of the Supported Systems. From time to time the City may adopt additional for amend existing policies and standards with prior notice to the RRFA and with an opportunity for the RRFA to provide input. As a condition of the City providing IT Services to the RRFA as set forth in this Exhibit, the RRFA agrees to abide by such City policies and standards.

13. Cost of Services for Period of July 1, 2016 through December 31, 2016. The City shall charge the RRFA three hundred and eighty-nine thousand five hundred dollars (\$389,500) plus applicable sales tax for the period of July 1, 2016, through December 31, 2016 for the maintenance of Supported Systems. This amount shall be divided into six (6) equal payments and payable to the City in accordance with the payment section of the interlocal agreement.
14. Cost of Services after January 1, 2017 through December 31, 2019. For the period after January 1, 2017 through December 31, 2019, the baseline service charge shall be annualized and adjusted by any equipment added or deleted during the previous year and then further adjusted by application of the Seattle/Tacoma/Bremerton CPIW for the period of June to June, which shall be established in August each year, for the following year.
15. Cost of Services After December 31, 2019. Beginning January 1, 2020, should the City and RRFA chose to continue the IT Services, the parties should review the actual cost of the service and may adjust the charge accordingly. Such charge shall be established by negotiations between the City and the RRFA, and an amendment to this Exhibit 2.
16. Payment for Additional Services. Any additional staff time and third party costs attributable to Additional Services performed during any month will be billed before the end of the following month. The RRFA will pay the City in accordance with the payment terms of the interlocal agreement.

### EXHIBIT 3

#### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### FACILITIES AND GROUNDS MAINTENANCE SERVICES

1. RRFA Locations For Which Services Shall be Provided. The City shall provide Facilities and Grounds Maintenance Services consistent with the scope of services set forth in this Exhibit 3 to the RRFA at the following locations:
  - Station 11, located at 211 Mill Ave S, Renton, WA 98057;
  - Station 12, located at 1209 Kirkland Ave NE, Renton, WA 98057;
  - Station 13, located at 18002 108th Ave SE, Renton, WA 98055;
  - Station 14, located at 1900 Lind Ave SW, Renton, WA 98057;
  - Station 16, located at 12923 156th Ave SE, Renton, WA 98059; and
  - New Station 15, to be built on the southern portion of the parcel identified as 3342103245 in the King County Assessor's record located in Renton, WA 98056. Cost of maintaining Station 15 is NOT included in the amount identified in Section 8 of this Exhibit.
2. Subcontracted Locations For Which Services Shall be Provided. The City shall provide Facilities and Grounds Maintenance Services for District 40's Station 17, located at 14810 SE Petrovitsky Rd, Renton, WA 98058, consistent with the provisions of CAG-08-015, which has been or will be assigned to the RRFA.
3. Scope of Services. The Facilities and Grounds Maintenance Services provided pursuant to this Exhibit 3 shall include the following:
  - Provide janitorial service and supplies in the public areas of the stations (not the dorm, kitchen, exercise room areas);
  - Change light bulbs and replace ballasts interior and exterior;
  - Install keyboard trays, monitor arms, install/repair furniture and cabinets;
  - Troubleshoot and repair appliances;
  - Repair localized plumbing or replace fixtures, e.g., toilets, hot water tanks, faucets, etc.;
  - Replace ceiling tiles/repair ceiling grid;
  - Provide electrical repairs/fixture replacements, add new circuits;

- Repair building envelope, e.g., windows, siding, doors, minor roof repairs, etc.;
- Repair bay door;
- Repair/replace drywall;
- Paint interior and exterior;
- Hang art work/coat hooks/white boards/bulletin boards;
- Repair vehicle exhaust extraction system;
- Repair air compressor;
- Provide HVAC system maintenance and repair, e.g., change filters, repair motors, pumps, and compressors;
- Maintain direct digital HVAC controls;
- Certify fire alarm systems, fire suppression systems, fire extinguishers, and building related back flow prevention devices on an annual basis;
- Repair and monitor fire alarm system;
- Repair building fire suppression systems;
- Replace, test and repair fire extinguishers;
- Repair building-related back flow prevention devices;
- Repair or replace building lock including keying/resetting combinations;
- Repair and clean carpet;
- Clean and restripe, etc., parking lot; and
- Provide routine grounds maintenance consistent with City standards and past practices where applicable, including mowing, weeding, fertilizing, herbicide application, tree maintenance, irrigation water and irrigation system maintenance and repair where applicable, and exterior lighting maintenance and repair.

4. Capital Improvements Excluded. Capital improvements to any of the properties listed in Section 1 and 2, or attachments thereto, shall be excluded from the scope of services set forth in Section 3. Capital improvements shall include any installation of new attachments, components, or systems to the properties, structural alteration of properties, and replacement of structural or major system components of the properties, including but not limited to walls, windows, bay doors, roofs, electrical

systems, plumbing systems, heating, ventilation, and air conditioning systems, and alarm systems. Unless otherwise agreed by the parties, any individual repairs that exceed twenty-five thousand dollars (\$25,000) in cost shall be considered capital improvements. The RRFA will be responsible for all capital improvements; provided, the RRFA may utilize City staff for capital improvements by separate agreement with the City.

5. Cost of Service Adjustment for New or Expanded Facilities. The cost of services established in Section 8 is calculated based upon the number and size of facilities maintained by the City prior to creation of the RRFA. When new facilities are built or acquired (including Station 15) or existing facilities are expanded in a manner that increases the City's cost to perform the scope of services, the RRFA agrees to increase its payments to the City to account for the additional cost.
6. Maintenance Requests Submittal. All maintenance requests shall be submitted by a designated representative of the RRFA to a designated representative at the City. The RRFA's requests will be placed in a queue, and prioritized and processed consistent with an internal City request. The RRFA will be entitled to no response preference to its requests. Facilities will give special consideration to mission critical items such as apparatus bay doors, decontamination equipment, and plymo-vent systems.
7. Cost of Services for Period of July 1, 2016 through December 31, 2016. The City shall charge the RRFA four hundred and sixty-five thousand dollars (\$465,000) plus applicable sales tax for the period of July 1, 2016 through December 31, 2016 for the services provided under this Exhibit 3. This amount shall be divided into six (6) equal payments and payable to the City in accordance with the payment section of the interlocal agreement.
8. Cost of Services After January 1, 2017 through December 31, 2019. For the period after January 1, 2017 through December 31, 2019, the service charge shall be annualized and adjusted by additional facilities added during the previous year and then further adjusted by application of the Seattle/Tacoma/Bremerton CPIW for the period of June to June, which shall be established in August each year, for the following year.
9. Cost of Services After December 31, 2019. Beginning January 1, 2020, should the City and RRFA chose to continue the Facilities and Grounds Maintenance Services, the parties shall review the actual cost of the service and may adjust the charge or service accordingly. Such charge shall be established by negotiations between the City and the RRFA, and an amendment to this Exhibit 3.
10. Costs of Contract Development and Compliance with Bidding or Proposal Requirements. In the event that any maintenance will require the development or

execution of a contract, or the establishment of a process relating to bidding or requests for proposals, City Facilities staff shall assist the RRFA in preparing such contract, bidding, or request for proposal documents; provided, that any legal review or representation during or after the bidding process shall be the responsibility of and at the cost of the RRFA, and the issuance of any required notice or advertising pursuant to such bidding or request for proposal shall be at the cost of the RRFA.

11. Additional Services. Any additional services not covered by this Exhibit 3 should first be approved by the RRFA. Costs associated with such additional services shall be tracked separately using the Project Accounting system. These additional costs, including applicable staff time and third party costs, incurred during a month will be billed by the end of the following month. The RRFA will pay the City in accordance with the payment terms of the interlocal agreement.

## **EXHIBIT 4**

### **TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY**

#### **FLEET MAINTENANCE SERVICES**

1. **Vehicle Schedule.** The City shall provide Fleet Maintenance Services consistent with the scope of services set forth in this Exhibit 4 to the RRFA for the vehicles/apparatus identified in Attachment A to this Exhibit 4.
2. **Scope of Services.** The Fleet Maintenance Services provided pursuant to this Exhibit 4 shall include the following:
  - a. **Preventive Maintenance:** the City shall perform regular preventive maintenance as specified by vehicle/equipment type and provide all required labor, parts and materials therefore. Said service shall be in accordance with manufacturer and NFPA service recommendations for the mileage interval of the vehicle, including lube, oil and filter change, with safety inspection at each service. The City will also pay for regular drive through car washes for covered RRFA passenger vehicles.
  - b. **Routine Maintenance and Repairs:** The City shall perform routine maintenance and repairs to maintain the safe and legal operating condition of covered vehicles/apparatus in accordance with manufacturer and NFPA recommendations. The City will provide or contract to provide all required labor, parts, and materials to perform the routine maintenance and repairs. The City will coordinate and pay for any towing costs associated with covered repairs or maintenance.
  - c. **Non-Routine Repairs:** Non-routine repairs are the responsibility of the RRFA. Non-routine repairs include those that are necessitated by collisions, vandalism, negligent operation or misuse, intentionally caused damage, and failures of major vehicle/apparatus components. Major vehicle/apparatus components include any part or piece of equipment attached to the vehicle/apparatus that would cost more to replace than twenty percent (20%) of the estimated repaired value of the vehicle/apparatus or twenty thousand dollars (\$20,000), whichever is less.
  - d. **Manufacture Warranty, Recall:** The City shall coordinate warranty repairs and recalls with the equipment manufacturer and timely complete required work. Any costs paid by the warranty provider for the City's work shall be retained by the City.

- e. **Fueling:** The City will provide for gasoline and diesel fueling of RRFA vehicles with an accounting system to identify gasoline and diesel usage by equipment, or fuel cards issued by the Fleet Division. RRFA will be permitted to fuel vehicles on a twenty-four (24)-hour, seven (7)-day a week basis, at the City Shop by authorized employees and vehicles. The parties agree Fire Station 13 (FS13) will continue to serve as a backup fueling station for all City and RRFA vehicles indefinitely. The City shall manage the fueling system, inventory, and maintain the automated accounting system at both the City Shop and FS13 to allow fueling at both locations, except for occasional repair and maintenance of these stations and accounting software, and all consumptions to be tracked by equipment or fuel cards as applicable.

City will provide fuel cards to be assigned to RRFA vehicles for fueling outside of the service area at private fuel stations.

- f. **Non-routine Repairs:** The City shall arrange for non-routine repairs at the RRFA's sole cost as soon as authorized by the RRFA and Fleet Manager, assuming a repair vs. replacement analysis supports it. If the repairs will be paid by an insurance company, the RRFA will be charged the City's labor and parts cost plus a twenty percent (20%) administrative fee or such administrative fee as is approved by the insurance company. RRFA shall coordinate with its insurance carrier for the approval of any such repairs and their reimbursement to the RRFA for associated costs. RRFA's payment to the City for such repairs, once authorized by the RRFA, shall not be conditioned upon receiving or the amount of the reimbursement from the insurance carrier.
- g. **New Equipment Acquisition, Setup, and Licensing:** The RRFA will maintain and follow vehicle/apparatus replacement schedules to replace depreciated vehicles and avoid expensive and economically inefficient repair costs. The RRFA is responsible for the cost of new and replacement vehicles/apparatus and all associated equipment. The City shall assist in developing specifications, process procurement in accordance with RRFA policy, take delivery and set up the new equipment/vehicle with RRFA markings, install communications equipment, wiring and setup, complete title registration and obtain license as required.
- h. **Disposal:** The City shall complete all disposal preparation and delivery to disposal site in accordance with set standards and schedules. Proceeds from the disposal of RRFA equipment shall be transferred to the RRFA within thirty (30) dates of receipt.

- 3. **Capital Improvements Excluded.** Capital improvements to any of the equipment listed in Attachment A shall be excluded from the scope of services set forth in Section 2. Capital improvements shall include, but are not limited to, addition to or replacement of existing scheduled equipment, and the complete

rebuild/reconditioning of an existing scheduled apparatus or equipment. The RRFA will be responsible for the cost of all capital improvements; provided, the RRFA may utilize City staff for specification, procurement, and set up of capital improvements.

4. Cost of Services for Period of July 1, 2016 through December 31, 2016. The City shall charge the RRFA three hundred and twenty-five thousand dollars (\$325,000) plus applicable sales tax for the period of July 1, 2016 through December 31, 2016 for the services provided under this Exhibit 4. This amount shall be divided into six (6) equal payments and payable to the City in accordance with the payment section of the interlocal agreement.
5. Cost of Services after January 1, 2017 through December 31, 2019. For the period after January 1, 2017 through December 31, 2019, the baseline service charge shall be annualized and adjusted by additional equipment added during the previous year and then further adjusted by application of the Seattle/Tacoma/Bremerton CPIW for the period of June to June, which shall be established in August each year, for the following year.
6. Cost of Services After December 31, 2019. Beginning January 1, 2020, should the City and RRFA chose to continue the Fleet Maintenance Services, the parties shall review the actual cost of the service and may adjust the charge or service accordingly. Such charge shall be established by negotiations between the City and the RRFA, and any changes documented by an amendment to this Exhibit 4.
7. City Assistance with Contracted Services and Purchases. For an additional negotiated cost paid by the RRFA, the City may assist the RRFA with the purchase of new vehicles/apparatus or contracted services to rebuild/recondition the RRFA's vehicles/apparatus or other services outside the scope of services provided by this Exhibit 4. Such assistance may include preparing requests for proposals, contacts, or bids. Any legal review or representation associated with such additional services shall be the responsibility of and at the cost of the RRFA, and the issuance of any required notice or advertising shall be at the cost of the RRFA.
8. Additional Services. Any additional Fleet services not covered by this Exhibit 4 should first be approved by the RRFA. Costs associated with such additional services shall be tracked separately using the City's Project Accounting system. These additional costs, including applicable staff time and third party costs, incurred during a month will be billed by the end of the following month. The RRFA will pay the City in accordance with the payment terms of the interlocal agreement.

**Attachment A to  
Exhibit 4  
Fleet Schedule  
List as of 4/15/2016**

| EQ#        | License # | Year | Manufacturer Model ID | VIN                | Description                      | Major Division | Section                          | Original Cost |
|------------|-----------|------|-----------------------|--------------------|----------------------------------|----------------|----------------------------------|---------------|
| F044       | 07274D    | 1990 | CHEV HI CUBE VAN      | 1GCKP32K1L311493   | HAZ MAT VAN                      | Fire           | Suppression                      | 31,143        |
| F044-Rplc  |           | 2016 | CHEV                  |                    |                                  | Fire           | Suppression                      | 375,000       |
| F065       | 18125D    | 1999 | INTE 4700             | 1HTSLAALYH697060   | INTERNATIONAL/BRAUN A/D TRUCK    | Fire           | Suppression                      | 133,476       |
| F068       | 18118D    | 1999 | FORD F550             | 1FDAF57F3EE3031    | FORD F-550 4 x 4                 | Fire           | Drive Team                       | 32,631        |
| F071       | 18132D    | 1999 | EONE CYCLONE II       | 4EN3AAA84X1000687  | E-ONE PUMPER                     | Fire           | Suppression                      | 315,766       |
| F072       | 18133D    | 2000 | INTE 4700             | 1HTSLAALLVH261992  | INTERNATIONAL/BRAUN A/D TRUCK    | Fire           | Suppression                      | 128,999       |
| F072-Rplc  |           | 2016 | EONE                  |                    |                                  | Fire           | Suppression                      | 250,000       |
| F073       | 18140D    | 2000 | EONE CYCLONE II       | 4EN3AAA86X1000688  | E-ONE PUMPER SOW 20688           | Fire           | Suppression                      | 312,508       |
| F074       | 18141D    | 2000 | EONE CYCLONE II       | 4EN3AAA88X1000689  | E-ONE PUMPER SOW 20689           | Fire           | Suppression                      | 312,508       |
| F075       | 18134D    | 2000 | EONE AERIAL           | 4EN3ABA85X1000848  | 95' AERIAL PLATFORM SOW 120848   | Fire           | Suppression                      | 676,802       |
| F077       | 18163D    | 2001 | DMCH CHEROKEE         | 1J4FF48S01LS30758  | JEEP 4x4                         | Fire           | Investigation and Prevention and | 22,959        |
| F079       | 18182D    | 2001 | FORD CROWN VICTORIA   | 2FAPF71W931X161456 | CROWN VICTORIA                   | Fire           | Suppression                      | 22,959        |
| F080       | 33121D    | 2001 | FORD EXCURSION        | 1FAMN41511ED29999  | COMMAND VEHICLE                  | Fire           | Suppression                      | 78,274        |
| F082       | 35098D    | 2003 | FORD EXPEDITION       | 1FMPU16L83L01702   | FORD EXPEDITION                  | Fire           | Admin                            | 18,948        |
| F083       | 35610D    | 2003 | CHEV BLAZER           | 1GMDT13K13K166907  | 2003 CHEVROLET BLAZER            | Fire           | Admin                            | 22,468        |
| F084       | 35609D    | 2003 | DMCH INTREPID         | 2B3HD46R94H613483  | 2003 DODGE INTREPID              | Fire           | Admin                            | 15,761        |
| F085       | 41404D    | 2005 | EONE CYCLONE II       | 4EN3AAA89S1000172  | 2005 EONE CYCLONE PUMPER         | Fire           | Suppression                      | 393,592       |
| F086       | 43848D    | 2007 | FORD ESCAPE           | 1FMYU93167KA60018  | 2007 FORD ESCAPE                 | Fire           | Admin                            | 20,003        |
| F087       | 44111D    | 2008 | FORD ESCAPE           | 1FMCU93183KA30367  | 2008 FORD ESCAPE XLT             | Fire           | Admin                            | 18,165        |
| F088       | 45535D    | 2008 | FORD F250             | 1FTSX21518EB15702  | 2008 FORD F250 4x4               | Fire           | Investigation and Prevention and | 24,081        |
| F089       | 44110D    | 2008 | FORD ESCAPE           | 1FMCU93118KA30368  | 2008 FORD ESCAPE XLT             | Fire           | Investigation and Prevention and | 18,165        |
| F091       | 45577D    | 2008 | FORD F550             | 1FDAW57R78E844465  | 2008 FORD F550 CREW CAB          | Fire           | Suppression                      | 41,912        |
| F092       | 45540D    | 2007 | CARG TBA18TAJ         | 5NHTBT297T412120   | 2007 CARGOMATE TRAILER           | Fire           | Investigation                    | 7,572         |
| F093       | 48325D    | 2008 | EONE PUMPER           | 4EN3AAA8881003545  | 2008 E-ONE PUMPER - SOW 133545   | Fire           | Suppression                      | 494,531       |
| F094       | 49210D    | 2008 | EGL UTILITY           | 1B4BU1418BA005215  | 2008 EAGLE UTILITY TRAILER       | Fire           | Investigation and Prevention and | -             |
| F095A      | 48350D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12927   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F096A      | 48351D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12928   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F098A      | 48353D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12930   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F099A      | 48354D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12931   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F100A      | 48355D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12932   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F101       | 48356D    | 2009 | FORD ESCAPE           | 1FMCU9339KA12933   | 2009 FORD ESCAPE HYBRID          | Fire           | Admin                            | 27,184        |
| F103       | WN526355  | 2010 | CLUB SPIRIT           | 2YDB19-900173      | 2008 CLUB CAR INTELLITRAX 434    | Fire           | Admin                            | -             |
| F104       | 53024D    | 2012 | FORD ESCAPE           | 1FMCU9C73CA1D184   | 2012 POLARIS SPIRIT INFLATABLE   | Fire           | Admin                            | 39,637        |
| F105       | 54070D    | 2011 | EONE AERIAL           | 4EN3ABA8981006466  | 2011 EONE AERIAL 100' SOW 136466 | Fire           | Suppression                      | 1,004,969     |
| F106       | 55768D    | 2000 | FABR FOAM TRAILER     | 16MPP1225YD026950  | 2000 FABR-QUE FOAM TRAILER       | Fire           | Suppression                      | -             |
| F107       | 55773D    | 1991 | ISUZU FTR             | JA1M7A1H4M3200640  | ISUZU TRUCK                      | Fire           | Suppression                      | -             |
| F108       | 55953D    | 2000 | CHEV ASTRO            | 1GNDM19WXY8219557  | CHEVROLET ASTRO VAN              | Fire           | Admin                            | -             |
| F109       | 56473D    | 2013 | CHEV TAHOE            | 1GN5K260XDR337467  | CHEVROLET TAHOE                  | Fire           | Admin                            | 32,497        |
| F110       | 57314D    | 2013 | INTE 4400             | 3HAMRAZ11EL780395  | INTERNATIONAL BRAUN MW A/D UNIT  | Fire           | Suppression                      | 220,725       |
| F111       | 57313D    | 2013 | INTE 4400             | 3HAMRAZ11EL780394  | INTERNATIONAL 4400 BRAUN A/D U   | Fire           | Suppression                      | 220,725       |
| F112       | 56550D    | 2015 | FORD F250             | 1FT7W2B64FA47019   | 2015 FORD F250 CREW              | Fire           | Suppression                      | 29,257        |
| F113       | 57552D    | 2015 | DODG PROMASTER        | 3C6TRV8G5F5210166  | 2015 DODGE PROMASTER             | Fire           | Admin                            | 32,334        |
| F114       | 59733D    | 2015 | EONE PUMPER           | 4EN3AAA83F1009103  | 2015 EONE PUMPER SO              | Fire           | Suppression                      | 469,199       |
| F115       | 59732D    | 2015 | EONE PUMPER           | 4EN3AAA80F1009141  | 2015 EONE PUMPER SO              | Fire           | Suppression                      | 469,199       |
| F116       | 59744D    | 2015 | FORD POLICE UTILITY   | 1FMSK8AR80GA37368  | FORD EXPLORER POLICE             | Fire           | Admin                            | 30,287        |
| F117       | 59752D    | 2015 | FORD CMAX             | 1FADPSAU9F1L24177  | FORD CMAX HYBRID                 | Fire           | Investigation and Prevention and | 25,243        |
| F118       | 59761D    | 2016 | EZLD TRAILER          | 1ZEAAKSHGAD06448   | 2016 EZLOADER BOAT TRAILER       | Fire           | Admin                            | 7,589         |
| F2513      | 55958D    | 1996 | EONE PUMPER           | 4EN3AAA82T1006210  | 1996 E-ONE PUMPER                | Fire           | FD25                             | 267,441       |
| F2513-Rplc |           | 2018 | EONE                  |                    |                                  | Fire           | FD25                             | 520,000       |
| F2514      | 56190D    | 2001 | INTE 4700             | 1HTSLAAL31M347410  | INTERNATIONAL/BRAUN A/D UNIT     | Fire           | FD25                             | 132,276       |
| F2515      | 56189D    | 2003 | EONE CYCLONE II       | 4EN3AAA8431006791  | 2003 EONE PUMPER SOW 126791      | Fire           | FD25                             | 397,003       |
| F429       | 49249D    | 2002 | FORD FOCUS            | 1FAHP36352W180373  | 2002 FORD FOCUS                  | Fire           | FD40                             | 19,500        |
| F430       | 58570C    | 1995 | TURT WATER TANK       | PH08L6491          | 1995 TURTLE WATER TANK 400 GAL   | Fire           | FD40                             | -             |
| F434       | 49250D    | 2004 | CHEV TAHOE            | 1GNFK132941249355  | 2004 CHEVROLET TAHOE             | Fire           | FD40                             | 31,000        |
| F434-Rplc  |           | 2016 |                       |                    |                                  | Fire           | FD40                             | 51,500        |
| F436       | 49252D    | 2005 | CHEV PU               | 1GCEK19V8SE232179  | 2005 SILVERADO 1500              | Fire           | FD40                             | 29,000        |
| F438       | 49253D    | 2007 | CHEV TAHOE            | 1GNFK03067H363061  | 2007 CHEVROLET TAHOE             | Fire           | FD40                             | 31,000        |

Total Estimated Value Transferred (sum minus units to be replaced) **7,531,427**

**FD40 Equipment to be maintained by RFA through the City as part of FD40 Service contract with the RFA**

|      |        |      |               |                   |                             |      |      |         |
|------|--------|------|---------------|-------------------|-----------------------------|------|------|---------|
| F431 | 62992C | 2002 | FORD AID UNIT | 1FDWE35F22M06475  | 2002 FORD AID UNIT          | Fire | FD40 | 350,000 |
| F439 | 97632C | 2011 | INTE 4400     | 1HTMRAZL6H375442  | 2011 INTERNATIONAL A/D UNIT | Fire | FD40 | 265,964 |
| F432 | 65615C | 2003 | SPAR PUMPER   | 457AT40983CD43245 | 2003 SPARTAN PUMPER         | Fire | FD40 | 600,000 |
| F437 | 77001C | 2006 | SPAR PUMPER   | 457AT2C946C054392 | 2006 SPARTAN PUMPER         | Fire | FD40 | 600,000 |

**EM Equipment to remain with City**

|       |        |      |             |                   |                         |      |    |         |
|-------|--------|------|-------------|-------------------|-------------------------|------|----|---------|
| F090  | 45302D | 2008 | FORD ESCAPE | 1FMCU93118KA30369 | 2008                    | Fire | EM | 18,165  |
| F097A | 48352D | 2009 | FORD ESCAPE | 1FMCU93379KA12929 | 2009 FORD ESCAPE HYBRID | Fire | EM | 27,184  |
| F425  | 57538D | 2015 | FORD E450   | 1FDXE40F3KH823147 | 1999 FORD AID UNIT      | Fire | EM | 350,000 |

## EXHIBIT 5

### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### **FINANCE SERVICE, GENERAL HR, AND CIVIL SERVICE EXAMINER SERVICES**

1. **Services Provided by City.** The City's Finance and HRRM departments currently provide a number of internal support services to all city departments including the Renton Fire Department. The parties deem desirable, for a limited period of time, after the RRFA formation that the City to continue providing certain support services to the RRFA, to ensure smooth operation and transition of these services.
  - a. The City shall provide the following Financial Services to the RRFA:
    - (i) Payroll processing:
      - (a) Finance will continue to process payroll for the RRFA using existing systems (Telestaff and EDEN) and existing procedures. The existing procedures include data collection and approval using a combination of Telestaff and Fire Department staff to complete payroll data collection and approval by cut-off dates specified by Finance;
      - (b) As long as Finance continues payroll processing, it will perform all payroll tax transmission and filing functions;
      - (c) All regular employees will be paid by direct deposit and no paper pay stub will be issued. Employees will be able to access employee payment and tax records on line using EDEN "Employee Services" portal.
    - (ii) Accounts Receivable/Revenue: Finance will continue to process billing and receipting of revenues, such as permit fees, fire inspection and reinspection fees, false alarm fees, late fees, BLS payments, service contract and grant billing and receipts.
    - (iii) Vendor Payments:
      - (a) Finance will continue process vendor payments for the RRFA using existing process and system. The existing process and system includes, but is not limited to, decentralized invoice data entry and

approval by department using EDEN Financial system by established cut-off dates; and

(b) Finance will issue 1099 forms pursuant to IRS requirements as long as Finance continues to process vendor payments.

(iv) New Accounts Set Up: Finance will assist RRFA to establish necessary employer/taxpayer accounts with:

(a) The Internal Revenue Service;

(b) The State of Washington (Departments of Industrial Insurance, Unemployment, Revenue, the state auditor's office, etc.);

(c) The King County Treasurer (cash management and investment arrangements); and

(d) A bank, if necessary.

(v) Financial Reports:

(a) The City will establish separate Funds (as related to a chart of accounts) to allow RRFA finances be tracked separately from City funds and accounts.

(b) The City will provide interim and annual reports to RRFA, submit required reports to and facilitate any audit by the Washington State Auditor's Office as long as all RRFA transactions (revenues, expenditures, transfers, loans and their repayments, due to/from other entities, and other balance sheet transactions) are processed by the City through its financial system. Any out of pocket audit costs will be borne by RRFA.

(vi) Business Registration, Special Permit Fees, and Annual Operational Fire Permit Fees: The City and RRFA believe the combined business registration and Fire permit fee collection system is mutually beneficial and wish to continue its practices and current process. To allow this partnership to continue, parties agree to the following roles and responsibilities:

(a) RRFA agrees to:

i. Timely review and approve/deny new business applications;

- ii. Forward business information to the City when it discovers a business is operating without a valid license.

(b) City agrees to:

- i. Collect the Fire Operational Permit Fee;
- ii. Collect the tent and membrane structures permit fees and other special permit fees as outlined in Section 4-5-070 of Renton Municipal Code or the fees outlined in Section XII(4). of the City of Renton Fee Schedule and as they are recodified or amended;
- iii. Collect False Alarm Fees, Late Fees and billings for Operational Permits that are issued outside of Business Licensing to non-licensed entities such as churches;
- iv. Timely deposit/remit revenues to appropriate RRFA revenue accounts.

b. The City shall provide the following General HR Services to the RRFA:

- (i) Process recruitment and promotional testing/selection of non-commissioned personnel using the online neoGov position procurement system;
- (ii) Act as or provide a lead negotiator on RRFA's behalf on labor contract negotiation matters, unless requested otherwise;
- (iii) Act as or provide RRFA's representative in PERC hearings, arbitrations, and other administrative hearings and legal proceedings, unless requested otherwise;
- (iv) Maintain RRFA's access to and use of the Halogen Performance Management System;
- (v) Facilitate RRFA's transition from Renton benefit plans to a RRFA sponsored medical, dental, vision plan, Flexible Benefit (125) account, employee assistance program, deferred compensation program, life insurance, and short and long term disability programs as requested; and

(vi) Facilitate RRFA's transition to its own commute trip reduction program.

c. The City shall provide the following Civil Service Examiner Services to the RRFA:

(i) Recruitment and promotional services pursuant to the then applicable Civil Service Rules;

(ii) Pre-employment testing (psychological and physical exams), driver's license record checks, etc.;

(iii) Attendance by the Civil Service Examiner at the monthly Civil Service Commission meetings;

(iv) Maintenance of Civil Service rules and regulations;

(v) Establishment and maintenance of eligibility lists;

(vi) Validation of Tests and scores;

(vii) Notifications to candidates;

(viii) Contract management for Civil Service testing by third party contractors;

(ix) Maintenance of Civil Service personnel files; and

(x) Performance of all other tasks related to providing Civil Service Examiner Services.

2. Conditions of City Performance. In order for the City to provide Civil Service Examiner Services to the RRFA, the RRFA shall meet the following conditions:

a. The RRFA shall appoint the then existing Civil Service Commissioners who serve on the City's Civil Service Commission to serve on the RRFA's Civil Service Commission. The RRFA shall coordinate such appointment with the current Civil Service Commissioners.

b. The RRFA shall adopt interim Civil Service Rules that are substantially the same as the City's rules.

c. The RRFA shall ensure that it has taken all necessary steps to establish a proper Civil Service system compliant with Chapter 41.08 RCW.

- d. The RRFA Civil Service Commission shall appoint the City's Civil Service Examiner as the RRFA's Interim Civil Service Examiner.
    - e. In the event that there is a vacancy on the City's Civil Service Commission, the City shall have full discretion to appoint a new Commissioner, and the RRFA shall appoint that same Commissioner to its own Commission.
3. Occurrence of Civil Service Commission Meetings. Civil Service Commission meetings of the RRFA shall be held directly following the Civil Service Commission meetings of the City, and on the same days as the City's Civil Service Commission meetings. The meetings of the RRFA shall be separate from the meetings of the City, shall be governed by separate agendas, and shall be recorded separately from the City's recordings.
4. Records of Civil Service Commissions. Civil Service records of the RRFA shall be kept separate from those of the City. Records shall be maintained by either the Interim Civil Service Examiner or the RRFA as agreed to by the parties. After the December 31, 2016 termination date, or any agreed extension of that date, all Civil Service records will be transferred to the RRFA.
5. Commission Appeals and Attorney for Commission. In the event an appeal is filed before the RRFA Civil Service Commission, the RRFA shall, if requested by the RRFA Civil Service Commission, provide the Commission with the services of an attorney for the purpose of assisting the Commission through the appeal process. The attorney, if requested, shall be available to provide the Commission with assistance prior to and during the hearing, as well as assistance in preparing the decision of the Commission. The provision of such an attorney shall be at the sole expense of the RRFA.
6. Commission Appeals and Attorney for Civil Service Examiner. In the event an appeal is filed before the RRFA Civil Service Commission, the RRFA shall, if requested by the RRFA Interim Civil Service Examiner, provide the Examiner with the services of an attorney for the purpose of assisting the Examiner through the appeal process. The provision of such an attorney shall be at the sole expense of the RRFA.
7. Appeals to Court. In the event an appeal of an RRFA Civil Service Commission decision is made before a court of law, such appeal shall be at the sole expense of the RRFA, and shall be prosecuted or defended by an attorney hired by the RRFA.
8. Period of Performance. The services provided pursuant to Section 1 of this Exhibit 4 shall be provided between July 1, 2016 and December 31, 2017 at no charge to the RRFA, unless terminated earlier by agreement of the parties. Any services provided after December 31, 2017 shall be provided only pursuant to separate written agreement with compensation.

## EXHIBIT 6

### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### RECORDS MANAGEMENT

1. Record Custody and Cooperation. The parties recognize that the cooperative nature of their relationship and history of the City providing services and employing staff that will now be provided and employed by the RRFA will require cooperation and collaboration to transfer and maintain records in which both parties may have records retention and public records disclosure obligations. The parties agree to collaborate to transfer or jointly maintain public records in accordance with applicable records retention requirements, including Chapter 40.14 RCW, and the Washington State Public Records Act, Chapter 42.56 RCW.
2. Records Custody and Transfer. Either party may request business and operational records be transferred to or from the other party as necessary to efficiently conduct its operations and/or comply with applicable laws. Upon such request, the parties will coordinate to transfer the records, or accurate copies thereof. If the party with custody of the requested records determines it has a business need or legal requirement to independently retain the records, it may retain the original records and transfer copies to the other party. Alternatively, to the extent permitted by applicable laws, the parties may designate a joint records custodian to maintain the records in compliance with the applicable retention schedules that apply to each party. During the initial term of the City's provision of human resource services pursuant to Exhibit 5, the City will act as the joint records custodian for the Fire Department/RRFA personnel and civil service files that are held and maintained by the City's Human Resources Department. The RRFA will initially act as the joint records custodian for any personnel files for Fire Department/RRFA employees that are not in the possession of the City's Human Resources department (e.g. supervisor desk files). If either party desires to destroy any former Fire Department personnel or civil service files that were created prior to the formation of the RRFA and the files have not previously been transferred to the other party, it will first offer to transfer the files to the other party.
3. Cost of Transfer and Storage. The costs of copying and transferring records shall be paid for by the party receiving the transferred records. Each party will be responsible for paying for applicable storage costs of the records it retains. If the parties designate one party to act as a joint records custodian, the other party will pay for half of the records custodian's reasonable electronic or physical storage costs if payment of such costs is requested by the designated records custodian.

4. Requests for Records. The parties recognize that each party may maintain custody of records the other needs to respond to a lawful request pursuant to the Public Records Act or subpoena. In the event of a public records request, the receiving party shall be responsible providing an initial 5 business day response to the requestor as required by RCW 42.56.520, as that section may be amended or recodified. The parties establish the processes set forth in Sections 5 and 6 to provide a method of responding to records requests received through subpoenas and the Public Records Act, or records otherwise requested by the City or the RRFA. The method set forth in this Exhibit 6 shall serve only as a guideline, and may be altered from time to time as necessary.
5. Requests Directed to or Received by the City for Records in the Custody of the RRFA . In the event the City receives a public records request, subpoena, or other lawful request for records held by the RRFA that the City might be required to produce, the following process shall be followed:
  - a. The City will advise the RRFA in writing that the request has been received. The RRFA will have five (5) business days to respond to the City with the records or a reasonable estimate of the time necessary to provide the City with the records.
  - b. The RRFA will provide copies, at its sole cost and expense and in the form requested by the City to the City. In the event the City receives payment for the copies provided at the RRFA's cost, the payment received will be equitably distributed.
  - c. The City will remain responsible for communicating with the requestor in compliance with all legal obligations. The City and the RRFA shall jointly work to determine which records are to be disclosed to the requestor, and if the request was submitted under the Public Records Act, which records are exempt from disclosure.
  - d. It shall be the responsibility of the City, and at the expense of the City, to defend any claim or lawsuit for a violation of the Public Records Act or laws relating to a subpoena, and pay any damages, fees, costs, or settlements relating to such claim or lawsuit; provided, that in the event the claim or lawsuit relates in any manner to City records in the sole custody of the RRFA that were not provided to the City by the RRFA, then the RRFA shall defend such claim or lawsuit and pay any damages, fees, costs, or settlements relating to such claim or lawsuit. The City and the RRFA agree to cooperate fully in the defense of any such claim or lawsuit. If both the City and the RRFA fail to produce all records, they will cooperate in defense and each party will pay all its own legal costs and attorneys' fees.
6. Requests Directed to or Received by the RRFA for Records in the Custody of the City . In the event the RRFA receives a public records request, subpoena, or other lawful request

for records held by the City that the RRFA might be required to produce, the following process shall be followed:

- a. The RRFA will advise the City in writing that the request has been received. The City will have five (5) business days to respond to the RRFA with the records or a reasonable estimate of the time necessary to provide the RRFA with the records.
- b. The City will provide copies, at its sole cost and expense and in the form requested by the RRFA to the RRFA. In the event the RRFA receives payment for the copies provided at the City's cost, the payment received will be equitably distributed.
- c. The RRFA will remain responsible for communicating with the requester in compliance with all legal obligations. The City and the RRFA shall jointly work to determine which records are to be disclosed to the requester, and if the request was submitted under the Public Records Act, which records are exempt from disclosure.
- d. It shall be the responsibility of the RRFA, and at the expense of the RRFA, to defend any claim or lawsuit for a violation of the Public Records Act or laws relating to a subpoena, and pay any damages, fees, costs, or settlements relating to such claim or lawsuit; provided, that in the event the claim or lawsuit relates in any manner to RRFA Records in the sole custody of the City that were not provided to the RRFA by the City, then the City shall defend such claim or lawsuit and pay any damages, fees, costs, or settlements relating to such claim or lawsuit. The parties agree to cooperate fully in the defense of any such claim or lawsuit. If both the RRFA and the City fail to produce all records, they will cooperate in defense and each party will pay all its legal costs and attorneys' fees.

## **EXHIBIT 7**

### **TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY**

#### **EMERGENCY MANAGEMENT PROGRAM SUPPORT**

1. The purpose of this exhibit is to provide a foundation for the best possible emergency management services for the community by ensuring the active cooperation and participation between the RRFA and the Emergency Management program of the City, while maintaining the same level of emergency management participation as that prior to the formation of the RRFA. In keeping with that intent, the RRFA agrees, to the extent RRFA resources are available, to use reasonable efforts to provide the following:
  - a. Supporting a shared emergency and disaster response, which includes:
    - Participating as part of the Mayor's Staff Policy Group discussions;
    - Retaining the authority to request activation of the EOC in support of an emergency incident;
    - Conducting field damage assessment in coordination with City damage assessment procedures;
    - Relaying information about observed damage and field conditions to the Renton Emergency Operations Center (EOC);
    - Providing a qualified RRFA representative to the EOC during activations;
    - Providing the City with a list of personnel qualified at the Incident Command System Section Chief level to be part of the Section Chief rotation in the EOC;
    - Providing qualified administrative support staff to be part of the EOC staff rotation;
    - Maintaining communication between the Fire Department Operations Center (DOC) the EOC, and/or between the Fire Incident Commander and the EOC;
    - Embracing Unified Command where appropriate in the field;
    - Advising the EOC of operational readiness;
    - Notifying the EOC Duty Officer of significant events (e.g., those that result in the need for emergency notification of the public, evacuation or sheltering,

hazmat releases, or other threats to the public), or other incidents that would trigger use of the City's emergency plan or activation of the EOC; and

- Participating in recovery activities.
- b. Engaging in planning, training, and exercise activities with the City, which includes:
- Assigning a representative to serve on the City's Emergency Management group and participating in those monthly meetings;
  - Assisting in the plan revision for specified Emergency Support Functions in the City of Renton Comprehensive Emergency Management Plan to meet state revision deadlines;
  - Contributing to other emergency plans with a role for Fire, Emergency Medical Services, Rescue, Hazmat, etc.;
  - Participating in a minimum of one (1) functional exercise annually with the City and other exercises as needed to maintain necessary familiarity with multiple City emergency functions; and
  - Providing qualified instructors for up to three (3) units of instruction twice a year for the Community Emergency Response Team program.
- c. Maintaining a Continuity of Operations Plan (COOP) for the RRFA.
- d. Maintaining and reporting on National Incident Management System compliance.
- e. Acknowledging the City's Emergency Management program as the sole agency responsible within the boundaries of the City of Renton for recruiting, training, managing, and deploying volunteers covered under the Washington State Emergency Worker program, including the Renton Emergency Communication Service, the Community Emergency Response Teams, and any other similar emergency worker volunteer groups which might be initiated and managed by the City in the future.
- f. Acknowledging the City's Emergency Management program as the sole originator of emergency management public education messages as well as broader emergency messages to the public by coordinating emergency community notifications through the EOC Duty Officer.

2. The City and the RRFA agree to provide certain accommodations with respect to shared facility and equipment use:
- a. RRFA will provide use of a predesignated fire station as a backup EOC;
  - b. RRFA will keep existing emergency communications equipment/stations in place, and maintain free and clear access to such equipment for use during testing or emergency activation;
  - c. RRFA will grant properly authorized and insured City volunteers and City staff access to RRFA facilities during reasonable hours to maintain and operate emergency equipment, including antennas and radio towers;
  - d. The RFA will cooperate with the City to coordinate City use of the Fire Station 14 training facility for special Emergency Management classes with reasonable accommodation, e.g., CERT classes which are traditionally provided in the spring and the fall of each year;
  - e. The RRFA will provide one (1) outdoor covered parking space with electrical power at Fire Station 13 for the Mobile Communications Response Unit;
  - f. The RRFA will work cooperatively with the City to provide adequate storage space for training, public education, and communication systems supplies and equipment at Station 14 and Station 13 to the extent the RRFA has sufficient surplus space (public education closet and amateur radio closet);
  - g. The City will coordinate with the RRFA for the use of fire stations for quick-grab emergency food/water supplies for all field responders, and the RRFA will determine the best storage location and mechanism for accessing them during an emergency;
  - h. The Mobile Communications Response Unit (MCRU) may be requested via the Renton EOC Duty Officer to support communications at an incident at no cost to the RRFA. MCRU must be operated by a qualified City volunteer or City staff;
  - i. Assets transferred to the RRFA, but which were purchased by Emergency Management grant funds, shall not be disposed of without the approval of the City's Emergency Management group, must maintain their Emergency Management inventory tag, and must be made available for inspection upon request by the State Auditor's Office or State Department of Emergency Management at any time;
  - j. 800 MHz radios assigned to Emergency Management will be retained by the City, which will assume responsibility for maintenance and service costs; and

- k. The RRFA will coordinate with Emergency Management staff for the use of the primary EOC facility as a classroom.

CITY OF RENTON, WASHINGTON

RESOLUTION NO. 4444

**A RESOLUTION OF THE CITY OF RENTON, WASHINGTON, AUTHORIZING THE MAYOR AND CITY CLERK TO ENTER INTO AMENDMENT NO. 1 TO INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND RENTON REGIONAL FIRE AUTHORITY.**

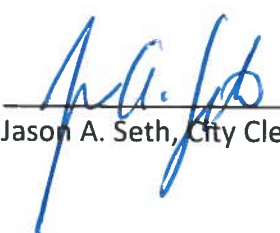
**WHEREAS**, the City and the Renton Regional Fire authority ("RRFA") (collectively referred to herein as the "Parties") entered into an interlocal agreement under RCW Chapter 39.34, the Interlocal Cooperation Act, to implement the Regional Fire Authority Plan approved by voters on April 26, 2016 (the "ILA"); and

**WHEREAS**, the Parties have determined that amendments to the ILA are necessary to clarify the current level of services provided between the parties and to remove outdated language that no longer applies;

**NOW, THEREFORE**, THE CITY COUNCIL OF THE CITY OF RENTON, WASHINGTON, DO RESOLVE AS FOLLOWS:

**SECTION I.** The Mayor and City Clerk are hereby authorized to enter into Amendment No. 1 to Interlocal Agreement for Cooperation Between the City of Renton and Renton Regional Fire Authority, attached hereto as Exhibit "A" and incorporated by this reference.

PASSED BY THE CITY COUNCIL this 13th day of September, 2021.

  
\_\_\_\_\_  
Jason A. Seth, City Clerk

RESOLUTION NO. 4444

APPROVED BY THE MAYOR this 13th day of September, 2021.

  
\_\_\_\_\_  
Armondo Pavone, Mayor

Approved as to form:



\_\_\_\_\_  
Shane Moloney, City Attorney

RES.1856:8/11/21



## **EXHIBIT "A"**

### **AMENDMENT NO. 1 TO INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND RENTON REGIONAL FIRE AUTHORITY**

**AMENDMENT NO. 1 TO INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF  
RENTON AND RENTON REGIONAL FIRE AUTHORITY (CAG-16-116)**

**Effective Date July 1, 2021**

**RECITALS**

1. The City of Renton ("City") and the Renton Regional Fire Authority ("RRFA") executed an interlocal agreement dated July 1, 2016 ("ILA") in conjunction with the formation of the Renton Regional Fire Authority.
2. The Parties have negotiated revisions to the ILA and the ILA Exhibits which require the consent of the legislative bodies of the Parties pursuant to Section IV of the ILA.

**AGREEMENT**

In consideration of the mutual promises and benefits contained herein the City and the RRFA agree to the following amendments to the ILA.

**Section VIII.A.** Shall be amended to read as follows:

Services to be Provided. The RRFA agrees to perform the following services for the City, as prescribed in more detail in Exhibit 1, Office of the Fire Marshal Services and Exhibit 7, Emergency Management Program Support.

**Section IX.** Shall be amended by striking references to Exhibit 3 and Exhibit 5.

**Section XII.E.** Shall be deleted in its entirety.

**Section XIV.** Shall be retitled "Payment Terms."

**Section XIV.A.** Shall be deleted in its entirety.

**Section XIV.B.** Shall be deleted in its entirety.

**Section XVI.B.** Shall be amended to read as follows:

Termination of Exhibits 2 and 4 by Notice. The services identified in Exhibits 2 and 4 of this Agreement may be terminated by either party upon providing the other party with three hundred and sixty-five (365) days' advance written notice of termination. A termination pursuant to this subsection will terminate all services provided by one or more of Exhibits 2 and 4, as specified in the notice of termination. Partial termination of services within an exhibit may only be accomplished by mutual agreement and negotiated payment terms.

**Exhibits 1 through 7** Shall be replaced in their entirety by Exhibits 1, 2, 4, 6 and 7 of this Amendment, which are attached and incorporated herein.

Except as provided above, all terms and conditions of the ILA shall remain in full force and effect.

IN WITNESS, the parties below execute this Amendment, which shall become effective on July 1, 2021.

City of Renton:

By:   
Armondo Pavone, Mayor

DATE: 9/23/2021

Renton Regional Fire Authority:

By: Steven C Heitman  
Steven C. Heitman, Fire Chief

DATE: Aug 9, 2021

ATTEST:

  
Jason A. Seth, City Clerk



**EXHIBIT 1****TO THE INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY****OFFICE OF THE FIRE MARSHAL SERVICES**

1. Office of the Fire Marshal Services. Prior to the establishment of the RRFA, the City's Fire and Emergency Services Department provided Community Risk Reduction Services through its Community Risk Reduction Section, now referred to as the Office of the Fire Marshal (OFM). These services include, but are not limited to, administration and enforcement of applicable fire code and prevention regulations ("Code or Codes"), including RMC 4-5-070 as that section may be amended or recodified by the City. The RRFA will continue to provide these services for the City within the City's boundaries, and as those boundaries may be adjusted in the future. As further described within this Exhibit 1,<sup>1</sup> OFM Services are comprised of OFM Administration Services Fire Prevention Code Enforcement Services, Fire Prevention Development Services, and Fire Investigation Services (collectively, the "Services").
2. Fire Service Fees Paid to RRFA. The City shall continue to collect applicable OFM Fees listed in Subsection XIII (a) (i-vi) and Section XIII (b)(iii) of the current City of Renton Fee Schedule. By no later than August 1 of each year, the RRFA may submit to the City proposed updates to the OFM fee schedule. Updates to the fee schedule are subject to City Council approval, which will not be unreasonably withheld. In the event the City Council does not approve the fee schedule proposed by the RRFA, the RRFA may, using the process identified in Section XVI(C) of the Agreement, request discussion of the financial impacts to the RRFA of not having its proposed fee schedule approved. All Fire Department OFM fees, as such fees may be renamed, shall be paid to the RRFA as compensation for the RRFA providing the City the services described in Exhibit 1. To the degree these fees and any associated late fees are collected by the City through its billing, permit or license systems, the City will remit the funds collected to RRFA in a timely manner. The parties agree these fees, along with any other consideration provided by this Agreement, constitute full, fair, and complete compensation for the RRFA's performance of the Services described in Exhibit 1.
3. OFM Administration Services. The RRFA shall provide the following OFM Administration Services:
  - a. Direct the management and supervision of personnel performing the Services.

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<sup>1</sup> The description of OFM Services in this Exhibit 1 is intended to provide an overview of the Services that were previously provided by the City's Fire and Emergency Services Department. With the exception of emergency management services, the Services should be construed broadly so that the RRFA will continue seamlessly providing all services previously provided by the City's Fire and Emergency Services Department.

- b. Administer OFM programs and activities to include Fire and Life Safety inspections, Operational Fire Code permitting, plan review for Code compliance, Code enforcement, addressing, fire investigations, and public education.
- c. Interpret Codes as necessary to perform the Services. In the event of ambiguity or conflict in the Code, the RRFA will consult with the City.
- d. Approve materials, equipment, and devices used in construction, and the methods of construction to the extent that approval is required by the Code.
- e. Coordinate with the City in the City's collection and remission of fees as outlined in the City of Renton Fee Schedule and this agreement with the City.
- f. Maintain records in accordance with state approved retention schedules, route development applications and plans, and fulfill public record requests consistent with Exhibit 6.
- g. Coordinate with the City to process development plans and Code related permit application packages in a timely manner consistent with City established customer service goals and applicable laws.
- h. Coordinate with the City to issue Code related permits in a timely manner consistent with City established customer service goals and applicable laws.
- i. Process Code complaints or inquiries from the public to include data entry, file creation, and routing of information.
- j. Schedule and conduct Code inspections for developers or contractors.
- k. Recommend and prepare updates to the Code for consideration by the City, including but not limited to state mandated updates to the International Fire Code.
- l. Review and approve variance requests when appropriate.
- m. Coordinate with City in the review of business license applications for compliance with Codes.
- n. Participate on the City's Environmental Review Committee (ERC). The RRFA shall be represented by its Fire Chief or designee.
- o. Perform all other administrative tasks necessary to support OFM Services for the City, including all administrative tasks designated by the Code as the responsibility of the Fire Chief, Fire Marshal, and/or Fire Code Official.
- p. Participate in the City's Special Events Committee.

4. Fire Prevention Code Enforcement Services. The RRFA shall provide the following Fire Prevention Code Enforcement Services in Renton city boundaries:
- a. Perform all inspections required or authorized by the Code, including the inspection of new or relocated businesses for Code compliance, permit issuance.
  - b. Investigate and resolve Code violation complaints or inquiries.
  - c. Perform all Code enforcement duties of the Fire Marshall, Fire Code Official, and/or Fire Chief as provided in the Code. Provided, however, the City shall be responsible for providing prosecution services and legal counsel necessary to prosecute any civil or criminal code enforcement issues when enforcement requires judicial action (including hearing examiner proceedings). Once enforcement is turned over to the City for judicial action, the City retains independent prosecutorial discretion as to how or whether to proceed with enforcement action. The City will also maintain responsibility for any Code enforcement activities that require the presence or involvement of commissioned law enforcement officers. The RRFA staff who inspected the property and found it to be in violation shall appear before any court, hearing examiner, board, committee, or other body empowered to enforce the provisions of the IFC in order to assist Renton with enforcing the IFC at the sole cost of the RRFA. If the parties mutually agree, the City may provide employees of the RRFA with a limited law enforcement commission to enforce portions of the Code that require such commission (e.g. issuance of infractions for fire lane parking or fireworks enforcement). The parties acknowledge that the RRFA, by statute, has no duty to enforce any provisions of the code or to enforce ordinances of the City except under the terms of this Interlocal Agreement and the RFA Plan. Any duty the RRFA does have to enforce the Code is not intended to benefit any specific members of the general public. The City agrees that all court costs and other legal costs incurred in the judicial enforcement of the Code within the City limits shall be paid by the City and shall not be considered an operating expense of the RRFA.
  - d. Coordinate with the City when enforcement efforts are contested and when the City is undertaking related non-fire code enforcement efforts.
  - e. Perform special inspections required by outside agencies such as Department of Defense, Department of Early Learning, Department of Social and Health Services, and private insurance companies.
  - f. Coordinate with the City on post-disaster building and system inspections and/or evaluations.
  - g. Approve and review fire safety, emergency evacuation, lockdown, shelter-in-place, and hazardous materials management plans.

- Attend and provide testimony and exhibits at Code enforcement hearings before the City's Hearing Examiner, and upon appeal, if any, to court.
  - Perform all other tasks related to providing the above Fire Prevention Code Enforcement Services.
5. Fire Prevention Development Services. The RRFA shall provide the following Fire Prevention Development Services in Renton city boundaries:
  - Manage the Knox/Supra lock box program.
  - Coordinate with the City to provide timely development review program services, including answering project inquiries, attending meetings, reviewing plans for Code compliance, and approving plans when in compliance with the Code.
  - Provide development inspection program services to include pre-construction meetings, inspections, troubleshooting fire protection systems, final acceptance tests, field review of basic permits, coordination with the Building Services Division for the issuance of Certificates of Occupancy.
  - Assist and advise the City in its economic development activities to include research of properties, systems and code requirements for potential projects and existing buildings.
  - Approve hydrant placement on public and private projects.
  - Provide false alarm reduction program activities, which should include follow up with owners of faulty alarm systems, coordination with property owner/agent in its efforts to troubleshoot and repair faulty alarm systems, and quality assurance of incident reports from false alarms.
  - Provide fire protection system confidence test program activities to include evaluation of confidence tests provided by third parties, issuance of correction notices and/or notices of violation, and drafting of correction agreements and field inspections.
  - Perform all other tasks related to providing the above Fire Prevention Development Services and any related tasks arising from application of the Code.
6. Timeline of Work Provided. All services provided pursuant to this Exhibit shall be performed in a professional and competent manner pursuant to and within the timelines required of the Code, City policies and procedures, including applicable customer service standards, and any state or federal laws applicable to the performance of that work.

7. Level of Service. The consideration provided for the services identified in this Agreement are intended to maintain existing levels of service. The existing levels of service include initial development review completed according the schedules generally described as follows:

a. Land Use:

- Green Folder 1<sup>st</sup> Review completed within two (2) weeks
- Pre-Application 1<sup>st</sup> Review completed within two (2) weeks
- SEPA 1<sup>st</sup> Review completed within two (2) weeks

b. Construction Permits\*:

- Single Family 1<sup>st</sup> Review within two (2) weeks
- Commercial TI 1<sup>st</sup> Review within two (2) weeks
- Commercial 1<sup>st</sup> Review within four (4) weeks

*\*It is recognized by both parties that there are exceptions that arise that impact turnaround times that shall be taken into consideration in determining compliance with this section of the agreement.*

8. In the event the City, for any reason, determines that it is in the interest of the City to increase the defined Level of Service, the City shall be responsible for the additional costs incurred by the RRFA to provide additional staffing to meet the increased Level of Service. Any modification to the Level of Service shall be preceded by an agreement relating to the modifications and the funding requirements. In event substantial volume increases affect the ability of the RRFA to meet the defined Level of Service, the parties agree to collaborate in the public interest to address adjustments in funding or services levels on mutually agreeable terms.
9. Fire Marshal/Fire Code Official Reports to City's CAO or Community and Economic Development (CED) Administrator. The City's Fire Marshal/Fire Code Official shall provide reports to the CAO or the City's CED Administrator as requested. While the Fire Chief shall have the authority to direct the work of the RRFA employees, the City's CED Administrator or designee shall be kept informed of the development review work performed by the RRFA employees, and shall have authority to provide input to the Fire Chief in setting the desired outcomes of staff performing duties of Fire Prevention Development Services.
10. Equipment to Perform Services. Equipment for staff that performs OFM Services shall be provided by the RRFA. For the purposes of performing the Services and subject to licensing terms and security requirements, the parties agree to cooperate and share

access to electronic permitting systems and other electronic systems necessary to coordinate services. The City shall allow the RRFA to access such systems from the RRFA network whenever it is feasible to do so.

11. Office Space to Perform Services. As partial consideration for the services provided, the City will, if requested by the RRFA, provide the RRFA with adequate office space to house the RRFA staff necessary to provide the services identified in this Exhibit.
12. Transmission of Fees and Charges. The City shall establish a standard procedure for the transmission of all fees it collects pursuant to Section XIV of the Agreement and remit the money to the RRFA on a timely basis that is no less frequent than monthly. When remitting payment to the RRFA, the City may deduct any costs it incurred to collect the fees, including but not limited to court costs, attorneys' fees, and payments to debt collection companies.
13. Accounting of Fees and Charges. When the City transmits money to the RRFA pursuant to Section 12 of this Exhibit, the City shall provide the RRFA with supporting documents that describe the Services for which the money was collected. Parties recognize these fees are administered through the permit system that both parties have access and responsibility to ensure the accuracy and integrity of the data. The RRFA has a right to request an audit of the system no more frequently than once per year. The cost of an audit requested by the RRFA shall be paid by the RRFA unless otherwise agreed by the parties.
14. Collection of Fees. The parties will cooperate to collect outstanding unpaid fees and charges for the Services. The City is not required to pay the RRFA for uncollected or unpaid fees.
15. Fire Investigation Services. The RRFA shall perform Fire Investigation Services within the City limits that include but are not limited to:
  - a. Investigate the cause and origin of fires, interview suspects and witnesses, examine fire scenes, document findings and prepare reports, protect evidence, cooperate with prosecutors and law enforcement, be available for interviews and courtroom testimony, and other associated duties.
  - b. Investigate all fires that are arson, suspicious, injurious, and fires with a loss of ten thousand dollars (\$10,000) or more.
  - c. Coordinate arson investigation activities with the Renton Police Department as necessary.
  - d. Staff the 24/7 Fire Investigation Unit by responding to all working fires when requested.
  - e. Participate in regional and state fire investigative organizations and activities.

- f. Perform all other tasks related to Fire Investigation Services.
  - g. Providing cross training to City Personnel in the discretion of the Fire Marshall.
16. Evidence Retention. All evidence gathered during the criminal investigation of a fire or other event for which Fire Investigative Services are provided shall be collected and maintained by the evidence custodians of the City's Police Department pursuant to the policies and procedures for the maintenance of evidence set forth by the City's Police Department.
17. Cooperation in Criminal Investigations. The parties will cooperate and keep each other informed as to the status of all fires in the City that occur as a result of suspected or confirmed criminal conduct by providing status reports of investigations as the investigations evolve. This obligation shall not be construed to require the disclosure of information if disclosure could jeopardize a criminal investigation.
18. Records. All records relating to the provisioning of the services called for in Exhibit 1 shall be maintained as follows:
- a. Fire Plans Review Records shall be maintained in a permit system prescribed by the City, that shall be accessible by the assigned RRFA personnel.
  - b. Fire Inspection Records shall be maintained in a records management system prescribed by the RRFA. Records shall be made available within a reasonable timeframe to the City upon request.
  - c. Other records, not specifically listed herein, shall be retained in a method that is mutually agreed upon between the City and the RRFA. Records shall be made available within a reasonable timeframe to the City upon request.
  - d. Record retention shall be in accordance with state records retention requirements. Custody and disclosure of the records shall be managed in accordance with Exhibit 6.
19. Employee Performance Feedback. The City of Renton shall provide regular feedback to the Fire Chief pertaining to the performance of RRFA employees performing services called for in Exhibit 1.
20. New Employees – Hiring or Assignment. When feasible, the City's CAO shall have input into the appointment or assignment of any person to a position that performs services pursuant to Exhibit 1, which could include one (1) or more Renton employees serving on an interview panel for the hiring and/or assignment of that position.

**EXHIBIT 2****TO THE INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY****INFORMATION TECHNOLOGY SERVICES**

1. **Purpose.** The City of Renton provided Information Technology (IT) services to the RRFA since the RFA was established. As part of the RRFA's transition to its own IT operations, the RFA will need to operate equipment in the Data Center spaces in Fire Station 12 which is operated and maintained by the City of Renton, and the City of Renton will continue to operate some elements of the City IT Network within stations of the RFA.
2. **Crown Network.** The City of Renton Wireless Network (CROWN) is operated by the City of Renton to benefit its citizens and public safety personnel. This network provides outdoor, parking lot WiFi access at some RRFA stations. The RRFA agrees to the City's IT Department continuing to operate its WiFi network for outside-building access at the locations it is currently provided. The RRFA will allow City IT staff access to equipment spaces where CROWN equipment and network connections are maintained. The City IT department will label all network related equipment so that RRFA IT staff are aware that maintenance and operation (M&O) of the labeled equipment is the responsibility of the City IT Department. If the RRFA IT department will be working in the area of CROWN equipment, it will advise the Renton IT department, and will take measure to not disturb CROWN operations. The RRFA will allow City IT staff access to CROWN Network equipment during normal weekday business hours (8 AM – 5 PM, Monday – Friday) for purposes of maintenance, operations, and repair.
3. **Fire Station 12 Equipment Colocation.** The City IT department operates a backup data center for the City IT operations at Fire Station 12 pursuant to the rights granted to the City under the 2016 Ground Lease Agreement with the RFA. The City agrees to provide the RFA up to 10 rack Units spaces on the second floor of Fire Station 12, Uninterruptable power supply, and environmental conditioning to the equipment listed in Appendix A of this Exhibit. The City of Renton will provide RRFA IT staff the means to access this space on a 7x24x365 basis for the purposes of operating, maintaining, repairing and configuring RRFA equipment in the data center. The RRFA agrees to the City's requirement that a FBI-CJIS – Certified employee will escort any employee or contractor needing access to this room at all times they are in the room. The parties shall work cooperatively to establish additional access and security monitoring equipment and procedures on a proportional cost sharing basis.

4. Access to City Equipment and Applications by OFM Staff. As part of its contract with the City to provide Office of the Fire Marshal (OFM) services for the City, the RRFA shall be provided access to certain City Equipment and Business Applications to perform its job for the City. Staff in the OFM will be provided access by City IT staff with all necessary permitting and business licensing systems to effectively perform their duties for the City. The City IT Department agrees to implement a method to allow OFM staff to access these City Business Applications through the RRFA network whenever it is feasible to do so.
5. Consideration. The parties agree the above mutual promises are of roughly equivalent value and benefit to the parties and neither party shall be required to pay the other party for any of the items addressed in this Exhibit, except for as explicitly provided herein.

**APPENDIX A DISTRICT OWNED EQUIPMENT-FIRE STATION 12 DATA CENTER (9-1-20)**

1. FW1201 = Cisco Firewall Switch
2. SW1201 = Cisco Network Switch
3. HP Proliant Server = Hyper V Server
4. Century Link = MOE Termination Box to our equipment
5. Comcast Router = Internet Redundancy
6. Mitel VOIP Phone Switch = Phone Redundancy

**EXHIBIT 3**

TO THE INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

**FACILITIES AND GROUNDS MAINTENANCE SERVICES**

**Exhibit Terminated Effective January 1, 2020**

## EXHIBIT 4

### TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

#### **FLEET MAINTENANCE SERVICES**

1. **Fuel Pumps.** The RFA owns and shall be responsible for maintenance, repair, and replacement of the Fuel Tanks and pumps located at Fire Station 13 ("FS13"). The City owns and shall be responsible for the maintenance, repair, and replacement of the Fuel Tanks and pumps located at the City Shop. Both parties shall use reasonable efforts to keep their respective fuel tanks and pumps operable at all times.
2. **Fueling.** Both parties will be permitted to fuel vehicles on a twenty-four (24)-hour, seven (7)-day a week basis, at the City Shop and at FS13 by authorized employees and vehicles. The City shall manage the fueling system, fuel inventory, and maintain the automated accounting system at both the City Shop and FS13 to allow fueling at both locations. All fuel use shall be tracked by equipment or fuel cards.
3. **Consideration.** The City will invoice the RRFA for all fuel used by the RFA on a monthly basis. The RFA shall pay for the fuel at the same rate that the City pays for the fuel including fuel cost and any taxes paid by the City. The City reserves the right, with six months advance notice to implement a fee for managing the fuel system provided that the fee shall be based solely on a cost recovery basis and shall be based on the proportionate amount of fuel consumed by each party.
4. **Equipment Ownership.** The parties seek to clarify ownership in certain equipment that has been used by the City to serve, in part, RRFA equipment under previous versions of this Exhibit. The City owns the vehicle lifts within its shops.

**EXHIBIT 5**

TO THE INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY

**FINANCE SERVICE, GENERAL HR, AND**  
**CIVIL SERVICE EXAMINER SERVICES**  
**Exhibit Terminated Effective January 1, 2020**

**EXHIBIT 6****TO THE INTERLOCAL AGREEMENT FOR COOPERATION  
BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY****RECORDS MANAGEMENT**

1. **Record Custody and Cooperation.** The parties recognize that the cooperative nature of their relationship and history of the City providing services and employing staff that will now be provided and employed by the RRFA will require cooperation and collaboration to transfer and maintain records in which both parties may have records retention and public records disclosure obligations. The parties agree to collaborate to transfer or jointly maintain public records in accordance with applicable records retention requirements, including Chapter 40.14 RCW, and the Washington State Public Records Act, Chapter 42.56 RCW.
2. **Records Custody and Transfer.** Either party may request business and operational records be transferred to or from the other party as necessary to efficiently conduct its operations and/or comply with applicable laws. Upon such request, the parties will coordinate to transfer the records, or accurate copies thereof. If the party with custody of the requested records determines it has a business need or legal requirement to independently retain the records, it may retain the original records and transfer copies to the other party. Alternatively, to the extent permitted by applicable laws, the parties may designate a joint records custodian to maintain the records in compliance with the applicable retention schedules that apply to each party. During the initial term of the City's provision of human resource services pursuant to Exhibit 5, the City will act as the joint records custodian for the Fire Department/RRFA personnel and civil service files that are held and maintained by the City's Human Resources Department. The RRFA will initially act as the joint records custodian for any personnel files for Fire Department/RRFA employees that are not in the possession of the City's Human Resources department (e.g. supervisor desk files). If either party desires to destroy any former Fire Department personnel or civil service files that were created prior to the formation of the RRFA and the files have not previously been transferred to the other party, it will first offer to transfer the files to the other party.
3. **Cost of Transfer and Storage.** The costs of copying and transferring records shall be paid for by the party receiving the transferred records. Each party will be responsible for paying for applicable storage costs of the records it retains. If the parties designate one party to act as a joint records custodian, the other party will pay for half of the records custodian's reasonable electronic or physical storage costs if payment of such costs is requested by the designated records custodian.

4. Requests for Records. The parties recognize that each party may maintain custody of records the other needs to respond to a lawful request pursuant to the Public Records Act or subpoena. In the event of a public records request, the receiving party shall be responsible providing an initial five (5) business day response to the requestor as required by RCW 42.56.520, as that section may be amended or recodified. The parties establish the processes set forth in Sections 5 and 6 to provide a method of responding to records requests received through subpoenas and the Public Records Act, or records otherwise requested by the City or the RRFA. The method set forth in this Exhibit 6 shall serve only as a guideline, and may be altered from time to time as necessary.
5. Requests Directed to or Received by the City for Records in the Custody of the RRFA. In the event the City receives a public records request, subpoena, or other lawful request for records held by the RRFA that the City might be required to produce, the following process shall be followed:
  - a. The City will advise the RRFA in writing that the request has been received. The RRFA will have five (5) business days to respond to the City with the records or a reasonable estimate of the time necessary to provide the City with the records.
  - b. The RRFA will provide copies, at its sole cost and expense and in the form requested by the City to the City. In the event the City receives payment for the copies provided at the RRFA's cost, the payment received will be equitably distributed.
  - c. The City will remain responsible for communicating with the requestor in compliance with all legal obligations. The City and the RRFA shall jointly work to determine which records are to be disclosed to the requestor, and if the request was submitted under the Public Records Act, which records are exempt from disclosure.
  - d. It shall be the responsibility of the City, and at the expense of the City, to defend any claim or lawsuit for a violation of the Public Records Act or laws relating to a subpoena, and pay any damages, fees, costs, or settlements relating to such claim or lawsuit; provided, that in the event the claim or lawsuit relates in any manner to City records in the sole custody of the RRFA that were not provided to the City by the RRFA, then the RRFA shall defend such claim or lawsuit and pay any damages, fees, costs, or settlements relating to such claim or lawsuit. The City and the RRFA agree to cooperate fully in the defense of any such claim or lawsuit. If both the City and the RRFA fail to produce all records, they will cooperate in defense and each party will pay all its own legal costs and attorneys' fees.
6. Requests Directed to or Received by the RRFA for Records in the Custody of the City. In the event the RRFA receives a public records request, subpoena, or other lawful request for records held by the City that the RRFA might be required to produce, the following process shall be followed:

- a. The RRFA will advise the City in writing that the request has been received. The City will have five (5) business days to respond to the RRFA with the records or a reasonable estimate of the time necessary to provide the RRFA with the records.
- b. The City will provide copies, at its sole cost and expense and in the form requested by the RRFA to the RRFA. In the event the RRFA receives payment for the copies provided at the City's cost, the payment received will be equitably distributed.
- c. The RRFA will remain responsible for communicating with the requester in compliance with all legal obligations. The City and the RRFA shall jointly work to determine which records are to be disclosed to the requester, and if the request was submitted under the Public Records Act, which records are exempt from disclosure.
- d. It shall be the responsibility of the RRFA, and at the expense of the RRFA, to defend any claim or lawsuit for a violation of the Public Records Act or laws relating to a subpoena, and pay any damages, fees, costs, or settlements relating to such claim or lawsuit; provided, that in the event the claim or lawsuit relates in any manner to RRFA Records in the sole custody of the City that were not provided to the RRFA by the City, then the City shall defend such claim or lawsuit and pay any damages, fees, costs, or settlements relating to such claim or lawsuit. The parties agree to cooperate fully in the defense of any such claim or lawsuit. If both the RRFA and the City fail to produce all records, they will cooperate in defense and each party will pay all its legal costs and attorneys' fees.

## **EXHIBIT 7**

### **TO THE INTERLOCAL AGREEMENT FOR COOPERATION BETWEEN THE CITY OF RENTON AND THE RENTON REGIONAL FIRE AUTHORITY**

#### **EMERGENCY MANAGEMENT PROGRAM SUPPORT**

1. The purpose of this exhibit is to provide a foundation for the best possible emergency management services for the community by ensuring the active cooperation and participation between the RRFA and the Emergency Management program of the City, while maintaining the same level of emergency management participation as that prior to the formation of the RRFA. In keeping with that intent, the RRFA agrees, to the extent RRFA resources are available, to use reasonable efforts to provide the following:
  - a. Supporting a shared emergency and disaster response, which includes:
    - Participating as part of the Mayor's Staff Policy Group discussions;
    - Retaining the authority to request activation of the Emergency Operations Center (EOC) in support of an emergency incident;
    - Conducting field damage assessment in coordination with City damage assessment procedures;
    - Relaying information about observed damage and field conditions to the Renton EOC;
    - Providing a qualified RRFA representative to the EOC during activations;
    - Providing the City with a list of personnel qualified at the Incident Command System Section Chief level to be part of the Section Chief rotation in the EOC;
    - Providing qualified administrative support staff to be part of the EOC staff rotation;
    - Maintaining communication between the Fire Department Operations Center (DOC) the EOC, and/or between the Fire Incident Commander and the EOC;
    - Embracing Unified Command where appropriate in the field;
    - Advising the EOC of operational readiness;
    - Notifying the EOC Duty Officer of significant events (e.g., those that result in the need for emergency notification of the public, evacuation or sheltering,

hazmat releases, or other threats to the public), or other incidents that would trigger use of the City's emergency plan or activation of the EOC; and

- Participating in recovery activities.

b. Engaging in planning, training, and exercise activities with the City, which includes:

- Assigning a representative to serve on the City's Emergency Management group and participating in those monthly meetings;
- Assisting in the plan revision for specified Emergency Support Functions in the City of Renton Comprehensive Emergency Management Plan to meet state revision deadlines;
- Contributing to other emergency plans with a role for Fire, Emergency Medical Services, Rescue, Hazmat, etc.;
- Participating in a minimum of one (1) functional exercise annually with the City and other exercises as needed to maintain necessary familiarity with multiple City emergency functions; and
- Providing qualified instructors for up to three (3) units of instruction twice a year for the Community Emergency Response Team program.

c. Maintaining a Continuity of Operations Plan (COOP) for the RRFA.

d. Maintaining and reporting on National Incident Management System compliance.

e. Acknowledging the City's Emergency Management program as the sole agency responsible within the boundaries of the City of Renton for recruiting, training, managing, and deploying volunteers covered under the Washington State Emergency Worker program, including the Renton Emergency Communication Service, the Community Emergency Response Teams, and any other similar emergency worker volunteer groups which might be initiated and managed by the City in the future.

f. Acknowledging the City's Emergency Management program as the sole originator of emergency management public education messages as well as broader emergency messages to the public by coordinating emergency community notifications through the EOC Duty Officer.

2. The City and the RRFA agree to provide certain accommodations with respect to shared facility and equipment use:

a. RRFA will provide use of a predesignated fire station as a backup EOC;

- b. RRFA will keep existing emergency communications equipment/stations in place, and maintain free and clear access to such equipment for use during testing or emergency activation;
- c. RRFA will grant properly authorized and insured City volunteers and City staff access to RRFA facilities during reasonable hours to maintain and operate emergency equipment, including antennas and radio towers;
- d. The RFA will cooperate with the City to coordinate City use of the Fire Station 14 training facility for special Emergency Management classes with reasonable accommodation, e.g., CERT classes which are traditionally provided in the spring and the fall of each year;
- e. The RRFA will provide one (1) outdoor parking space with electrical power at Fire Station 12 for the Mobile Communications Response Unit and will allow the City to cover such space;
- f. The RRFA will work cooperatively with the City to provide adequate storage space for training, public education, and communication systems supplies and equipment at Station 14 and Station 13 to the extent the RRFA has sufficient surplus space (public education closet and amateur radio closet);
- g. The City will coordinate with the RRFA for the use of fire stations for quick-grab emergency food/water supplies for all field responders, and the RRFA will determine the best storage location and mechanism for accessing them during an emergency;
- h. The Mobile Communications Response Unit (MCRU) may be requested via the Renton EOC Duty Officer to support communications at an incident at no cost to the RRFA. MCRU must be operated by a qualified City volunteer or City staff;
- i. Assets transferred to the RRFA, but which were purchased by Emergency Management grant funds, shall not be disposed of without the approval of the City's Emergency Management group, must maintain their Emergency Management inventory tag, and must be made available for inspection upon request by the State Auditor's Office or State Department of Emergency Management at any time;
- j. 800 MHz radios assigned to Emergency Management will be retained by the City, which will assume responsibility for maintenance and service costs; and
- k. The RRFA will coordinate with Emergency Management staff for the use of the primary EOC facility as a classroom.



# **City of Bellingham Public Safety Level of Service Standards Needs Assessment**

March 2026

## Executive Summary

The City of Bellingham faces a critical juncture in sustaining and improving public safety services. Both the Police Department and Fire Department are experiencing rising service demands driven by population growth, increasing call complexity, and evolving community expectations. This level of service assessment evaluates current levels of service, identifies gaps, and outlines a roadmap for maintaining nationally recognized standards while preparing for future needs.

### Fire Department

The Bellingham Fire Department provides fire suppression, emergency medical services, and limited specialized rescue across the city and portions of Whatcom County. In 2024, the department responded to approximately 24,500 calls for service. Call volumes have grown steadily in the last ten years. From 2015 to 2025, call volumes increased by 35%, or nearly 9,000 additional annual calls, compared to a 17% increase—about 2,500 calls—in the previous decade (2005–2015). The Bellingham Fire Department uses a cross-staffing model where three firefighters operate a fire engine and an ambulance. Originally implemented as an efficiency measure, it is now stretched to its practical limits. Every time a cross-staffed engine is committed to an EMS response, its paired unit becomes unavailable for fire suppression or other emergencies. With call volumes at historic highs and EMS incidents comprising nearly 75% of calls, this creates more frequent gaps in coverage, longer response times, and reduced ability to manage simultaneous or complex incidents. The operational data is clear: the model that once allowed the department to do more with less is now forcing it to do less with less.

Strategic investments in personnel, additional Basic Life Support units, and facility improvements are essential to maintain safe response times and ensure readiness for complex emergencies. The department also faces urgent needs in training, succession planning, and specialized capabilities such as technical rescue and wildland fire response.

The service improvements recommended in this document would cost \$60-80 million over the first five years of implementation, ultimately costing \$18-30 million annually. Even with no increases in service levels, general fund costs for the Fire Department are expected to grow by a minimum of \$1.5 million in 2027.

### Police Department

The Bellingham Police Department responded to over 53,000 calls for service in 2024, the equivalent of 145 calls per day, with workload assessments confirming that current staffing levels

are insufficient to meet demand. Patrol officers often move from call to call with little time for proactive policing or thorough investigations. Detectives face similar challenges, with caseloads exceeding capacity and delays in case resolution impacting victims and community trust. Facility limitations, technology needs, and the growing complexity of crime further strain resources.

To maintain safety and accountability, the department must increase staffing, expand investigative capacity, and invest in modern infrastructure and technology. The service improvements recommended by the Police Department would cost \$5-18 million over the first five years of implementation, ultimately costing \$2-6 million annually. As with the Fire Department, even with no increases to service levels, general fund costs for the Police Department are expected to grow by a minimum of \$1.5 million in 2027.

## The Funding Challenge

Public safety already accounts for approximately 60% of the City's general fund, and costs are rising faster than revenues. Labor expenses, equipment needs, and inflation have created a structural deficit, forcing reductions in public safety staffing and programs.

Without new revenue sources, the City will struggle to sustain current service levels, let alone implement potential improvements outlined in this assessment and keep up with projected population growth. With no staffing increases, by 2030 the combined expense of the two departments will likely be at least \$100 million, a 36% increase over the 2024 amount. Historical trends suggest general fund revenues will increase approximately 20% over the same time frame, further exacerbating the City's financial challenges. The increased staffing needs identified in this assessment compound the issue, making additional funding imperative.

## Path Forward

To preserve community safety and meet future demands, the City must explore new, dedicated revenue streams. Options include forming a Regional Fire Authority (RFA), implementing an ambulance utility fee, adjusting property tax levies, or adopting a fire benefit charge.

After studying the advantages and disadvantages of these options, City staff concluded that the City should explore the development of an RFA, in partnership with Fire District 8. An RFA provides the most flexible, stable funding source for fire and emergency medical service. At the same time, this option frees up capacity in the City's general fund to meet other public safety needs—such as policing, alternative response programs, public defense—or other priorities.

Public safety is a cornerstone of a thriving community. This assessment makes clear that without decisive action to secure sustainable funding, Bellingham risks longer response times, reduced investigative capacity, and diminished readiness for emergencies. By investing now, we can ensure that our law enforcement, fire response, and emergency services systems remain strong, responsive, and prepared to serve a growing city with excellence.

## **Purpose of Assessment**

The purpose of this level of service assessment is to evaluate current and future levels of service for public safety services in Bellingham. The assessment defines current levels of service, identifies service gaps in the first-responding public safety landscape, and provides options for improved levels of service. It also evaluates revenue options to support expanded levels of service.

The document focuses on first-line responders and describes level of service targets for the Police Department and the Fire Department. Other aspects of the public safety system, such as Municipal Court and public defense, are considered in the landscape of City funding needs but are not the primary focus of this assessment. Furthermore, this assessment does not focus on diversion from the criminal justice system other than in the context of police and fire level of service. It acknowledges the ongoing and active work our community is undertaking through the Incarceration Prevention Task Force, therapeutic courts, and other bodies as essential components of the criminal justice and emergency response systems, but it does not make recommendations for levels of service in any of these areas.

## **Background: About the City & Growth Projection**

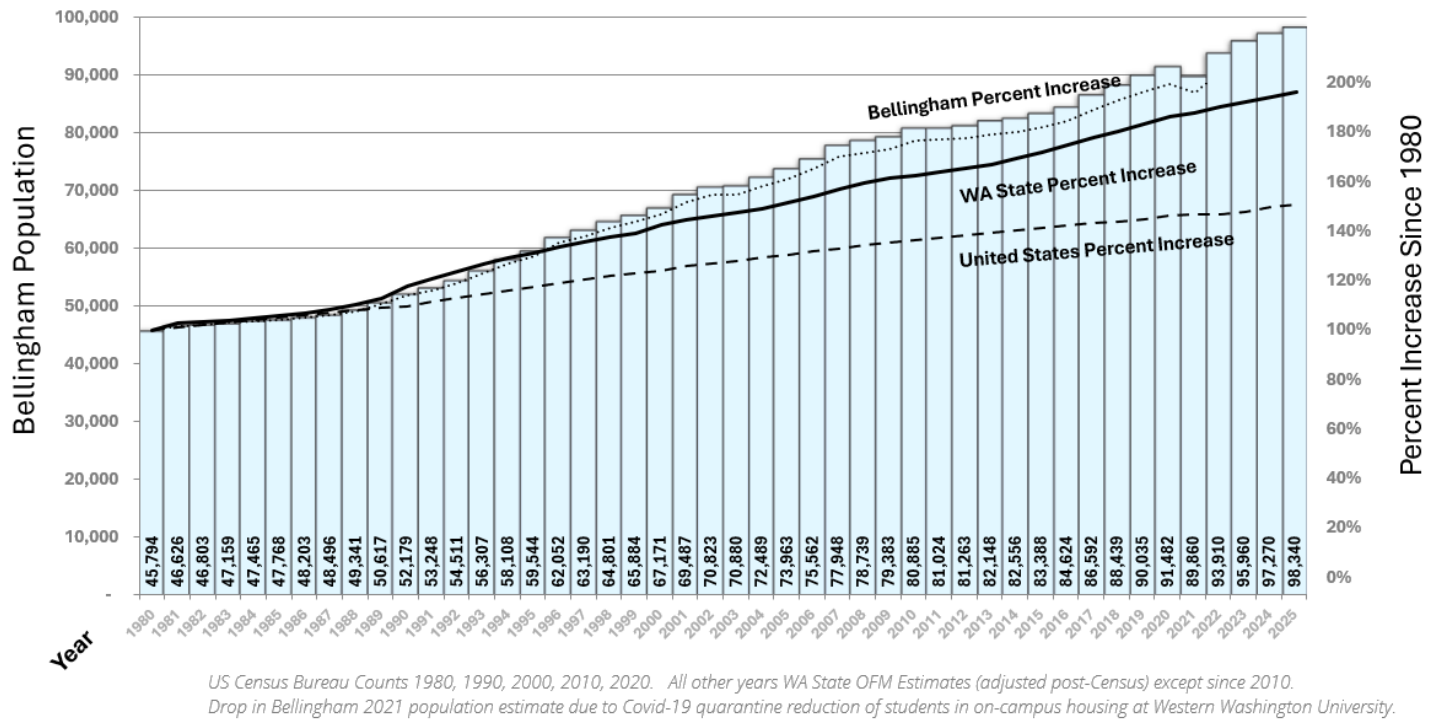
### **Overview**

The City of Bellingham is located in the northwestern section of Washington State 52 miles southwest of Vancouver, British Columbia and 90 miles north of Seattle. To the west the City is bordered by the Bellingham Bay, and to the east is the cascade Mountain Range. Bellingham serves as the county seat for Whatcom County and has an estimated population of 97,000 residents. The City covers approximately 30 square miles, of which two square miles is water. Interstate 5 transects the City providing a north/south route from Seattle to the Canadian border.

## Demographics & Growth

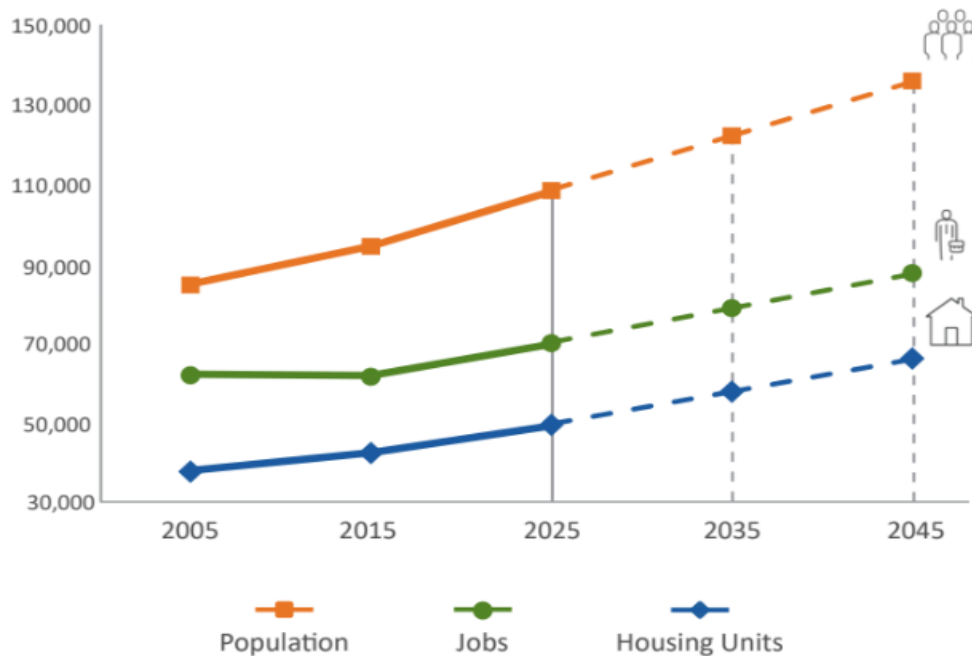
The current population of the city of Bellingham is approximately 97,000. The city has experienced significant growth over the past 20 years, with the percentage of growth outpacing the state overall.

**Figure 1: Population growth in Bellingham, 1980-2025**



State forecasts predict that Bellingham will grow at similar rates in the next 20 years. The Bellingham Plan (the City's comprehensive plan) suggests a population around 105,000 in 2030 and 112,000 in 2035. Additionally, housing units are projected to increase from the current 44,000 by approximately 846 per year.

**Figure 2:** Projected growth in Bellingham



These numbers include students of Western Washington University (WWU) who increase our population by approximately 14,000 when WWU is in session. Approximately 9,500 of those 14,000 leave Bellingham during the summer months.

This document assumes the above rates for planning, although no service levels are directly tied to population rates and the authors recognize there may not be a causal relationship between calls for service and population. Nonetheless, growth expectations are one consideration.

## Fire Department Level of Service Evaluation and Recommendations

### Introduction

#### *Mission Statement*

The Bellingham Fire Department (BFD) mission is simple: Helping People Every Day. This mission statement encompasses the work that BFD members do to ensure their personal readiness for

their job, the health and safety of their co-workers, the BFD's role as a department of the city government, and the varied services that are requested of the fire service in our community. The department's vision is to focus on the value and safety of people as we strive for excellence in providing service to our neighborhoods and community.

## **Area of Service**

The Fire Department provides fire protection, emergency medical response, and life safety services within the City of Bellingham, and oversees the City's Fire Marshal (Life Safety) functions and Emergency Management services.

Through a long-standing contract for service, the Department also delivers fire protection and basic life support to Whatcom County Fire District 8. The two agencies merged administrations in 2013 and fully merged fire and EMS operations in 2016. BFD also provides countywide Advanced Life Support through four paramedic units and a paramedic supervisor.

The Department serves a diverse and growing population:

- City of Bellingham/WCFD 8: Approximately 107,000 residents.
- Whatcom County: Approximately 240,000 residents.

The service area includes urban, suburban, and rural areas, each with distinct challenges and resources needs. The department continually evaluates population growth and demographic trends to ensure that fire protection and emergency medical services keep pace with the evolving needs of the community.

## **Funding**

Financial stability and effective management of resources are crucial for the Bellingham Fire Department to fulfill its mission. The department's funding comes from multiple sources:

- City general fund: The primary source of funding is the City's general fund, which receives revenue from sales taxes, business & occupation taxes, utility taxes, and general property taxes.
- Contracts for services: The BFD receives funding from Whatcom County to provide emergency medical services, and from Fire District 8 to provide fire and EMS to District 8's area.
- Service fees: Fees are collected for ambulance transport services, for some permitting services, and for providing fire and EMS dispatching services for other fire agencies.

Fire District 8's funding comes primarily from property taxes as well as contracts for service with the Lummi Nation, Port of Bellingham, and several smaller contracts with other government agencies.

## Description of Agency Programs and Services

### *Fire Operations*

The Bellingham Fire Department is equipped and trained to manage a wide range of fire-related emergencies, including residential, commercial, industrial, and urban-vegetation fires. The department's fire suppression mission focuses on rapid containment and extinguishment to protect lives, property, and critical infrastructure.

BFD also participates in the countywide Specialized Emergency Response Program (SERP), a public-private partnership that provides technician-level hazardous materials response throughout Whatcom County. The department supports this capability by contributing annual program fees and maintaining up to 10 trained members assigned to the SERP team.

### *Emergency Medical Services (EMS)*

A large portion of the calls for service are medical in nature. The Bellingham Fire Department is equipped and trained to provide both Basic Life Support (BLS) and Advanced Life Support (ALS) through a tiered response system. This system is designed to dispatch the closest available BLS crew, and when necessary, the nearest ALS paramedic unit. Many medical calls are effectively handled by a single fire company or ambulance. However, more critical incidents require more trained personnel and may involve multiple support units.

- Basic Life Support: Each firefighter in the Bellingham Fire Department provides BLS services and is trained as an Emergency Medical Technician Basic (EMT-B.) They respond to medical emergencies, provide initial medical care, and stabilize patients for transport.
- Advanced Life Support: Approximately 40 firefighters have been trained to the EMT-Paramedic level. The department operates four paramedic units that provide ALS services across Whatcom County. These units are staffed with paramedics capable of delivering advanced pre-hospital care, including cardiac monitoring, medication administration, and advanced airway management.

## ***Life Safety***

The Life Safety division focuses on proactive strategies that prevent emergencies and strengthen community safety. Core functions include:

- Fire Prevention: Conducting fire inspections, plan reviews, and code enforcement to ensure compliance with fire and life-safety regulations.
- Public Education: Delivering programs and outreach efforts that promote fire safety, emergency preparedness, and injury prevention. Fire Investigation: Determining the cause and origin of fires to improve prevention practices and support legal processes.

## ***Communications Division/Dispatch Center***

The Communications Division and its team of 16 dispatchers are a vital part of the Bellingham Fire Department's operations handling thousands of calls every month. In addition to providing dispatching for Bellingham Fire, the Communication Division provides fire and EMS call-taking and dispatching services for all public fire agencies in Whatcom County.

As the first link in the continuum of care, dispatchers are responsible for receiving emergency calls, quickly assessing the situation, and deploying the appropriate resources. They provide critical pre-arrival instructions to callers, helping stabilize patients and guide lifesaving actions before crews arrive. Beyond coordinating responses, dispatchers play a key role in ensuring firefighter and paramedic safety by maintaining situational awareness, relaying updates, and managing communications throughout an incident. Their precision, calm under pressure, and deep operational knowledge make them an essential foundation of the department's emergency response system.

## ***Emergency Management***

The Bellingham Fire Department's Office of Emergency Management (OEM) works closely with public safety agencies, including fire, police, medics, and public works, to ensure a comprehensive and effective response to emergencies 24/7. This includes:

- Preparedness: Offering education and training programs to enhance individual and community preparedness for various hazards. The OEM also engages with residents through safety fairs and educational events.
- Response: Managing and coordinating emergency response efforts during disasters, including resource allocation to ensure effective management of emergencies.
- Recovery: Facilitating recovery efforts and coordinating assistance to individuals and communities affected by disasters.

- Working closely with local organizers during large events such as concerts, community events, and large planned events to ensure a safe community experience.

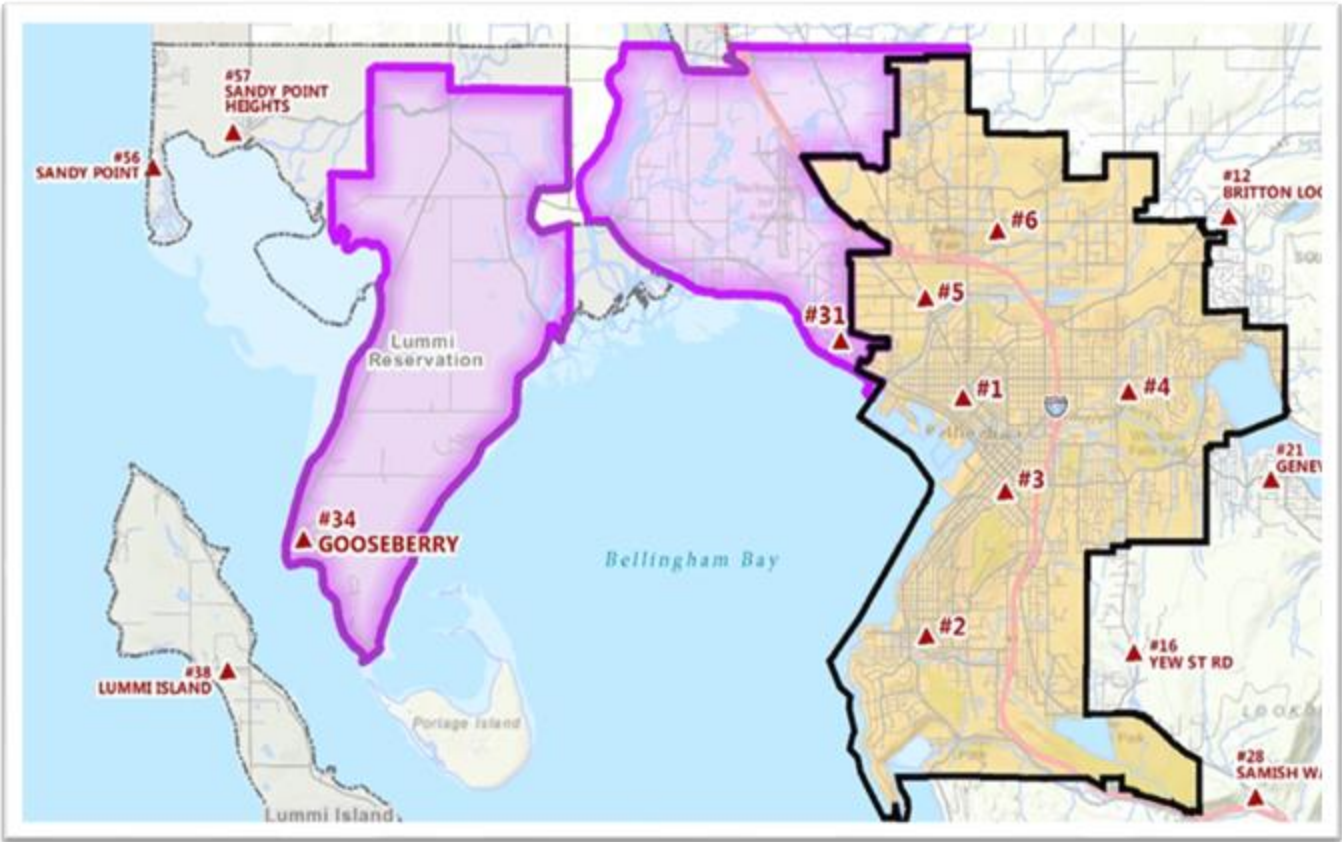
### ***Training Division***

The Training Division plays a vital role in supporting the readiness and professional development of over 200 firefighters, paramedics, and dispatchers. It oversees all aspects of training—from initial recruit academies to ongoing skills maintenance and specialized instruction in fire suppression, EMS, rescue, and hazardous materials. The division ensures personnel meet state and national certification standards, stay current with evolving best practices, and are fully prepared to respond safely and effectively to a wide range of emergencies. In addition to its core training responsibilities, the division plays a major role in department safety initiatives and provides essential support throughout all promotional processes, helping to uphold high standards of performance and leadership across the organization. Through structured programs, live drills, and classroom education, the Training Division fosters a culture of excellence, safety, and continuous improvement across the department.

### ***Station Locations, Facilities, and Staffing***

The Bellingham Fire Department operates eight fire stations strategically located throughout the city and District 8 to ensure efficient response times and comprehensive coverage. Each station is equipped with personnel, apparatus, and equipment necessary to handle a variety of emergencies, including fire suppression, emergency medical services, and hazardous materials incidents.

Figure 3: Bellingham Fire Department Stations



- Fire District 8
- Bellingham Fire Department

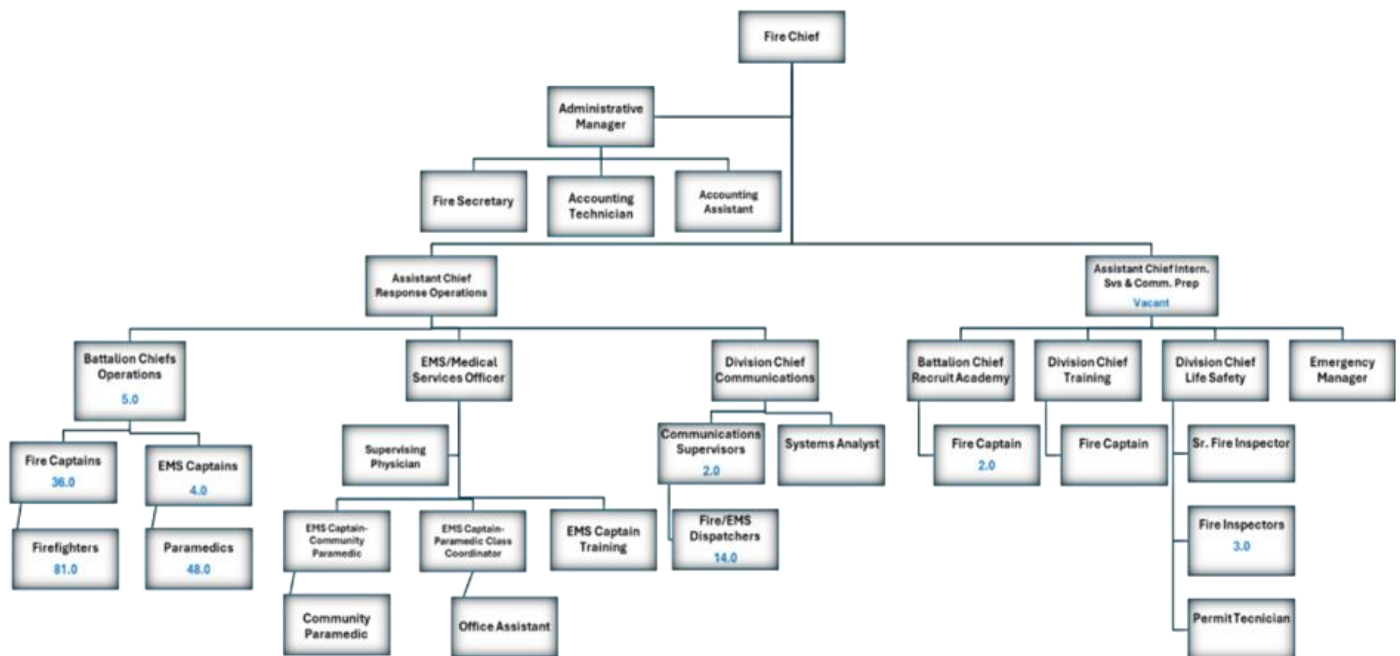
**Table 1: Bellingham Fire Station Locations, Resources, and Staffing**

| <b>Station</b>                     | <b>Address</b>             | <b>Resources</b>                                  | <b>Staffing</b>                                                                                 |
|------------------------------------|----------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Station 1 -<br/>Broadway</b>    | 1800 Broadway St.          | Engine 1<br>Aid 1<br>EMS1<br>Battalion 1<br>AT102 | 1 Battalion Chief<br>1 EMS Captain<br>1 Fire Captain<br>1 Driver/Operator<br>3 Firefighter/EMTs |
| <b>Station 2 –<br/>Harris</b>      | 1590 Harris Ave.           | Engine 2<br>Aid 2                                 | 1 Fire Captain<br>1 Driver/Operator<br>1 Firefighter/EMT                                        |
| <b>Station 3 –<br/>Billy Frank</b> | 1111 Billy Frank Jr<br>St. | Engine 3<br>Aid 3<br>Medic 3<br>AT302             | 1 Fire Captain<br>1 Driver/Operator<br>3 Firefighter/EMTs<br>2 FF/Paramedics                    |
| <b>Station 4 –<br/>Yew St</b>      | 2306 Yew St.               | Engine 4<br>Aid 4<br>Medic 4                      | 1 Fire Captain<br>1 Driver Operator<br>1 Firefighter/EMT<br>2 FF/Paramedics                     |
| <b>Station 5 –<br/>Northwest</b>   | 3314 Northwest<br>Ave.     | Ladder 5<br>Aid 5                                 | 1 Fire Captain<br>1 Ladder Operator<br>1 Firefighter/EMT                                        |
| <b>Station 6 – Deemer</b>          | 4060 Deemer Rd.            | Engine 6<br>Aid 6<br>Medic 6                      | 1 Fire Captain<br>1 Driver/Operator<br>1 Firefighter/EMT<br>2 FF/ Paramedics                    |
| <b>Station 31 –<br/>Marietta</b>   | 752 Marine Dr              | Engine 31<br>Aid 31<br>Marine 1 “Salish<br>Star”  | 1 Fire Captain<br>1 Driver/Operator<br>1 Firefighter/EMT                                        |
| <b>Station 34 –<br/>Gooseberry</b> | 2600 McKenzie Rd           | Engine 34<br>Aid 34                               | 1 Fire Captain<br>1 Driver/Operator<br>1 Firefighter/EMT                                        |

In addition to the stations within the city and fire district, the following additional locations house BFD staff.

- Medic 75 is staffed by two firefighter-paramedics and operates out of Station 75 in the City of Lynden under an agreement through Whatcom County EMS.
- The Community Paramedics operate from a satellite office located in the core of downtown Bellingham.
- The Life Safety Division operates out of a City-owned building at 3250 Northwest Ave near Fire Station 5.
- The Office of Emergency Management works out of a joint City/County emergency operations center near the airport in Fire District 8.
- The Training Division is housed at Station 12 (a Fire District 4 facility) in conjunction with the training tower and classroom facilities used by the recruit academy and paramedic training program.
- All other administrative services and the dispatch center are located on the administrative side of Fire Station 1.

**Figure 4:** Bellingham Fire Department Organizational Chart, 2026



## *Resource Descriptions*

**Administration and Support Staff:** The primary responsibilities of the Bellingham Fire Department's administration and support staff are to ensure that the organization's operational elements have the ability and means to accomplish their service delivery responsibilities. This team provides the necessary oversight, planning, documentation, training, and maintenance that allow the department's operational entities to perform their duties effectively. The Administrative Services Manager oversees most of the administrative functions and support personnel.

**Aid Transport Unit:** The Aid Transport unit is an ambulance staffed by a two-person firefighter/EMT team. Its primary purpose is to respond to low-acuity EMS incidents.

**Ambulances/Aid:** Ambulances provide Basic Life Support (BLS) care and transport and are staffed by firefighter/EMTs. These cross-staffed units respond to medical emergencies, provide initial medical care, and transport patients to healthcare facilities for further treatment.

**Assistant Chief:** The Assistant Chief is a high-ranking officer in the Department who assists the Fire Chief in managing the overall operations and administration of the department. The department has two Assistant Chiefs, one that oversees the 24-hour response operations, and one that oversees internal services and community preparedness. In 2025, one of the Assistant Chief positions was frozen to address a budgeting shortfall.

**Battalion Chief:** A Battalion Chief (BC) is responsible for supervising all personnel assigned to their battalion. Under the current resource configuration, each of the four 24-hour shifts functions as a battalion, with one BC on duty for each shift. The Bellingham Fire Department also has two administrative BCs. One oversees the department's recruit academy, and the other manages operations scheduling and supports daily administrative and supervisory tasks. The administrative BC positions are staffed during normal business hours.

**Chief:** The Fire Chief is the highest-ranking officer in the Department and is responsible for the overall leadership and management of the department. The Fire Chief's duties include strategic planning, policy development, budget management, and ensuring the department meets its mission. The Fire Chief oversees all divisions within the department, including fire operations, emergency medical services, life safety, training, communications, and emergency management.

**Community Paramedic:** Community Paramedics (CPM's) with the Bellingham Fire Department serve during regular business hours as part of the Community Paramedic Program, which is designed to connect individuals with non-emergency medical, social, and educational resources. Their primary role is to support and facilitate this program, which aims to improve overall community health by addressing the root causes of frequent emergency service, particularly among vulnerable populations such as the elderly, those with chronic health conditions, and individuals with limited access to care. While their focus is proactive outreach, CPM's also respond to nearby EMS incidents, especially those involving patients enrolled in the program.

**Division Chief:** A Division Chief is a senior officer responsible for overseeing a major functional area within the department. These positions provide strategic leadership, manage day-to-day operations, and support the coordination of specialized programs. The department also has a non-uniformed Emergency Manager who fulfills equivalent leadership responsibilities within the Office of Emergency Management.

**Engines:** Fire engines are equipped with a water pump, hoses, and various tools essential for firefighting operations. They are primarily used to deliver water to the fire scene, allowing firefighters to extinguish fires efficiently. Engines also carry ladders, fire extinguishers, and other EMS/fire equipment necessary for fire suppression, emergency medical care, and rescue operations.

**EMS Captain:** A 24-hour shift Captain with a paramedic certificate is responsible for the supervision of all on-duty ALS/BLS medical personnel as well as assisting, as needed, in EMS responses. The EMS Captains may also fulfill fire-scene duties such as command post aid. In addition to the 24-hour EMS Captain, there are three EMS Captains on administrative assignments. Two are engaged in coordinating the paramedic training class and ongoing EMS training. One is a supervisor for the Community Paramedic team.

**Ladders:** Ladder trucks, also known as aerial apparatus, are equipped with extendable ladders that allow firefighters to reach high places, such as the upper floors of buildings or rooftops. Unlike engines, ladder trucks do not typically carry water; instead, they provide access and ventilation at the scene of a fire and carry specialized rescue tools. Aerials are also used for rescue operations, providing a means to evacuate individuals from elevated positions and to deliver firefighters to higher levels quickly and safely. The ladders on these trucks can also support hose lines, enabling firefighters to attack the fire.

**Marine Unit:** The department operates a fire-rescue boat that provides marine fire suppression, rescue, and emergency response capabilities on Bellingham Bay and surrounding waterways. The boat is cross-staffed by an on-duty fire company, ensuring a rapid and flexible response without dedicated standalone staffing.

**MSO/Division Chief of EMS:** The MSO (Medical Services Officer) or Division Chief of EMS oversees the day-to-day operations of the EMS division and responds to incidents as needed. This position is staffed during regular business hours and plays a key role in the development and execution of the department's paramedic training program. The Bellingham Fire Department partners with Bellingham Technical College to deliver initial paramedic education, including a field internship component. As part of this collaboration, BFD members manage the program, provide classroom instruction, and serve as preceptors during field training.

**Paramedic Unit/Medics:** Paramedic units provide Advanced Life Support (ALS) services and are staffed by two highly trained paramedics. These units are equipped to handle severe medical emergencies and offer advanced pre-hospital care, including cardiac monitoring, medication administration, and advanced airway management. The Department's paramedic units provide ALS services to all of Whatcom County, ensuring that residents have access to critical medical interventions in emergency situations.

## Current Level of Service and Call Volume

Each fire company in the city is cross-staffed with an ambulance and either a fire engine or a ladder truck, meaning the same crew responds with whichever apparatus is appropriate for the call. This model was originally designed for efficiency, but rising demand has pushed it to its practical limits. When a cross-staffed engine is committed to an EMS incident, its partnered unit becomes unavailable for fire suppression or other emergencies. With call volumes at historic highs, this results in more frequent coverage gaps, longer response times, and reduced capacity to manage simultaneous or complex incidents.

This growing mismatch between demand and available resources increases system strain, delays responses to life-threatening incidents, and weakens the department's resilience during major events. It also affects the department's ability to meet national response standards and maintain specialized capabilities such as technical rescue and wildland fire response.

In 2025, Bellingham's deployment model is built for flexibility across a wide range of emergencies. The department operates seven fire engines and one ladder truck, all cross-staffed with ambulances. Five engines and the ladder truck respond from City of Bellingham stations, while

two engines operate from Fire District 8 stations. Daily operations are overseen by a single on-duty Battalion Chief who provides command support for critical incidents.

The department also deploys four paramedic units that deliver advanced life support throughout the city and county. These units are supervised by a 24-hour EMS Captain who offers medical oversight, assists the Battalion Chief on structure fires, and supports field personnel. To further support medical response, the department operates two dedicated Basic Life Support ambulances (AT units), ensuring broader coverage for both routine and high-acuity calls.

When it comes to emergency response, time is everything. Every second counts because outcomes, whether saving a life or preventing catastrophic property loss, are directly tied to how quickly help arrives. Our performance is measured against two critical benchmarks: fire response and medical response.

For fires, the race is against flashover, the point when a room's contents ignite all at once. This typically happens within four to ten minutes after a fire begins to burn freely. Modern furnishings made of synthetic materials accelerate this process, leaving little margin for delay. Once flashover occurs, survival inside the room becomes impossible—even for firefighters in full protective gear. The fire spreads faster, burns hotter, and requires significantly more resources to control. Quick response is the only way to prevent flashover and protect lives and property.

Medical emergencies present a different but equally urgent challenge. In cases like cardiac arrest, the clock starts ticking immediately. If CPR begins within four minutes, a patient's chances of survival increase dramatically—up to four times higher than if intervention is delayed.

Defibrillation further improves those odds. That's why every BFD responder is trained and equipped with lifesaving tools, including defibrillators.

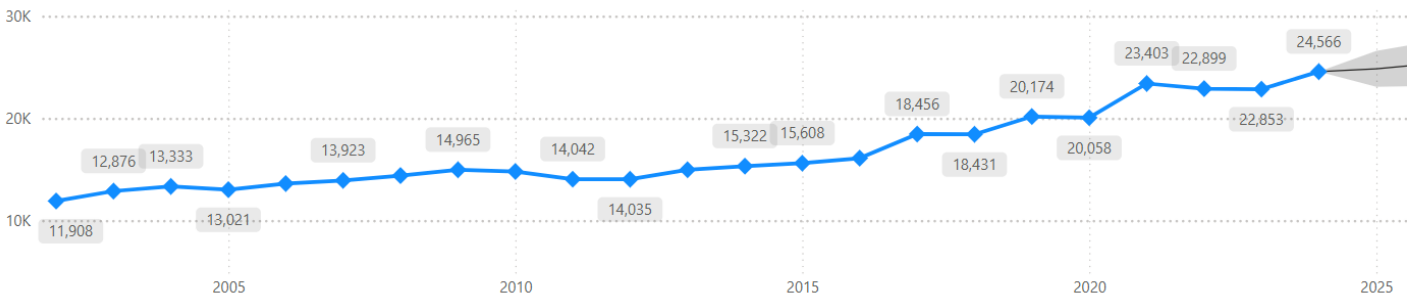
## ***Incident Volumes***

The Bellingham Fire Department has experienced sustained and significant growth in incident volume over the past two decades. Call data dating back to 2002 shows a consistent upward trend, with detailed analysis from 2018–2023 confirming continued acceleration. From 2015 to 2025, call volumes increased by 35%, or nearly 9,000 additional annual calls, compared to a 17% increase—about 2,500 calls—in the previous decade (2005–2015). Overall, this represents more than a doubling of the rate of incident growth from one decade to the next. During this same period, minimum staffing increased only modestly, with the addition of two BLS ambulances and one ALS ambulance between 2023 and 2025. Core fire response resources—five engines, one ladder truck, and one battalion chief—remain unchanged since 1976 and are lower than pre-2008

levels, when a ladder company was removed due to budget reductions. In effect, call volume has grown by more than one-third in the last decade, while fire suppression staffing and unit capacity have remained essentially flat.

Incident growth reflects both population increases and the rising complexity of emergency service demands. Between 2018 and 2023, Rescue and Emergency Medical Service incidents accounted for nearly 75% of all call activity, ranging from welfare checks to critical medical emergencies. These calls generally require extended on-scene times, transport times, and hospital off-load intervals, keeping units unavailable for longer periods. In Bellingham’s cross-staffed model—where every fire company also staffs an ambulance—high EMS demand directly reduces available fire response capacity, increasing travel time to emergent events and elevating the risk of delayed intervention during time-sensitive emergencies.

**Figure 5: BFD Call Volumes by Year**



### Unit Availability

As call volumes continue to rise, fire and EMS units spend more time committed to incidents, reducing their availability for new emergencies. Between March 2023 and March 2024, cross-staffed fire companies averaged 88–90% availability, with some—such as Engine and Aid 6—dropping to 86% due to high workloads. A healthy fire and EMS system targets 90–92% availability to maintain reliable response times, and several Bellingham units are already operating at or below this benchmark. Increasing staffing would allow more units to be placed in service, reduce reliance on cross-staffing, and improve coverage during peak hours.

Compounding the issue is the growing complexity of emergency responses. Medical incidents increasingly involve patients with multiple chronic conditions, behavioral health needs, or prolonged on-scene care. Fire responses, too, often require more specialized tactics or

coordination. These more complex calls keep crews committed longer, further reducing availability even when overall call counts remain steady.

When unit availability falls, the closest company is often already on a call, requiring a more distant crew to respond. Longer travel distances directly increase response times, which can negatively affect patient survival and fire containment. Maintaining adequate unit availability is essential for timely, effective emergency response.

Increasing call volumes and complexity without proportional staffing has additional consequences. As more personnel are tied up on emergencies, it becomes harder for crews to complete required training. Firefighters and paramedics must meet extensive annual training standards to maintain medical certifications, stay proficient in fireground and rescue operations, and prepare for future leadership roles. Training typically occurs on duty and now competes more frequently with emergency response demands, reducing overall readiness. Maintaining sufficient staffing to support required training is not only an operational necessity but also a fiscally responsible strategy—well-trained personnel reduce long-term risks, improve service effectiveness, and help avoid the higher costs associated with preventable incidents, errors, and injuries.

Fire company availability also supports essential prevention and pre-incident planning. When companies are not committed to an emergency response they conduct pre-incident surveys, engage in public education, and complete community risk-reduction activities that help prevent emergencies. Rising call volumes and increasingly complex incidents reduce the time available for this proactive work, ultimately increasing long-term community risk.

To help relieve pressure on fire companies, the department began deploying two Aid Transport (AT) units in 2023 to handle lower-acuity medical calls. These units have improved system efficiency by several percentage points compared to 2022, allowing fire companies to remain in service for higher-priority incidents. However, they have not fully offset two decades of rising call volume, increasing call complexity, or the growing time crews spend committed to emergencies.

### ***Level of Service Metrics***

The City of Bellingham and the fire department have adopted response timeline goals from nationally recognized standards. These objectives guide performance evaluation, continuous improvement, and future resource planning. They reflect the time-sensitive nature of cardiac arrest, strokes, structure fires, and other life-threatening emergencies.

These target times are measured against BFD’s critical fire/EMS calls. Critical fire/EMS calls are defined as calls that are initially given a response level of “echo” or “delta” within the priority dispatch system.

**Table 2:** Target response times and compliance

|                                                                 | <b>Target:<br/>in minutes,<br/>90% of the<br/>time</b> | <b>Incident<br/>count</b> | <b>Incidents<br/>meeting<br/>target</b> | <b>Compliance<br/>percentage</b> | <b>90th<br/>percentile<br/>time</b> |
|-----------------------------------------------------------------|--------------------------------------------------------|---------------------------|-----------------------------------------|----------------------------------|-------------------------------------|
| <b>Dispatch</b>                                                 |                                                        |                           |                                         |                                  |                                     |
| Triage and dispatch critical calls                              | 1:00                                                   | 8289                      | 1600                                    | 19.5%                            | 2:19                                |
| <b>Turnout Time</b>                                             |                                                        |                           |                                         |                                  |                                     |
| Personnel will assemble and go enroute to a critical incident   | 1:30                                                   | 4397                      | 2646                                    | 60.1%                            | 2:24                                |
| <b>Travel Time - first unit on scene to critical...</b>         |                                                        |                           |                                         |                                  |                                     |
| Fire/EMS calls within city                                      | 4:00                                                   | 4037                      | 2613                                    | 64.7%                            | 5:57                                |
| First Medic arrival within city                                 | 8:00                                                   | 3295                      | 2894                                    | 87.8%                            | 8:30                                |
| Fire/EMS calls within UGA                                       | 6:30                                                   | 105                       | 89                                      | 84.7%                            | 7:24                                |
| Fire/EMS calls within rural                                     | 10:30                                                  | 255                       | 203                                     | 79.6%                            | 7:24                                |
| <b>Total Response Time - first unit on scene to critical...</b> |                                                        |                           |                                         |                                  |                                     |
| Fire/EMS calls within city                                      | 5:30                                                   | 4053                      | 2718                                    | 67%                              | 7:24                                |
| Fire/EMS calls within UGA                                       | 8:00                                                   | 105                       | 87                                      | 82.80%                           | 9:03                                |
| Fire/EMS calls within rural                                     | 12:00                                                  | 255                       | 197                                     | 76.90%                           | 15:25                               |

As evidenced by the metrics above, the Fire Department does not meet the level of service targets with its current staffing levels.

## Conclusion

The data is clear: Bellingham’s emergency service demands are growing faster than the department’s ability to absorb them under the current staffing model. To maintain nationally recognized response standards, ensure unit availability, and preserve essential training and prevention work, strategic staffing increases are not optional—they are necessary.

The addition of Aid Transport Units has been an important step forward, improving system stability and reducing workload on our busiest companies. However, we must remain vigilant. Before these units were added, several fire companies operated with availability in the mid-80% range—levels we consider unsafe and inconsistent with national standards. When availability drops below 90%, the closest unit is often unavailable, leading to longer response times and increased risk to both the public and our firefighters.

With continued growth in call volume, population, and EMS demand, additional staffing and resources are essential to prevent a return to those unsafe availability levels. Maintaining safe response times, ensuring adequate fireground staffing, and preserving the capacity for training, fire prevention, and pre-incident planning all depend on keeping unit availability at or above acceptable thresholds.

## Employee Participation Summary

Between September 3 and 12, 2025, Maul Foster & Alongi (MFA) facilitated 16 in-person sessions with 146 participants from the Bellingham Fire Department (BFD), including operations staff, dispatchers, office staff, union representatives, and leadership. These sessions were designed to gather input for the City of Bellingham Public Safety Strategic Plan through a structured SWOT (Strengths, Weaknesses, Opportunities, Threats) process. Over 500 comments were collected through live sessions, anonymous submissions, and email feedback.

Staff consistently identified personnel as BFD's greatest strength. Employees were described as motivated, caring, accountable, and well-supported by both administrative and union leadership. Nearly half of BFD's workforce has fewer than five years of experience, bringing fresh energy and modern best practices to the department. This influx of junior staff was seen as a valuable opportunity to evolve the department's culture. BFD's Fire Academy and Paramedic training programs were also praised, with some participants calling them among the best in the state.

However, career development and mentorship emerged as the most frequently cited weakness. Staff expressed concern over the lack of structured pathways for advancement, limited access to continuing education, and insufficient support for specialized training. Once probation ends, many felt that guidance and development opportunities diminish. This gap risks underprepared promotions and potential attrition. These same concerns were highlighted in a Workplace Climate Assessment conducted in 2023, reinforcing the need for strategic improvements across leadership, planning, and operational readiness.

Additionally, participants noted that BFD tends to operate reactively, lacking a clear long-term vision. Poor planning in areas like facilities, staffing, and succession has led to budget overruns and strained capacity. The absence of technical rescue capabilities—such as water, rope, or confined space rescue—was also flagged as a critical limitation.

Looking ahead, staff identified several opportunities to strengthen the department. There was strong support for expanding internal and external training, mentorship, and specialization. Many advocated for learning exchanges with other departments and creating more shadowing opportunities. Proactive planning to meet Bellingham’s projected growth was also emphasized, including support for a seventh fire station and a more actionable strategic plan. Community engagement was another key area, with suggestions to increase outreach to schools, underserved communities, and the Lummi Nation, as well as to improve transparency between staff, leadership, and City administration.

Funding constraints were seen as one of the biggest external threats. BFD’s reliance on the City’s general fund and grants limits its autonomy and financial resilience. Participants suggested exploring the formation of a Regional Fire Authority and hiring a dedicated grant writer. Imminent retirements among senior staff pose another risk, with no formal process in place to transfer institutional knowledge. Additionally, BFD’s staffing, apparatus, and facilities have not kept pace with the city’s growth, leading to longer response times and increased strain. Burnout from forced overtime and staffing shortages was cited as a serious concern that could impact morale and retention.

Additional insights included strong support for BFD’s reputation; diversity, equity and inclusion efforts; and the value of aid transport units. Staff recommended creating a lessons-learned procedure to foster continuous improvement. Dispatch-specific feedback highlighted a tight-knit culture and specialized EMS training as strengths, while low staffing and limited career pathways were noted as weaknesses. There was strong resistance to combining dispatch services with the police department, citing concerns over service quality and cultural misalignment.

Recommended actions for the strategic plan include developing a comprehensive career development and mentorship program, institutionalizing knowledge transfer before retirements, pursuing a capital facilities plan, and enhancing community engagement. These steps aim to ensure BFD remains resilient, responsive, and well-equipped to meet the evolving needs of the community.

## Level of Service Improvements

Our overarching goals to maintain and improve BFD levels of service are listed below, followed by recommended improvements in each BFD division.

### Goals

- **Achieve Stated Levels of Service** Maintain and improve response capabilities to meet community expectations and operational benchmarks.
- **Be Responsive to Community Needs** Adapt to increasing call volumes and evolving service demands by aligning staffing, resources, and programs with community growth and risks.
- **Promote Diversity** Continue building an inclusive organization that reflects the community we serve and values diverse perspectives across all ranks.
- **Invest in Training & Succession Planning** Strengthen employee development across leadership, management, and supervision to ensure a prepared and resilient workforce.
- **Sustainable Funding Through Strategic Partnerships** Explore collaborative and sustainable strategies to stabilize long-term funding. This includes working with city leadership, regional partners, and community stakeholders to identify shared solutions that support operational needs, enhance service delivery, and ensure financial resilience for the fire department.
- **Advance towards a Class 2 WSRB Rating.** The Washington Surveying and Rating Bureau (WSRB) evaluates a fire agency's ability to prevent and respond to fires by assessing factors such as staffing, equipment, training, water supply, and emergency communications. The resulting community fire protection rating influences property insurance premiums for residents and businesses. Improving WSRB ratings can lower insurance costs community-wide, demonstrate strong service capability, and provide an objective benchmark for investment in fire protection and emergency response resources.

## ***Operations - Goals and Improvements***

The Bellingham Fire Department is committed to advancing public safety through strategic investments in personnel, infrastructure, and operational readiness. Based on historical call data, projected trends, response modeling, and input from Operations leadership, a comprehensive set of recommendations has been developed. By addressing identified gaps and opportunities, the department seeks to optimize resource allocation, enhance response times, and improve community safety. Achieving this requires not only strengthening frontline response capabilities but also ensuring an appropriate balance of administrative and support staff to sustain training, planning, logistics, and overall mission effectiveness.

At the same time, increasing call volume, rising incident complexity, and staffing constraints have begun to erode the department's ability to meet or maintain regional and national performance standards. Strategic investment is essential to prevent further loss of ground and ensure that Bellingham's fire and EMS services continue to align with best-practice benchmarks for response times, training, safety, and operational capability.

### **Operations Recommendation 1– Create a second 24-hour Battalion Chief (4.0 FTE)**

To ensure effective supervision, maintain a manageable span of control, and support the growing demands of our service area, the Bellingham Fire Department plans to add a second 24-hour Battalion Chief (BC).

Incident Command System (ICS) has been part of the U.S. fire service since the early 1970's. ICS was created to give incident managers a way to organize the oversight of emergency crews in an effective manner. Nationally it is recognized that the ratio of supervisor to employee should be one supervisor for 3-7 employees with a 1:5 ratio optimal. Currently, BCs have 9 direct reports.

Further undermining effective supervision is the size of the response area. Between the City and Fire District 8, the department covers over 50 square miles and travel time from one end of the coverage area to the other can be over 30 minutes. A second BC will allow the positions to split the geography and provide a timelier response. As call volumes increase, so do the number of times the department needs a BC to respond to complex calls. Currently the department cannot handle more than one complex incident at a time without calling in off duty resources.

Adding a second BC will provide better oversight and supervision of companies for incident command coverage and critical events while also decreasing the administrative span of control. This decrease of span of control allows for more frequent interactions between the BCs and the captains, allowing for more effective supervision, mentoring, and training. This additional

position will also provide the department with critical capacity as we contemplate adding other additional operations resources. As our community grows and emergency responses become more complex, this investment aligns with our commitment to safety, accountability, and high-quality service delivery.

*This recommendation is a tier 1 project.* The department cannot grow operations any further without this additional support.

### **Operations Recommendation 2 – Staff two additional dedicated BLS transport units (20.0 FTE)**

The cornerstone of the deployment strategy is the transition away from cross-staffing and toward a fully dedicated staffing model within city limits. Cross-staffing, once an efficiency measure, has reached the end of its functional life due to rising call volumes, increasing incident complexity, and sustained workload demands. The new model permanently assigns dedicated engine or ladder crews to each station while expanding Basic Life Support (BLS) capacity through additional Ambulance Transport (AT) units.

A third AT unit (AT502) will be deployed at Station 5, enabling Ladder 5 to operate with its own dedicated crew. Additionally, a fourth AT unit (AT602) will be deployed at Station 6, completing the transition to uncross-staffed operations across all city stations. These AT units—designated as Aid Cars—will serve as the city’s primary BLS ambulances and will respond alongside engine and ladder companies. They will also extend their coverage beyond city limits to support mutual-aid partners.

The addition of two BLS units, combined with uncross-staffed fire companies, will ensure that the appropriate resources are dispatched to each type of emergency. AT units will handle the majority of BLS and low-acuity medical incidents, allowing engine and ladder companies to remain available for fire suppression and high-acuity emergencies. By aligning unit capabilities with call types and reducing the need to reassign fire companies to medical responses, the department can improve overall response times and strengthen system reliability. AT units will be strategically positioned within their primary service areas, with response zones adjusted as needed to maintain effective coverage.

This strategic shift represents a major advancement in BFD’s deployment model. It aligns resources with community needs, replaces an aging and increasingly ineffective cross-staffing system, and positions the department for long-term operational reliability and excellence.

*The recommendation is both a tier 1 and tier 2 project.* To ensure an effective and sustainable rollout, one AT unit should be established first, immediately followed by the hiring and implementation steps for the second unit. The sequencing is based on available staffing capacity, but both projects should proceed in direct succession to avoid unnecessary delays.

### **Operations Recommendation 3 – Improve facilities to allow for expansion**

The Bellingham Fire Department faces urgent and growing infrastructure needs that directly impact its ability to train, respond, and operate efficiently. Many existing facilities have already been outgrown, limiting the department's capacity to properly and strategically place resources where they are most needed. Several stations require significant upgrades—ranging from basic improvements like paint and HVAC work to full replacements—to safely and effectively house expanding fire, EMS, and administrative teams.

The department also lacks adequate apparatus bay space for its fleet, and only Stations 1 and 2 have enough living space for additional staffing, though neither requires new crews at this time. A dedicated public safety storage facility is also needed to support logistics, equipment management, and emergency response readiness.

Funding for these capital improvements, along with the administrative and project-management capacity to implement them, is essential for supporting operational expansion. Together, these priorities reflect the department's commitment to building a safe, modern, and resilient fire service—one that meets current demands and positions Bellingham to confront the challenges of tomorrow.

*The replacement of Station 5 is a tier 1 project.* It is paramount to the department's ability to add additional units and to provide flexibility for the other facilities to be remodeled. Once Station 5 is completed, the department will revisit the priorities for the other facilities.

### **Operations Recommendation 4 – Staff a new ladder company (14.0 FTE)**

As the City of Bellingham continues to grow in population density and call volume, there is a clear need to add an additional fire company in the Station 3 service area. This second company would share the workload with the existing Engine 3 crew, enhancing response capacity in one of the city's most densely populated zones—including downtown and the Western Washington University campus. To maximize operational impact, this new company should be a ladder company, providing elevated access and critical support during emergency medical and extrication incidents.

Ladder companies are versatile assets that not only perform specialized fireground operations but also respond to a wide range of EMS calls. Establishing a second ladder company in the city will improve overall fire and EMS coverage, create depth in response capabilities, and positively influence the department's Washington Surveying and Rating Bureau (WSRB) score. This investment will strengthen public safety infrastructure and ensure the department remains responsive to the evolving needs of the community.

*This recommendation is a tier 2 project.*

### **Operations Recommendation 5 – Fund for fire boat replacement**

In 2015, the Bellingham Fire Department purchased a fireboat at a cost of approximately \$1 million, with a substantial portion of the expense covered by grant funding. However, because the vessel is not formally recognized as part of the department's standard fleet, no replacement fund was established to support its eventual renewal. While fireboats do not have a fixed service life, this vessel will inevitably reach the end of its operational capacity. The fireboat plays a vital role in waterfront fire suppression, search and rescue, and emergency operations throughout Bellingham Bay. As maritime demands continue to grow and the vessel nears the end of its service life, proactive investment is essential to maintain reliability and ensure continued protection of our shoreline, harbor, and waterfront infrastructure.

*This recommendation is a tier 2 project.*

### ***Emergency Medical Services - Goals and Improvements***

The Department remains committed to strengthening and sustaining its Emergency Medical program to meet the growing medical needs of our community. As a trusted partner with Whatcom County, we will continue to provide high-quality paramedic services across the region while providing top level first response and BLS transport services within the City and Fire District 8.

To ensure long-term stability and excellence, we are actively exploring efficiencies and partnerships throughout the Northwest. This includes maintaining accreditation for our paramedic school and development of training and support programs for our personnel. That's why we are aligning our training, mentorship, and career development efforts with the evolving needs of the profession—ensuring our staff are equipped, supported, and empowered to grow alongside the communities they serve.

### **EMS Recommendation 1 – Create a Division Chief of EMS Training (1.0 FTE)**

Creating a Division Chief of EMS Training will elevate the department's clinical standards, ensure consistency across shifts and stations, and enhance overall patient care. This dedicated leadership role will oversee EMS education, certification, and performance improvement, ensuring that all personnel are equipped with current best practices and compliant with evolving medical protocols. The Division Chief will also have oversight of the department's paramedic training program, providing focused leadership in EMS training, clinical quality assurance, and coordination with educational partners. As emergency medical services grow in complexity and demand, this position will reduce administrative burden on field staff, support long-term leadership development, and strengthen the department's ability to deliver high-quality care across the community. EMS is over 75% of the department's workload and one of the areas of greatest potential risk for litigation.

*This recommendation is a tier 1 project.*

### **EMS Recommendation 2 - Create a second paramedic class instructor position (1.0 FTE)**

Creating a second paramedic class instructor position will expand the department's instructional capacity, improve student-to-instructor ratios, and allow for a larger number of students in each cohort. As demand for EMS services grows and training requirements become more complex, a second instructor ensures consistent delivery of advanced life support curriculum, supports simulation-based learning, and provides more individualized coaching for students. This additional capacity also offers operational flexibility during peak training periods or instructor absences and strengthens clinical oversight across the program.

This expansion is especially important given the nationwide shortage of paramedics and the unique challenges faced in Washington State, where only a small number of paramedic training programs operate—and most are closed to outside students due to local demand. By increasing instructional staffing, BFD can broaden program capacity and open seats to regional partners, helping meet countywide workforce needs while generating additional program revenue. This positions the department as a key regional provider of paramedic education and supports the long-term stability of the EMS system across Whatcom County and beyond.

*This recommendation is a tier 1 project.*

### **EMS Recommendation 3- Create a second operational EMS captain (4.0 FTE)**

Creating a second operational EMS captain will enhance leadership capacity, improve span of control, and strengthen daily oversight of emergency medical services. The second captain would

support and expand quality assurance initiatives, including incident review, protocol compliance, and performance feedback, helping to maintain high standards of patient care. As EMS demand continues to grow, this position will improve operational resilience, support field crews more effectively, and ensure the department remains agile and accountable in delivering advanced life support services. While the current EMS Captain position allows for oversight and quality assurance for our ALS personnel, adding the second Captain position will allow to expand that oversight to our BLS units.

*This recommendation is both a Tier 1 and Tier 2 project.* The addition of a 40-hour EMS Captain position should be implemented first as a Tier 1 project to immediately strengthen operational oversight, improve coordination, and reduce risk. This 40-hour role should then be evaluated to confirm its effectiveness before moving directly into the 24-hour EMS Captain model, which is identified as the Tier 2 project.

### ***Life Safety – Goals and Improvement***

The Bellingham Fire Department has identified Community Risk Reduction (CRR) as a significant service gap and a priority area for improvement. Strengthening the Life Safety Division is essential to reducing community risk, improving resilience, and supporting the department's long-term strategic goals. Enhancing prevention, enforcement, education, and risk-analysis capabilities will help the department better identify emerging hazards, intervene earlier, and support safer outcomes for residents and businesses. These improvements also directly contribute to raising the department's Washington Surveying and Rating Bureau (WSRB) score from Class 3 to Class 2, a benchmark that reflects strong, well-coordinated fire prevention and risk-reduction programs.

Expanding the Life Safety Division will improve our ability to reduce fire loss, ensure compliance with codes and standards, streamline new construction reviews, and help the community understand and address hazards before they become emergencies. This investment creates a more proactive, prevention-focused organization aligned with industry best practices.

#### **Life Safety Recommendation 1 – Create a second Senior Fire Inspector (1.0 FTE)**

#### **Life Safety Recommendation 2 – Create two additional Fire Inspectors (2.0 FTE)**

Fire inspectors perform a broad range of duties, including inspection of new fire systems, new construction, and existing occupancies to ensure compliance with fire codes and Bellingham Municipal Code requirements. When a fire occurs, they shift from prevention to investigation to determine cause and origin. Senior Fire Inspectors also complete plan reviews and serve as team

leads. Adding inspection and investigation staff will improve capacity to support new development, expand routine inspection programs, and provide timely, thorough investigations.

### **Life Safety Recommendation 3 – Add a Community Risk Reduction (CRR) Captain**

A CRR Captain would address the department's most significant service gap by leading risk modeling, targeted public outreach, fire and injury prevention efforts, and wildland-urban interface mitigation programs. While inspectors focus on compliance and investigation, the CRR Captain uses real-time data to identify the underlying causes of emergency responses and develop programs to reduce those risks before emergencies occur.

### **Life Safety Recommendation 4 – Restore funding for Public Education Group**

The department once maintained dedicated overtime funding to support staff-intensive public-education activities such as school programs, safety fairs, and neighborhood outreach. Although a CRR Captain will strengthen coordination, additional personnel are required to fully deliver these programs. Restoring this funding will allow the department to staff high-impact educational events and expand prevention messaging.

### **Life Safety Recommendation 5 – Facility Improvement**

The Life Safety Division currently operates out of a former bank building owned by the city and slated for future redevelopment. As the department evaluates overall facility needs, a permanent and purpose-built location for Life Safety should be included. The future facility should accommodate office space as well as apparatus bays for the fire investigation trailer and related equipment.

#### *Tier Assignments*

- *Tier 1: Recommendations 1 and 4*
- *Tier 2: Recommendation 2*
- *Tier 3: Recommendations 3 and 5*

### ***Dispatch/Communications - Goals and Improvements***

The Communications Center is committed to continuous improvement and long-term operational excellence. In addition to its vital role in emergency response coordination and dispatcher support, the center is actively pursuing technological upgrades to enhance system performance, reliability, and efficiency. This includes monitoring emerging technologies, software platforms,

and operating systems to stay ahead of industry trends. Goals for the center also include improving interoperability with neighboring agencies, expanding data-driven decision-making tools, and strengthening backup systems for greater resilience. Investments in dispatcher training, mental health support, and professional development remain a priority, along with preparing for Next-Generation 911 capabilities such as text-to-911. Together, these efforts ensure the center continues to provide exceptional service while adapting to meet future demands.

#### **Dispatch/Communications Recommendation 1 - Increase minimum staffing (2.0 FTE)**

Current minimum staffing in the Dispatch and Communications Center is three dispatchers on duty from 10:30 to 22:30 and two dispatchers from 22:30 to 10:30. The department plans to increase minimum staffing to three dispatchers on duty 24 hours a day. This change is essential to maintaining timely, accurate, and effective emergency response across the City of Bellingham.

As call volumes rise and incidents grow in complexity, dispatchers must manage multiple radio channels, coordinate field units, and handle high-stress situations—often with limited personnel. Current staffing levels make consistent breaks difficult and contribute to fatigue, which can impact performance, health, and overall system reliability. Increasing minimum staffing will ensure dependable coverage, provide regular rest periods, and build a stronger, more resilient communications operation.

This adjustment also ensures that at least two dispatchers are present in the room at all times—a critical operational standard identified as a deficiency in the City’s Washington Surveying and Rating Bureau (WSRB) scoring. Addressing this gap will enhance public safety, strengthen emergency response coordination, and elevate the department’s overall service delivery.

*This recommendation is tier 1 project.*

#### **Dispatch/Communications Recommendation 2 – Institute a Nurse Hotline**

Instituting a Nurse Hotline within the dispatch system remains a high-value initiative that was not completed in the 2020 strategic plan. We continue to see significant benefit in implementing this service, which would provide residents with timely clinical guidance for non-emergency medical concerns, reduce unnecessary EMS responses, and help relieve pressure on emergency departments. By enabling trained nurses to triage low-acuity calls and direct individuals to appropriate care resources, a Nurse Hotline would improve system efficiency, preserve frontline capacity for true emergencies, and align with national best practices for integrated mobile health and community care. Additionally, this initiative directly supports our strategic goal of sending the

right resource to the right call, enhancing our ability to match service demand with appropriate response levels and building long-term capacity within the system.

*This recommendation is a tier 1 project.*

### **Dispatch/Communications Recommendation 3- Create a Communications Operations Manager Position (1.0 FTE)**

Creating a communications manager position is essential to strengthening leadership and operational oversight within the dispatch center. This role would provide dedicated, day-to-day supervision of dispatch operations, ensuring consistent performance, robust quality assurance, and alignment with departmental standards. With increasing call volumes and growing expectations for transparency and responsiveness, a communications manager will enhance system reliability, improve staff support, and help ensure the dispatch center remains agile and effective in serving the community.

In addition, this position expands professional development and advancement opportunities for dispatch personnel—an organizational need highlighted in the 2023 Climate Assessment and reiterated during the employee engagement session—supporting a healthier culture and stronger internal career pathways.

*This recommendation is a tier 2 project.*

## ***Emergency Management - Goals and Improvements***

To strengthen our preparedness and resilience, the Bellingham Fire Department is focused on rebuilding its Office of Emergency Management (OEM) capacity by restoring positions lost through recent budget reductions. As the scope and complexity of emergencies continue to grow—from natural disasters to public health crises—having dedicated staff is essential to coordinate planning, response, and recovery efforts across the city. Reinvesting in Emergency Management will improve interagency collaboration, enhance community education and risk reduction, and ensure continuity of operations during major incidents. This effort supports our broader goals of building a safer, more resilient Bellingham and advancing toward fire department accreditation.

### **OEM Recommendation 1- Restore the Emergency Plans Coordinator (1.0 FTE)**

The Emergency Plans Coordinator position was eliminated in the 2026 budget. This position is essential to strengthening the city’s preparedness, response, and recovery capabilities. This role provides critical leadership in developing, updating, and exercising emergency operations plans

across all departments, ensuring alignment with local, state, and federal guidelines. The coordinator also plays a key role in hazard mitigation, continuity planning, and interagency coordination—functions that are increasingly vital as Bellingham faces evolving risks from climate events, infrastructure demands, and population growth. Restoring this position will enhance organizational resilience, improve training and readiness, and ensure the city is equipped to respond effectively to emergencies of all scales.

#### **OEM Recommendation 2 – Restore the Office Assistant Position (1.0 FTE)**

OEM had a full-time Office Assistant position at the beginning of 2025. Due to budget pressures, the position was reassigned to Paramedic Training to reduce strain on the General Fund and to meet an identified need within Paramedic Training that could be supported through the Medic One Fund.

The Office Assistant role within OEM had been a critical link in maintaining several essential databases, including tracking city-wide compliance with incident management training, updating contacts in the emergency notification system, and maintaining records related to hazardous materials facility reporting. This position also supported the maintenance of the Fire Department’s website and social media platforms.

#### **OEM Recommendation 3- Restore the Public Outreach Coordinator (0.5 FTE)**

The Public Outreach Coordinator position was eliminated in the 2026 budget. This position is essential to strengthening community preparedness, resilience, and trust in emergency management efforts. This role plays a critical part in developing and delivering public education campaigns, coordinating outreach to vulnerable populations, and ensuring timely, accurate communication before, during, and after emergencies. With Bellingham’s growing population and increasing exposure to climate-related and infrastructure risks, proactive engagement is more important than ever. Restoring this position will enhance public awareness of emergency plans, improve participation in preparedness programs, and foster stronger partnerships with schools, businesses, and community organizations.

*OEM Recommendations 1, 2, and 3 are all tier 1 projects.*

## ***Training Division - Goals and Improvements***

As the Bellingham Fire Department increases staffing to meet growing service demands, it is essential to restore the training positions lost through attrition in the 2026 budget and add additional personnel to ensure compliance with mandatory requirements and maintain operational readiness. Training is at the core of delivering a proper, effective emergency response, and dedicated academy staff are critical to providing a professional adult-learning environment that supports consistent skill development and reinforces operational excellence.

A stronger training division will support high-quality instruction, improve safety, and prepare firefighters to respond effectively across all disciplines. This investment also strengthens succession planning and leadership development, sustains specialty programs such as technical rescue and marine operations, and enhances documentation and performance tracking—critical components of a modern, high-performing fire service. Additional training staff will improve onboarding and recruit academies, foster regional collaboration, and position the department to pursue grant opportunities. Most importantly, it ensures our personnel are well-prepared, safe, and capable of delivering exceptional service to the community.

### **Training Recommendation 1 - Restore academy staff positions (4.0 FTE)**

Filling the vacant fire academy positions is essential to meeting the department's projected growth and maintaining a high standard of training and readiness. These positions were previously eliminated through attrition as part of the 2026 budget reductions. Based on ongoing attrition numbers and new positions identified in this plan, there is a need to onboard upwards of 24 new personnel annually. To meet that goal, restoring academy back to full staffing is critical. Academy staff provide foundational instruction, mentorship, and operational preparation for incoming recruits, ensuring they are equipped to meet the demands of modern fire and EMS service. Reinstating these roles will expand instructional capacity, reduce strain on existing trainers, and support consistent, high-quality onboarding aligned with the department's long-term workforce strategy. Without these positions the department would need to rely upon additional overtime to staff the academy.

*This recommendation is a tier 1 project.*

### **Training Recommendation 2 - Create a second Training Captain position (1.0 FTE)**

Creating a second Training Captain position is essential to supporting the department's expanding instructional demands and advancing our goals for increased mentorship and professional development. With growing emphasis on career progression, skill refinement, and operational readiness, an additional captain would enable more individualized coaching, stronger

coverage of specialized programs, and greater continuity in academy operations. This investment strengthens our internal leadership pipeline, enhances the capacity of the Training Division to deliver high-quality instruction, and reinforces the department's commitment to excellence in service and preparedness.

*This recommendation is a tier 1 project.*

### **Training Recommendation 3 - Strengthen workforce readiness through enhanced education and training**

Increasing funding for mentorship, training, and education—both initial and ongoing—is essential to cultivating a highly skilled, resilient, and future-ready workforce across all divisions of the department, including office and administrative staff. As operational demands grow and service expectations evolve, a sustained investment in professional development ensures that every team member is equipped with the tools, knowledge, and support needed to perform at their highest level. Enhanced training programs foster leadership, improve retention, and promote a culture of continuous improvement. Expanding mentorship opportunities also strengthens internal collaboration, supports career growth, and builds institutional knowledge. This commitment to development is foundational to maintaining excellence in service delivery and preparing the department for long-term success.

*This recommendation is a tier 1 project.*

### **Training Recommendation 4 - Invest in a dedicated fire department training facility**

The Bellingham Fire Department faces significant facility challenges that directly affect our ability to train, respond, and operate efficiently. Our current training site at Station 12—a leased facility located in a neighboring fire district—requires substantial maintenance and does not have the capacity to meet the department's expanding instructional and operational needs. This reliance on an external facility limits scheduling flexibility, constrains program growth, and creates long-term uncertainty for a core departmental function.

While regional solutions continue to be explored, the city must prioritize investment in a dedicated training facility within or adjacent to city limits to meet daily operational demands. A purpose-built space would support live-fire exercises, technical rescue training, EMS simulations, and classroom instruction, ensuring personnel are fully prepared for the increasing complexity of emergency response. This investment is critical to sustaining readiness, improving safety, and supporting long-term workforce development for the department.

*This recommendation is a tier 2 project.*

### ***Administrative Staff - Goals and Improvements***

As the Department continues to grow in both size and complexity, the need for additional general office staff has become increasingly critical. While recent efforts have focused on adding modest response personnel to meet service demands, administrative staffing has not kept pace. This imbalance creates challenges for the safe and efficient operation of a 24-hour emergency response system, where timely coordination, documentation, and support are essential.

Administrative personnel are the backbone of internal operations, supporting training coordination, records management, payroll, procurement, public communication, and numerous compliance-driven responsibilities. With rising call volumes, expanding programs, and increasing regulatory and reporting requirements, our current administrative capacity is stretched beyond sustainable levels.

Investing in additional office staff will ensure that operational and support divisions can function effectively, maintain compliance, and continue delivering high-quality service to the community. Strengthening this foundational support is essential to sustaining the department's momentum and meeting the needs of a growing city.

#### **Administrative staff recommendation 1 - Restore vacant Assistant Fire Chief position (1.0 FTE)**

In July of 2025 one of the two Assistant Fire Chief positions was frozen to meet budgetary needs of 2025 and remained frozen in 2026 to meet budgetary requirements. Filling the vacant Assistant Fire Chief position is essential to restoring critical leadership capacity and ensuring strategic oversight within the Bellingham Fire Department. This position is critical to meet the demands of the department's continued growth in size, complexity, and service demands. The Assistant Chief plays a vital role in managing policy development, interagency coordination, administrative functions, and long-term planning. Reinstating this position will alleviate strain on existing command staff, improve organizational alignment, and ensure the department remains responsive, accountable, and well-prepared to meet the evolving needs of the community.

*This recommendation is a tier 1 project.*

### **Administrative staff recommendation 2 - Create a Financial Manager position (1.0 FTE)**

The Bellingham Fire Department operates a complex, multi-fund budget that includes diverse revenue sources and the required oversight of Fire District 8's finances. Despite managing a system that now totals approximately \$60 million annually, the department currently relies on just one Accounting Assistant and one Accounting Technician, whose work is primarily focused on accounts payable and receivable. Broader budget oversight, long-range financial planning, and forecasting responsibilities fall to Chief Officers who do not have specialized financial training or the capacity to maintain comprehensive, department-wide coordination.

Establishing a Financial Manager position would significantly strengthen the department's fiscal oversight and strategic resource planning—needs that continue to grow as the department expands in staffing, scope, and operational complexity. A Financial Manager would provide expert guidance in managing operating and capital budgets, monitoring expenditures, forecasting future needs, and ensuring compliance with city and state financial policies. This role would also centralize grant management, cost-recovery efforts, and long-term fiscal planning, functions that are currently dispersed across multiple staff.

Creating this position will improve transparency, enhance decision-making, and ensure the department remains financially resilient and well-prepared to meet future service demands.

*This recommendation is a tier 1 project.*

### **Administrative staff recommendation 3 - Create a Chief Administrative Officer position (1.0 FTE)**

Creating a Chief Administrative Officer (CAO) position is a critical step toward strengthening the organizational infrastructure and executive leadership capacity of the Bellingham Fire Department. As the department continues to grow in size, complexity, and service scope, the need for centralized administrative leadership has become increasingly evident. Serving as a key member of the executive team, the CAO would oversee essential support functions such as finance, human resources, policy development, data management, and strategic planning. This role would enhance interdepartmental coordination, improve compliance and reporting, and ensure that administrative operations are aligned with the department's long-term goals. Establishing this position will allow uniformed leaders to focus more fully on emergency response while reinforcing the department's commitment to accountability, efficiency, and organizational excellence.

*This recommendation is a tier 2 project.*

#### **Administrative staff recommendation 4 - Create a second Business Analyst position (1.0 FTE)**

Creating a second Analyst position is a vital step toward enhancing data-driven decision-making and operational efficiency within the Bellingham Fire Department. This role would also provide essential overlap and backup for our current Fire Analyst in maintaining key electronic systems and operational platforms, including our records management system, staffing software, and other mission-critical technology that supports daily emergency response and administrative functions.

As our services expand and become more complex, the ability to collect, interpret, and act on performance data is increasingly important for managing resources, improving service delivery, and supporting strategic planning. A dedicated Business Analyst would bring focused expertise in evaluating call volumes, response times, staffing models, budget trends, and program outcomes—translating raw data into actionable insights for department leadership and city partners. This position would also strengthen grant reporting, performance benchmarking, and continuous improvement initiatives across all divisions.

Establishing this role ensures the department remains informed, agile, and aligned with best practices in public-sector management. Partial funding for this position is anticipated through contracts for service with neighboring fire districts, making it both a strategic and fiscally responsible investment.

*This recommendation is a tier 3 project.*

#### **Administrative staff recommendation 5 - Create a logistics division (2.0 FTE)**

Creating and staffing a dedicated Logistics Division is essential to supporting the operational efficiency, readiness, and long-term sustainability of the Bellingham Fire Department. As our service demands grow, so does the complexity of managing equipment, supplies, fleet readiness, facilities, and inventory across multiple stations and divisions. We recommend establishing this division with a Division Chief and a Captain to provide strategic leadership and day-to-day operational oversight. This team would centralize and professionalize logistics functions, ensuring timely procurement, maintenance, and distribution of critical resources. They would also play a vital role in emergency preparedness, providing logistical support for EOC activations, and maintaining continuity during incidents or surges. Investing in this structure will reduce strain on frontline personnel, improve accountability, and enhance the department's ability to respond effectively and consistently to the needs of the community.

*The logistics Captain is a tier 1 project. The logistics Chief position is a tier 3 project.*

## **Administrative staff recommendation 6 - Facility improvement**

As with our fire stations, facility needs are also evident in our administrative offices, which require upgrades to accommodate current functions and future growth. The addition of new staff positions—such as a Financial Manager, Chief Administrative Officer, Business Analyst, and Logistics Division leadership—will further drive the need for efficient workspace, collaborative areas, and modern technology systems. These demands may necessitate remodeling existing facilities or acquiring new space to ensure our infrastructure supports expansion. Investing in these improvements will enhance productivity, support employee wellness, and reflect the department’s commitment to excellence and long-term service to the community.

*This recommendation is a tier 1 project.*

## ***New programs and initiatives***

The Department is committed to evolving its services to meet the growing challenges of a changing environment and an expanding community. Through recent assessments, we have identified several significant service gaps—particularly in rope rescue, wildland-urban interface firefighting, and surface water rescue—where current capabilities do not meet regional standards or reflect the risks present in our jurisdiction. We believe these gaps can be addressed by investing in targeted equipment and providing specialized training to our existing personnel, allowing the department to expand capabilities without major changes to staffing levels.

These three capability areas rise to the top as priorities for improvement. Each represents a known risk profile for the community and an area where the department’s current resources fall short of modern expectations and best practices.

### *Rope Rescue*

The department once operated a technical rope rescue program, which was eliminated in the late 2000s due to budget reductions. Bellingham’s diverse topography, including parks, trails, and steep terrain, regularly presents situations requiring high-angle rescue. When these incidents occur, crews must rely on volunteer search-and-rescue teams that often take hours to assemble. Reestablishing a rope rescue capability would allow for safer, timelier rescues and reduce dependence on external resources for time-sensitive emergencies.

### *Wildland-Urban Interface Firefighting*

Climate change has dramatically increased the threat of vegetation fires on the west side of the Cascades, making WUI preparedness a growing priority. Bellingham’s extensive parks and open spaces, many of which border residential neighborhoods, present conditions where fast-moving

wildland-urban interface fires could have severe impacts. While the department has begun initial steps—such as acquiring NFPA-compliant wildland PPE—additional training and equipment will be required to bring the department into alignment with regional standards of wildland readiness.

### *Surface Water Rescue*

Bellingham’s proximity to Lake Whatcom, Lake Padden, Bellingham Bay, and numerous rivers and creeks presents a wide range of water-related hazards, including swift water incidents, flooding, and submerged vehicle rescues. Current water-rescue capabilities are limited and do not fully match the risk environment or regional best practices. Strengthening this capability will improve service delivery, enhance firefighter safety, and support mutual aid contributions across the region.

#### **New Program Initiative 1 – Reestablish Rope Rescue Capability**

Reestablishing the rope rescue program would close a long-standing gap in emergency response. High-angle incidents require specialized equipment, training, and procedures that cannot be improvised on scene. Bringing this capability back will enhance firefighter safety, improve rescue timeliness, and serve as a foundational step toward broader technical rescue specialties, including confined space and swift water rescue.

#### **New Program Initiative 2 – Improve Water Rescue Capabilities**

Enhancing water-rescue operations would significantly improve responses in and around Bellingham Bay, Lake Whatcom, Lake Padden, and local rivers. Modern equipment and updated training approaches would strengthen the department’s ability to manage incidents such as near-shore rescues, flood emergencies, and submerged vehicles. Program expansion would also improve regional mutual aid strength and readiness.

#### **New Program Initiative 3 – Strengthen Wildland-Urban Interface (WUI) Response**

The department currently provides only limited urban-vegetation firefighting and relies on the Washington State Department of Natural Resources for large-scale incidents. Building a robust WUI response capability will require multi-year training for all members, acquisition of wildland tools and equipment, and eventually procurement of a dedicated wildland response vehicle. These steps will bring the department more closely in line with regional expectations and emerging risks.

#### **New Program Initiative 4 – Expand Technical Rescue Specialties**

After rope and water rescue programs are fully operational, the department should consider expanding into additional specialties such as confined space and trench rescue. These

capabilities would further strengthen technical response capacity and enhance regional mutual aid contributions.

*All of the initiatives outlined above fall within Tier 2. The department must first meet all Tier 1 operational and staffing requirements to ensure it has the capacity to support expanded specialty programs.*

## Cost Projections

The following tables provide a summary of the preceding recommendations. The cost estimates are specified by the tier of priority and make certain assumptions about the ability to hire and train staff over time. The expenses are cumulative.

The fire department considers the tier one recommendations the most critical to improving service delivery and situating the department successfully for future growth.

### Overview of tier recommendations

**Table 3:** Recommended service additions by tier

| <b>Tier</b> | <b>Recommendation</b> | <b>Description</b>             |
|-------------|-----------------------|--------------------------------|
| 1           | Operations 1          | 2nd Battalion Chief            |
| 1           | Operations 2          | 3rd Ambulance Transport Unit   |
| 1           | Operations 3          | Station 5                      |
| 1           | EMS 1                 | DC of EMS Training             |
| 1           | EMS 2                 | 2nd Paramedic Class Instructor |
| 1           | EMS 3                 | 40-hour EMS Captain            |
| 1           | Life Safety 1         | Senior Inspector               |
| 1           | Life Safety 4         | Pub Ed group funding           |
| 1           | Dispatch 1            | 2 additional dispatchers       |
| 1           | Dispatch 2            | Nurse Hotline                  |
| 1           | OEM 1                 | Plans Coordinator              |
| 1           | OEM 2                 | Office Assistant               |
| 1           | OEM 3                 | Public Outreach Coordinator    |
| 1           | Training 1            | Academy Staff                  |
| 1           | Training 2            | 2nd Training Captain           |
| 1           | Training 3            | Enhanced Training              |
| 1           | Admin 1               | Assistant Chief                |

|   |               |                                                          |
|---|---------------|----------------------------------------------------------|
| 1 | Admin 2       | Financial Manager                                        |
| 1 | Admin 5       | Logistics Captain                                        |
| 1 | Admin 6       | Facility Improvement                                     |
| 2 | Operations 3  | Station Improvements                                     |
| 2 | Operations 2  | 4th Ambulance Transport Unit                             |
| 2 | Operations 4  | Additional Ladder Company                                |
| 2 | Operations 5  | Funding for Fire Boat replacement                        |
| 2 | EMS 3         | 3 additional EMS Captains to achieve 2nd 24-hour Captain |
| 2 | Life Safety 2 | 2 additional fire inspectors                             |
| 2 | Dispatch 3    | Communications Manager                                   |
| 2 | Training 4    | Training facility                                        |
| 2 | Admin 3       | Chief Administrative Officer                             |
| 2 | New Programs  | Tech rescue/wildland                                     |
| 3 | Life Safety 3 | CRR Captain                                              |
| 3 | Life Safety 5 | Facility Improvement                                     |
| 3 | Admin 4       | Business Analyst                                         |
| 3 | Admin 5       | Logistics Division Chief                                 |

Based on the tiers assigned to the various service improvements, annual costs for the recommended service additions are estimated as follows.

**Table 4:** Annual cost of recommended service additions, 2027-2036

|               | 2027      | 2028       | 2029       | 2030       | 2031       | 2032       | 2033       | 2034       | 2035       | 2036       |
|---------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>TIER 1</b> | 6,464,000 | 10,639,000 | 14,358,000 | 14,824,000 | 15,845,000 | 16,938,000 | 17,780,000 | 19,017,000 | 20,340,000 | 21,755,000 |
| <b>TIER 2</b> | 263,000   | 397,000    | 2,055,000  | 6,229,000  | 9,163,000  | 9,305,000  | 9,907,000  | 10,601,000 | 11,343,000 | 12,137,000 |
| <b>TIER 3</b> | 192,000   | 206,000    | 414,000    | 492,000    | 333,000    | 2,504,000  | 2,385,000  | 2,552,000  | 2,731,000  | 2,922,000  |
| <b>TOTAL</b>  | 6,919,000 | 11,242,000 | 16,827,000 | 21,545,000 | 25,341,000 | 28,747,000 | 30,072,000 | 32,170,000 | 34,414,000 | 36,814,000 |

# Police Department Level of Service Evaluation and Recommendations

## Introduction

### *Mission and Vision Statements*

The mission of the Bellingham Police Department (BPD) is to ensure that Bellingham is a safe city to live, work, play, and visit. They achieve this mission through:

- A commitment to the community through proactive and reactive policing that serves to protect the vulnerable from harm.
- Building strong partnerships that ensure public trust.
- Providing education to both the community and our employees to ensure the highest level of professionalism.

BPD's vision is to be a leader in public safety through professional policing, championing procedural justice and optimizing modern concepts and technology.

The following core values are foundational to BPD's work.

- **Respect:** Value the people we serve, our fellow employees and the importance of law.
- **Compassion:** Make decisions and take actions with empathy and consideration.
- **Collaboration:** Consider the views of all stakeholders when working together to achieve the shared goals of our community.
- **Integrity:** Act with courage, honor, and truthfulness to uphold the trust of our community members.
- **Innovation:** Apply creative solutions in order to provide effective services.
- **Accountability:** Demonstrate responsibility through our communications and actions.

### *Funding*

The Police Department receives funding for police operations from the general fund. Other minor funding sources include:

- Public safety dispatch user fees. County-wide dispatch services are managed by the department and funded entirely by the agencies that use the service.

- Special revenues from state and federal entitlements and forfeiture shares represent less than \$500,000 per year.

## Description of Programs and Divisions

The Bellingham Police Department has 130 commissioned full-time employees and 82 civilian employees. Civilian positions include administrative staff, police support services staff, and public safety telecommunicators (dispatchers).

The Department is organized between two divisions: the Operations Division and the Services Division. The Operations Division of the Bellingham Police Department consists of Patrol, Investigations, and Special Operations.

### *Patrol Division*

In 2026, the Patrol Division consists of 66 officers, which includes eight sergeants, eight corporals, six crime scene investigators (CSIs), and two traffic officers. The Patrol Division is staffed on a 10-hour 40-minute per day schedule where officers work five days on, four days off, five days on, four days off, five days on, and then five days off which completes the 28-day work cycle. With the longer days, it means officers work 15 days and are off 13 days in each 28-day work cycle.

Patrol is split into two teams, a Blue and a Gold Team. When one team is working, the other team is on days off. This schedule allows for two overlapping workdays per month. On these days, one team staff patrols and the other has a full day of training called a Flexible Resource Day.

The teams are divided into four shifts with staggered start times to maximize overlap during the busiest parts of the day. The shift times are as follows.

**Table 5: BPD Shifts**

| Shift         | Start Time | End Time |
|---------------|------------|----------|
| <b>1 Paul</b> | 0620       | 1700     |
| <b>2 Paul</b> | 1020       | 2100     |
| <b>3 Paul</b> | 1620       | 0300     |
| <b>4 Paul</b> | 2020       | 0700     |

The shift begins 20 minutes after the hour. Each officer has ten minutes to set up their gear and car, and at 30 minutes past the hour, the shift gathers for a briefing and then goes out to handle calls. The outgoing shift has approximately 40 minutes to complete reports and finish their shift.

Each shift is staffed with a sergeant and a corporal as the supervision team, and six or seven officer positions. In some cases, CSI and traffic officers count toward the six or seven officer slots per shift.

BPD has three civilian Community Service Officers (CSOs) whose primary duties are to supplement patrol functions. CSOs work daytime hours, seven days per week. Their responsibilities include assisting with impounding of evidence, taking minor reports, reviewing online crime (?) reports, processing graffiti reports, and more.

### *Investigation Division*

The Investigations Unit consists of two sergeants, 11 detectives, and one part-time investigative assistant (an RNB civilian position.) The Investigations Unit is staffed primarily Monday through Friday, with two detectives and a sergeant on call during off hours, seven days a week. The detectives assigned to the unit investigate violent crime including murder, kidnapping, robbery, sexual assault, child abuse, felony level assaults, felony domestic violence crimes, financial crimes with a loss of at least \$50k, and some property crimes under special circumstances or that appear to have a high chance of being solved. Suspected Bias Incidents, such as suspected hate crimes, are also assigned to a detective for review and investigation.

Two detectives are assigned to the Internet Crimes Against Children Task Force chaired by the Seattle Police Department. Cyber tips for all such investigations in western Washington north of Everett that are received by Seattle PD are forwarded to the two detectives for investigation.

Child Protective Service (CPS) referrals received by BPD are screened and reviewed before being assigned for investigation. All CPS referrals involving allegations of sexual assault are investigated. If evidence of a crime is found, the referral will be assigned to a detective for investigation.

Missing person and juvenile runaway reports are assigned to the Investigative Assistant for an initial search of databases, and jail/hospital search to see if they can be located. If the case is suspicious, then it is assigned to a detective.

The Investigative Assistant also assists detectives with reviewing records of financial crimes and reviewing other data that may be of importance to the investigator.

In addition to the 11 detectives, two digital forensics officers are assigned to the Investigation Unit. Their job is to examine electronic devices for digital evidence.

A Video Forensic Officer and a Cellular Analysis Officer are also assigned to the Investigation Unit. The Video Forensics Officer locates, downloads and transfers video evidence while the Cellular Analysis Officer examines evidence on cellular phones to geolocate the phone to assist in evidence gathering. Digital Forensics, Video Forensics, and Cellular Analysis Officers use several different software programs to assist with the examination of this evidence.

### ***Special Operations Division***

The Special Operations division provides structure and supervision for full time positions such as bicycle officers, K9 Unit, and drug task force officers, and those who hold ancillary duties such as crisis negotiation, Special Weapons and Tactics (SWAT), Hazardous Devices Unit (HDU), K9, Honor Guard, Unmanned Aerial Systems (UAS), and the Public Order team.

#### **Bicycle Patrol Unit**

The Bicycle Patrol Unit consists of four officers and a sergeant. They work on two teams assigned to the patrol shift schedule to ensure coverage for the downtown area during the morning and daytime hours. The Bicycle Patrol Unit proactively responds to crime and other quality of life issues, specifically in the downtown core.

#### **K9 unit**

The K9 Unit consists of four officers, plus 4 dogs. Three of the K9s are patrol trained and cross trained in drug detection. One K9 is a trained explosive detection K9 with responsibilities of screening the premises of special events. The explosives K9 and drug detection K9s also screen property of travelers using the Alaska Marine Highway System.

#### **Northwest Regional Drug Task Force**

One sergeant and one officer are assigned to the Northwest Regional Drug Task Force, which is led by the Whatcom County Sheriff's Office. The Task Force members work with representatives of other local and federal law enforcement agencies to enforce laws related to the trafficking of narcotics in Whatcom County.

## **Ancillary Teams**

The SWAT team is an ancillary duty and consists of 14 operators and four marksmen. Two additional SWAT positions are held by Western Washington University Police Department officers. The SWAT team is trained to respond to high-risk situations such as barricaded subjects, high risk search warrants, and hostage situations.

The Crisis Negotiator Team is trained to respond and communicate with those in crisis with the goal of a peaceful result. There are 12 crisis negotiators assigned to both the Patrol and Detective Units.

The Public Order Team is trained to respond to public events and demonstrations to preserve and protect the rights of those assembled and to ensure the events remain peaceful. Membership on the Public Order Team is also an ancillary duty and consists of members of the Patrol Unit. The team is divided between the Mobile Response Team and Bicycle Response Teams.

The Bellingham Police Department has 12 Unmanned Aerial System (UAS) pilots who can fly any of the four UASs used by the Department. They are frequently used to provide real-time information during in-progress investigations. This information can assist in determining the proper response from our resources.

The Bellingham Police Department has a four-member Hazardous Devices Unit (HDU), trained to respond to calls related to explosive devices or suspicious packages and render them safe. Equipment they have available to them is an HDU robot, an x-ray machine, radiation detection devices, and a bomb suit. The HDU Team is the only hazardous devices team north of Marysville to Canada.

The Honor Guard consists of 6 team members who represent the Bellingham Police Department at funerals and memorials for fallen officers and retired officers. They also attend special events and parades where they may provide color guard services.

## ***Services Division***

The Services Division consists of the Records Bureau, the What-Comm 911 Communications Center, Police Technology, and Evidence and ID Unit.

## **Records Bureau**

The Records Bureau provides 24-hour service, seven days a week and is the only 24-hour records bureau in Whatcom County. When positions are full, 13 Police Support Services Specialists staff the Bureau and perform tasks such as responding to public disclosure requests, performing background checks, entering warrants and court orders into WACIC and NCIC, validating entries, and assisting officers with information requests. There are two supervisors who provide guidance and supervision for the Police Support Services Specialists, ensuring the Bureau is staffed appropriately, and overseeing the retention and deletion of records. The Bureau recently added a new position of a public disclosure supervisor. Two Police Support Services Specialists staff the lobby reception four hours a day, four days a week.

## **What-Comm 911**

The Bellingham Police Department operates What-Comm 911, which is the Public Safety Answering Point (PSAP) for Whatcom County. All calls for fire and emergency services placed in Whatcom County are routed through the What-Comm 911 dispatch center. What-Comm 911 provides dispatch services for Western Washington University Police Department and all municipal police departments in Whatcom County. Calls for the Fire Department are transferred to the Prospect dispatch center located at the Bellingham Fire Station on Broadway St.

## **Technology**

Police technology is managed by the Police Technology Manager, a Systems Analyst, and a Technical Support and Training Specialist. This Police Technology team is tasked with ensuring technology systems used by staff are operational and secure.

## **Evidence and ID Unit**

The Evidence and ID Unit is tasked with the intake and storage of property and evidence impounded by officers. The unit is currently staffed with an interim Evidence and ID Supervisor and two Evidence Specialists. The Evidence and ID Supervisor is responsible for managing the flow of property and evidence into and out of the Department's custody, seeking and providing training opportunities to the CSIs, and ensuring the Department is adhering to policy and industry best practices.

## Current Level of Service

### *Staffing*

To serve our community, the Bellingham Police Department employs both commissioned and non-commissioned personnel. Within this responsibility is the What-Comm dispatch center that services 11 law enforcement agencies within Whatcom County.

The Police Department is currently allotted the following full-time employees for each section:

- 130 full-time commissioned personnel
- 44 What-COMM employees (includes IT, GIS, and accounting technician)
- 19 Records personnel
- 13 IT Personnel
- 4 Community Service Officers
- 1 Crime Intel Analyst
- 1 Public Information Officer
- 2 Warrant Officers
- 1 Code Enforcement Officer
- 1 Accounting Technician
- 1 Administrative Coordinator

### **Challenges in allocating FTE resources**

Training delays and projected retirements create a challenge for our organization when allocating FTE resources. While some positions may be filled, they may not be operational for a full year after being hired. Additionally, we are currently unable to fill projected retirements until those individuals submit paperwork with their intention and date of retirement. By keeping positions frozen, we only further delay the ability to get personnel fully operational so that we can allocate them in a different way to meet the needs of our city.

### *Commissioned Personnel Hiring and Training*

Commissioned personnel present a unique challenge when filling positions. There is an extensive hiring process that takes approximately three to five months.

Even when a position may be filled it requires nine months to a year to reach full operational capacity. During that time, these employees are in various stages of their training process, to include pre-academy, academy, post-academy, and field training.

The new employee must first attend the Criminal Justice Training Commission Basic (CJTC) Law Enforcement Academy. Despite the CJTC opening the north-end academy in Arlington, BPD continues to experience delays in getting newly hired employees to the academy, further extending the period before an employee is fully operational. It also causes a greater strain on our field training program as newly hired employees come back from the academy in larger groups.

### *Projected Retirements*

By the end of 2026, there will be 18 commissioned personnel who are of retirement age (53 or older). We are aware of at least three individuals who have made known their intent to retire in late 2025 or 2026.

### **Facilities**

The Police Department's station was built in 1992. It houses all employees except for those at What-Comm and two commissioned personnel assigned to the task force.

The current station lacks space for multiple needs within the department, requiring the department to rent space to house evidence and specialty equipment. In addition, the facility is not equipped with a gun range which requires the rental costs of using outside facilities.

What-Comm is in the process of building a new facility to house the dispatch center. The new building is projected to be completed in early 2027. The new What-Comm facility will be more resilient to natural disasters and continuity of operations. It also provides ample room for employee wellness and organizational growth.

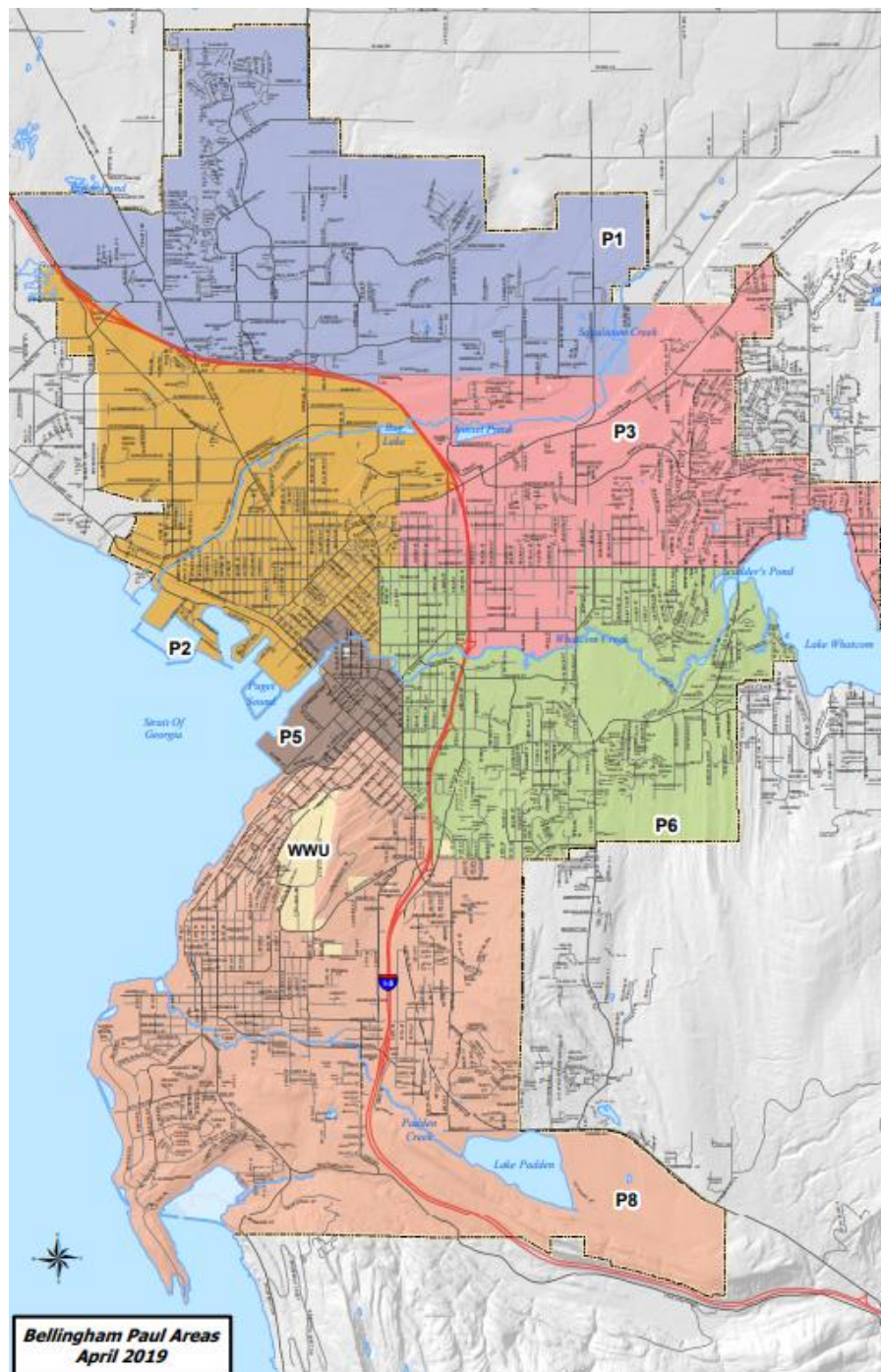
### **Assignment of Cases**

Criminal cases are reviewed and assigned by detective sergeants depending on the severity of the crime and staffing availability. Between January 1 and September 11, 2025, there were approximately 1,468 cases that involved a criminal element that were not assigned to an officer or a detective. Most of these cases pertain to property-related crimes, including theft, malicious mischief, burglaries, forgeries, and fraud investigations.

## *Patrol Area Map*

Our department has divided the city limits into six sectors that are designated as patrol areas. Patrol officers are responsible for responding to calls for service and patrolling their assigned area.

**Figure 6:** BPD Patrol Areas

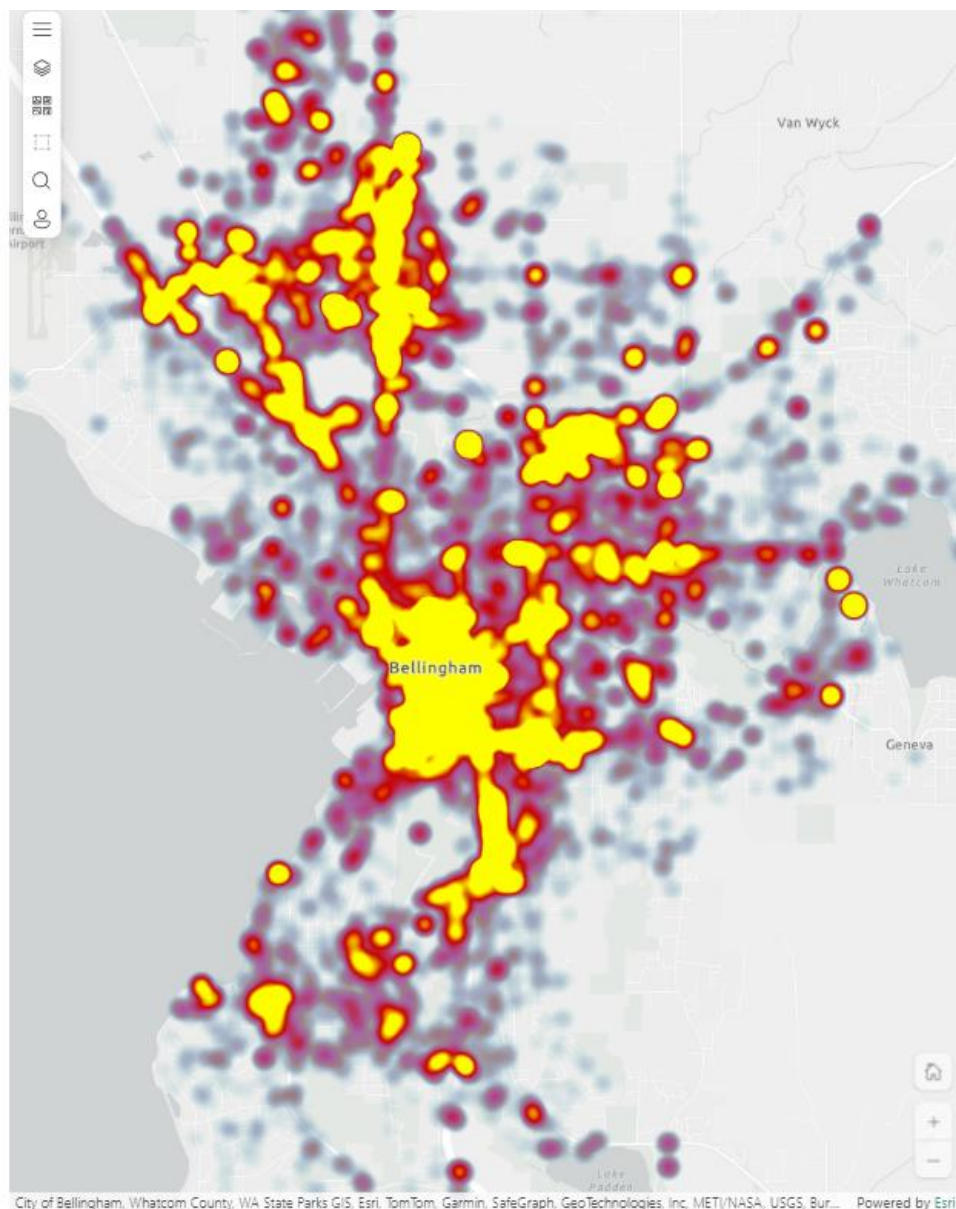


## 911 Call Volume

In 2024, officers responded to 53,267 calls for service, or an average of 146 calls per day. This number does not factor in the complexity between calls for service and the additional follow-up that many calls for service require.

The heat map below shows the concentration of calls in 2025 as of Mid-August 2025. The concentration of calls is highest in the downtown corridor and along major arterial roads where there is higher concentration of businesses.

**Figure 7:** Heat map of Bellingham Police Department calls for service from Jan-Aug 2025



## Call Response Times

911 calls for service are triaged and prioritized by dispatchers using a numerical system as described below. While response times alone are not a suitable metric for determining staffing levels, they do offer valuable insight into resource allocation and call volume trends.

In 2024, the following were the average response times by our officers from the time the 911 call was received by dispatch to when the officer(s) arrived on scene.

**Table 6:** Average response time by call priority level

| Call Priority | Definition                                                                         | Examples                                                                           | Average Response Time |
|---------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------------|
| 1             | Life-Safety Emergency or High-Risk Officer Safety Incident                         | Physical Domestic Violence, In-Progress Burglary, and Injury Traffic Collisions    | 7:08                  |
| 2             | In-Progress Emergency (Moderate life-safety factors)                               | Verbal Domestic Dispute, Neighborhood Dispute, and Theft                           | 8:32                  |
| 3             | In-Progress Incident (No immediate life-safety factor)                             | Non-Injury and Non-Blocking Traffic Collisions, Drug Complaints, and Bicycle Theft | 17:38                 |
| 4             | In-Progress Nuisance Incidents or Cold Incidents with Potential Evidentiary Value  | Noise Ordinance Reports, Property Recovered Reports, and Surrender of Weapons      | 33:27                 |
| 5             | Cold Incidents (No suspect present and incident occurred more than 15 minutes ago) | Routine Cold Reports of Law Enforcement Incidents                                  | 34:41                 |

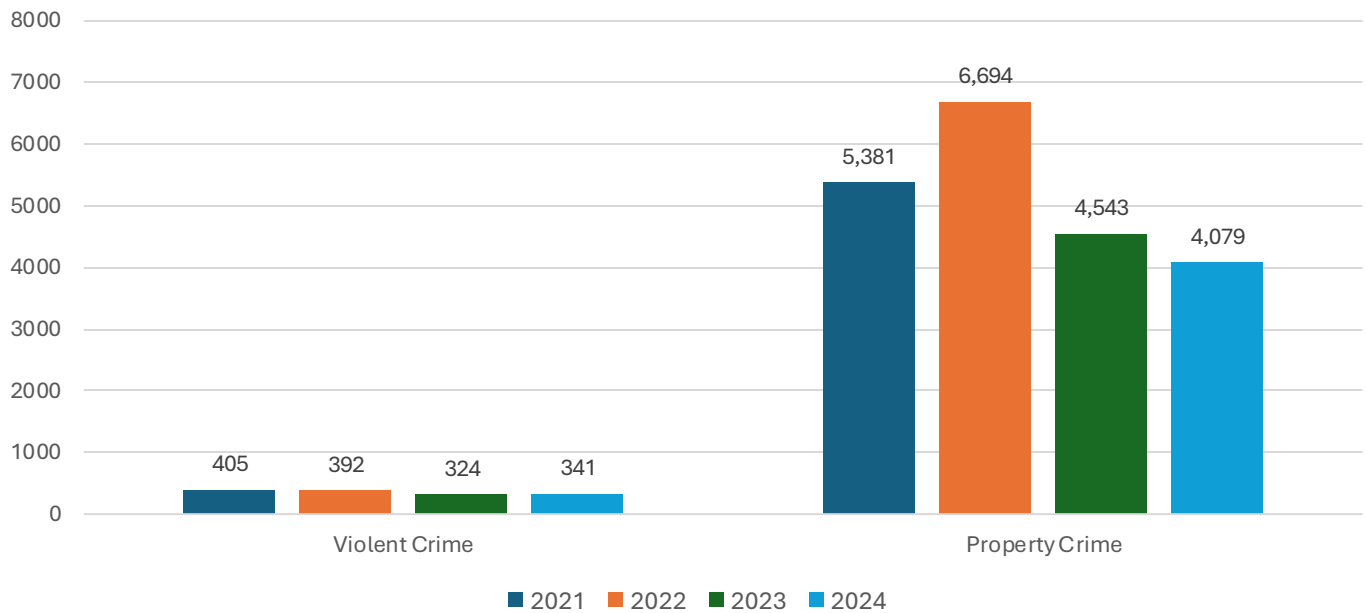
## Call Type Reported

The Bellingham Police Department provides crime statistics to the Federal Bureau of Investigations (FBI) in the National Incident-Based Reporting System (NIBRS) as part of the Uniform Crime Reporting (UCR) program. The crimes are separated into two categories: violent crime and property crime.

The violent crime category includes murder/non-negligent manslaughter, negligent manslaughter, forcible rape, robbery, and aggravated assault. The non-violent crime category includes burglary,

arson, motor vehicle theft, pocket picking larceny theft, purse snatching, theft from building, theft of motor vehicle parts, theft from motor vehicle, theft from coin operated machine, all other larceny, and shoplifting.

**Figure 8:** Number of calls by NIBRS type, 2021-2024



## Situational Analysis

### *Internal Employee Engagement*

The City of Bellingham hired Triangle Associates to engage police department employees to determine the department’s strengths, weaknesses, opportunities, and threats. Key themes were brought forth, some of which are helpful to the strategic planning process. They can assist in guiding decision making for future planning.

### **Strengths**

#### *Quality team members*

The department prides itself on maintaining very high hiring standards to include an educational requirement. This hiring standard provides the best opportunity to hire the most qualified candidates who will uphold the values of the department.

During the engagement sessions, team members expressed strong trust and camaraderie with their co-workers. They also recognized the competency and effectiveness of our first-line supervisors.

#### *Training programs and professional development*

The department's unique patrol schedule provides for one full day of in-house training every month, which far exceeds the 24 hours a year required by the state. This ensures that our officers are provided with both classroom and hands-on training in a multitude of disciplines.

The field training program was recognized for maintaining high standards and organization.

#### *Technology and equipment*

Team members are provided with modern resources to help with doing their jobs safely. The department demonstrates a desire to adopt new technologies.

#### *Wellness programming*

Team members identified that wellness programming and Peer Support help to facilitate organizational health.

### **Weaknesses**

#### *The need for a stronger strategic direction*

While we recognize that our strategic plan has not been updated since 2018, we have maintained yearly goals ensuring that our agency is in alignment with accreditation standards. This document serves to provide a step toward improvement in this identified weakness.

#### *Inexperienced workforce*

A large portion of our commissioned team members have less than five years of experience. First line supervisors are being promoted earlier in their careers, and a large portion have less than two years of experience in their role. There is a recognition that there is a need for more robust professional development.

### *Insufficient staffing*

As shown by the workload assessment contained within this document and considering that most calls for service require two officers to enhance safety, current staffing levels are not sufficient to meet the needs of the ever-growing community. This sentiment was echoed by our team members.

### *Training and professional development*

Training and professional development opportunities were reported as both a strength and a weakness by our team members. This is likely due to the focus of the training more than the amount of training. There is an identified need to provide more training to supervisors, along with providing more professional development and mentoring opportunities.

## **Opportunities**

### *Pursuing additional funding sources*

Grants and federal funding are opportunities to help support the existing police department budget with new equipment and emerging technologies. Team members recommended that the department hire a full-time grant writer to assist in these efforts.

### *Investing in training and professional development*

Provide more leadership training opportunities for those in leadership roles and those aspiring to be a leader who are actively seeking promotion.

### *Investment in technologies to increase efficiency and effectiveness*

There are several existing and emerging technologies that could make departmental efforts more efficient and effective. These would take capital investment to implement.

### *Increase community engagement and public education efforts*

Build more trust and support from our community through more community engagement opportunities. Examples include engaging with neighborhoods, businesses and increasing our social media presence.

## Threats

### *Retaining team members*

There are several factors that affect the retention of employees, including but not limited to a lack of advancement outside of the patrol division, staffing levels, and compensation when compared to cost-of-living.

### *City budget and priorities*

Team members expressed concern that current budget allocations may impact the department's ability to operate at full capacity and adequately meet the evolving needs of the community.

### *Jail booking restrictions and judicial follow-through*

Booking restrictions placed on law enforcement by the jail's lack of capacity reduces the effectiveness of law enforcement to enhance public safety. Staff members reported a lack of judicial follow-through (charging crimes, release of individuals, etc.) that also reduce the effectiveness of law enforcement to enhance public safety.

### *Inadequate resources to effectively address the issues surrounding homelessness, drug addiction, and mental health*

There are inadequate and/or ineffective resources to address homelessness, drug addiction, and mental health issues. With a lack of adequate resources, law enforcement is left as the main resource available to address these issues.

## **Projected Growth**

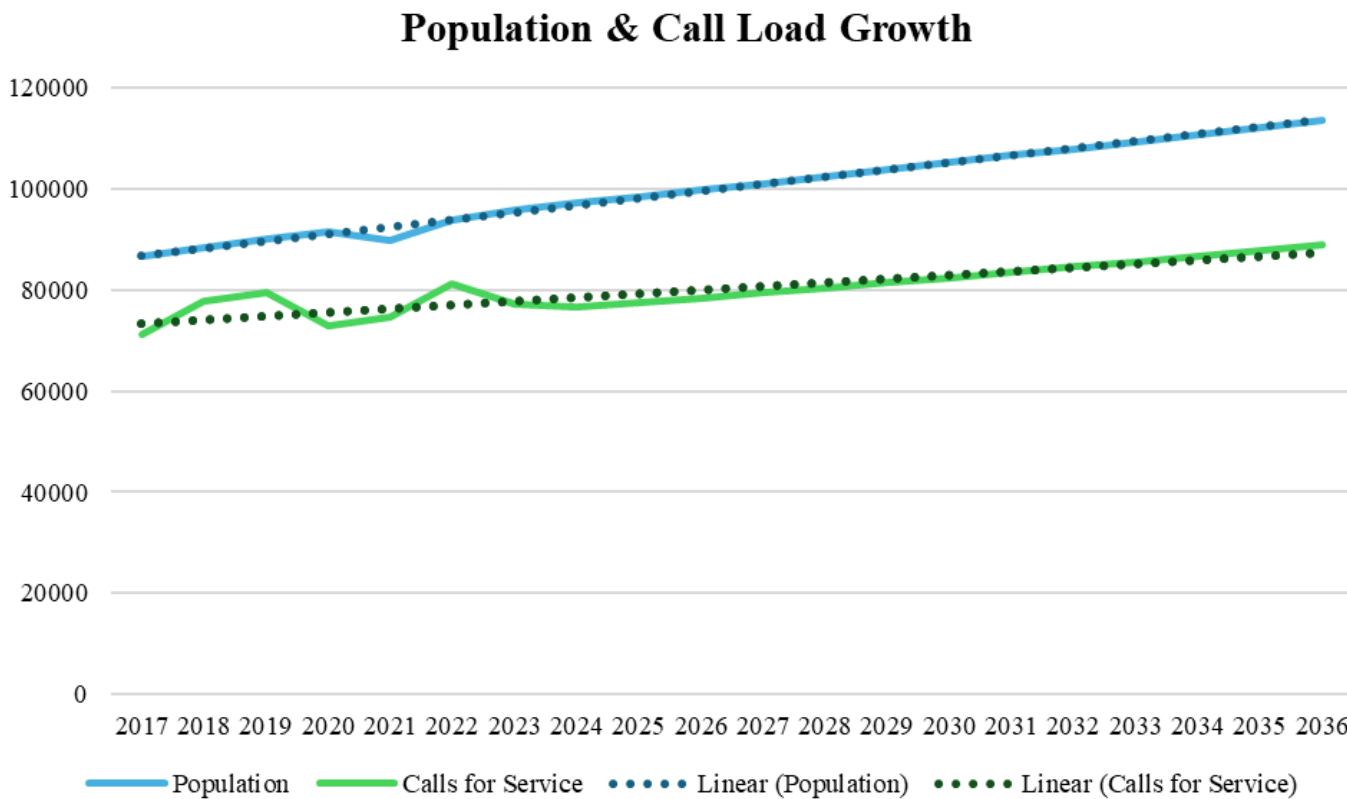
Based on growth projections referenced earlier in this report, by 2036, the City's population is projected to be approximately 112,158 people, with 53,306 housing units in the city.

Figure 9 projects the increase in calls for service based on population growth through 2036. The total Computer Automated Dispatch (CAD) case numbers in 2025 were 76,460. CAD numbers represent both 911 calls for service and self-initiated activity by the officer, together representing the total call volume for BPD. It should be noted that officers do not respond to every call assigned a CAD case numbers. These calls are of varying degrees of complexity that require a different number of staff to respond depending on the call for service. Most calls for service require at least two officers to respond to enhance officer safety.

An analysis of CAD data from 2014 through 2024 indicates an average annual growth rate in calls for service of approximately 1.25%. Applying this historical trend as a projection model suggests that call volume will continue to increase at a similar rate, with the annual call volume projected to reach approximately 88,900 by the year 2036. This is an imperfect methodology for assessing the impact of population on call loads, but changes in data collection practices prior to 2017 make longer term assessment impractical.

The increase in population and inevitable increase in call volume will require the police department to grow to meet those additional needs.

**Figure 9:** Bellingham population and calls for service, historical and projected, 2017-2036



However, the trendline may not be as linear as projected above based on the projected increase in population density.

**Population Density Considerations**

The City projects that growth in the next 10 years will be a higher density, with the focus on multi-unit and middle housing infill properties such as apartments, duplexes, and accessory dwelling

units (ADUs). Specifically, the City expects an annual increase of 300-400 multi-unit properties (apartments, condos, duplexes), 150-200 infill properties (ADUs, subdividing an existing plot into two) and 40-50 single-detached homes.

This change in growth strategy creates a challenge in projecting call load volume in the future. As Bellingham experiences growth through denser development, we expect there will be an increase in demand for police services. As seen in Figure X, call load growth can be illustrated in a relative linear increase. However, the development of multi-unit housing is expected to generate a disproportionately higher call volume due to population density and shared spaces that create a higher potential for interpersonal conflict.

### ***Key Community Partnerships and Call Volume***

Several key partnerships with other organizations help to alleviate some of the call load for BPD. These partners include, but are not limited to, the Alternative Response Team (ART) and Ground-Level Response and Coordinated Engagement (GRACE) program.

ART is designed to response to specific non-violent behavioral health 911 calls. ART is currently staffed Monday through Friday, 0830-1730. One of their staff members located in What-Comm to help determine which 911 calls can be diverted to ART. Of the 911 calls for service between October 2024 – October, 1,502 calls were diverted from BPD to ART.

The continued expansion of ART would have a positive impact on the workload of the police department by diverting even more non-law enforcement calls to the appropriate response, reducing the need for a police officer to be involved. This would allow for more police department resources to be devoted to calls and follow-up that are criminal in nature.

GRACE provides intensive, coordinated services to people who are high utilizers of the emergency and criminal justice systems. GRACE case managers work with clients to provide services that reduce the utilization of emergency services by their clients. According to statistics gathered by the GRACE program, those enrolled in the program have a reduced number of jail bookings. GRACE also helps to reduce the number of non-law enforcement calls for service through their work.

### ***Workload Assessment***

A recent workload assessment was conducted using a nationally recognized staffing model developed by the International Association of Chiefs of Police. This model helps determine how many officers are needed to effectively meet the demands of the community.

The model calculates how many hours a single officer is available to work in a year, factoring in typical hours worked per shift and accounting for time off. We used a sample of officers from each division to estimate average time off, which gives us a more accurate picture of actual working hours.

This process results in a number called the “relief factor,” which accounts for how much coverage is needed to ensure that staffing levels remain consistent even when officers are off duty.

Next, the model looks at how many calls for service the department receives and how long, on average, officers spend on each call. These figures, along with other operational factors, are used to calculate how many officers are needed to handle the workload.

Based on this assessment, additional staff are needed to meet current needs.

- **Patrol Division:** The analysis showed that, at current call volumes, the patrol division should be increased by 11 officers, bringing the total to 77 officers. This includes sergeants, corporals, traffic officers, and crime scene investigators.
- **Investigations Division:** The model recommended an increase of 8.5 detectives, for a total of 19 detectives (not including supervisory staff). In 2025, we took a step toward this goal by adding 2 full-time detectives to the division.

## Level of Service Improvements

### *Departmental Goals and Focus*

When casting a vision for the future of the department, we consider not only areas for improvement and growth, but also the areas where the department performs well both in staffing allocation and focus. The department must maintain consistency in those areas that are strengths, such as:

- Maintaining our high hiring standard to ensure that the most qualified candidates are selected.
- A continued focus on applicable training through both in-service and outside training, within budgetary parameters, to ensure that our officers are at the forefront of best practices.

- Continuing to support the efforts of enhancing public safety in the Central Business District through the bicycle unit and participation in the drug task force.
- Ensuring that emerging technologies are explored and implemented when feasible.
- Ensuring that the wellness and safety of our team members is a priority through the support of programming.
- Maintaining our status as an accredited agency.

We set the following goals to provide organizational focus, allowing us to maintain successful existing programs and achieve new initiatives.

- Increase community engagement by our team members.
- Increase traffic safety in the community.
- Increase the sense of safety in the Central Business District.
- Increase investigation capacity to ensure that there is support for victims and accountability of suspects.
- Increase professional development for police department employees to ensure that the organization is innovative in our approach and adhering to best practices.

These goals are reflected in both the short-term and long-term plan for the department's structure and initiatives. Officer safety must remain a foundational priority in all future strategic planning efforts, and it should be a guiding principle when evaluating and determining appropriate staffing allocations, ensuring that operational decisions consistently support the well-being and security of personnel. This plan will provide a roadmap of how the department intends to achieve these goals through both programming and staffing allocation.

## ***Staffing Allocation***

### **Framework for Staffing Allocation**

The allocation of staffing resources must be guided by our mission – to ensure that Bellingham is a safe city to live, work, play, and visit – and our vision – to be a leader in public safety through professional policing, championing procedural justice and optimizing modern concepts and technology.

To that end, resource allocation decisions must be responsive to the evolving needs and unique challenges of our community. These challenges may be addressed either through enhancing existing units or the development of new, specialized units. Thoughtful consideration is necessary when determining how to address the challenges our city faces now and in the future.

Equally important is the prioritization of the wellness of our team members. This includes appropriately staffing already existing units prior to initiating new ones and ensuring that existing units are equipped with the tools, training, and technology necessary to effectively operate.

The staffing models outlined below serve as a foundational framework for current operations; however, they are intentionally designed to remain adaptable. Unforeseen community needs, emerging public safety challenges, or innovative ideas from within the organization may necessitate adjustments to existing roles or the creation of new positions or units. Our team members are uniquely positioned to identify evolving issues and propose solutions that enhance service delivery. As such, this plan emphasizes the importance of flexibility, ensuring the department can respond proactively and effectively to both internal insights and external demands.

## ***Staffing Allocation Models***

### **Modeling Framework**

Based on the workload assessment above, we start with the premise that our current staffing levels are inadequate to meet the needs of the city. As stated previously, our patrol division is divided into two teams. Each team has four shifts with staggered start times to maximize the overlap during the busiest parts of the day. The following is the minimum staffing for patrol based on the hours throughout the day:

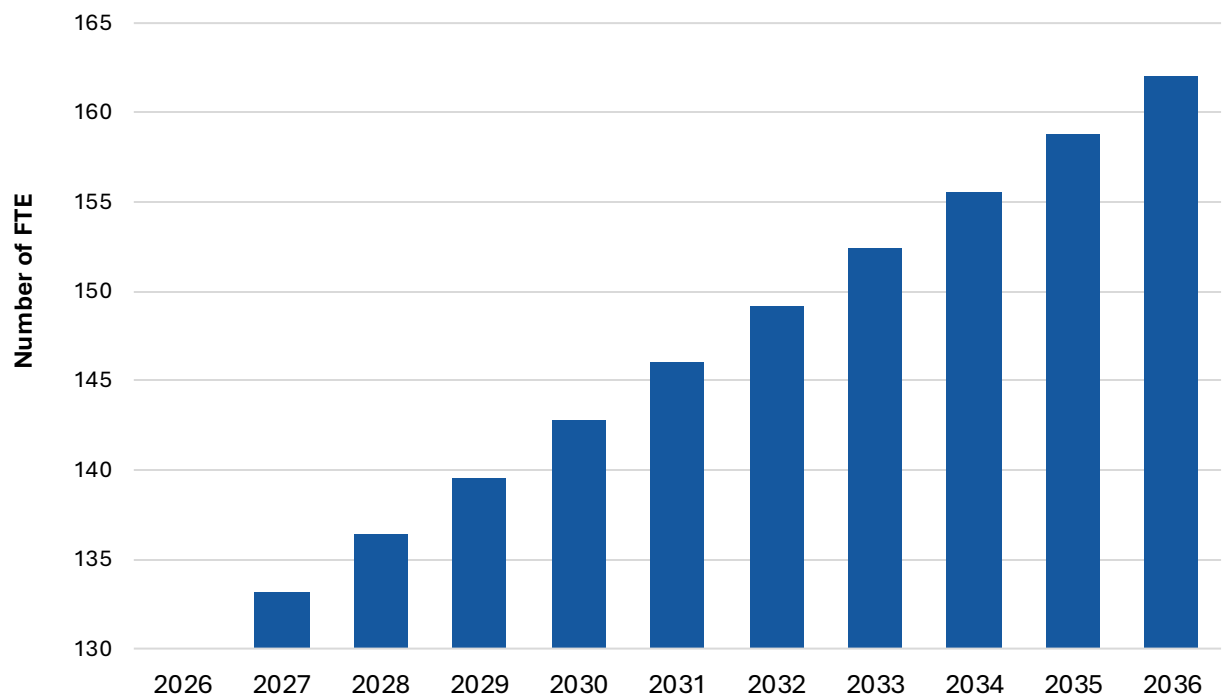
- 0300-1020 - Five officers (to include a supervisor)
- 1020-0300 - Ten officers (to include two supervisors)

This minimum staffing level is not sustainable as our city continues to grow. Adequate staffing would include each of the six patrol areas being staffed on every shift. This would allow for adequate coverage and distribution of officers across the city, thus reducing call response times because when there are gaps in the coverage of patrol areas, officers are required to respond from different sectors of the city. Having each area covered would also provide more opportunity

for community outreach and provide more time to conduct proactive police work, such investigative follow-ups, extra patrols, and traffic enforcement.

The realistic, desired future organization would be an increase of 32 officers in the next 10 years, to 162 commissioned personnel. This is a growth of 3.2 FTE per year.

**Figure 10:** Recommended increased in commissioned FTE



There is an inherent challenge in forecasting the City’s general fund and any additional funding sources to supplement the police department’s budget over the next 10 years. Thus, this plan provides three staffing models per milestone year for commissioned personnel.

*Comprehensive Impact Model*

This model represents the ideal organizational structure assuming dedicated and sustained funding. It projects an annual growth of 3.2 commissioned personnel over the next decade, for a total of 162 commissioned personnel in 2036. This model provides the highest level of services to enhance public safety.

### *Strategic Progression Model*

This model projects a more moderate budgetary forecast, which would require a reduction in services when compared to the Comprehensive Impact Model. It projects annual growth of 2.3 commissioned personnel over the next decade, for a total of 153 commissioned personnel in 2036. The specific trade-offs in services and operational impacts are detailed in the section below.

### *Foundational Readiness Model*

This model represents a constrained fiscal environment in which services are only minimally increased over the next decade for a total of 143 commissioned personnel in 2036. It projects an annual growth of 1.3 commissioned personnel. The specific trade-offs in services and operational impacts are detailed in the section below.

### *Assumptions*

These models represent additions to full-time equivalent staff (FTEs) with the assumption that all 130 allotted FTEs are fully operational, which they are currently not. The growth will be phased in as allotted FTEs become operational, with the focus on increasing patrol staffing. The growth is in ranking order of priority.

Each year's model is compared against the previous year's model in the same classification (i.e. 2028 Model A is compared against 2027 Model A). This presumes that the growth that occurred in the previous year(s) has occurred.

### **2027 Comprehensive Impact Model (commissioned personnel)**

The Comprehensive Impact Model for 2027 is an annual growth of 3 FTEs for a total of 133 FTEs. The growth would allow for the implementation of the following:

- Increase the CSI division from **four to six**
- Increase in patrol staffing from 65 to 75 (two assigned as traffic officers)
- Increase in detective division staffing from **12 to 14 detectives**

## 2027 Strategic Progression Model (commissioned personnel)

The Strategic Progression Model represents moderate growth in the budgetary forecast. This model represents an annual growth of two officers for a total of 132 commissioned FTEs. The moderate growth would allow for the implementation of the following:

- Increase the CSI division from **four to six**
- Increase in patrol staffing from 65 to 74 (two assigned as traffic officers)
- Increase in detective division staffing from **12 to 14 detectives**

## 2027 Foundational Readiness Model (commissioned personnel)

The Foundational Readiness Model represents the most constrained budgetary scenario. This model represents an annual growth of one officer for increase to 131 commissioned FTEs. This minimal growth would only allow for the implementation of the following:

- Increase the CSI division from **four to six**
- Increase in patrol staffing from 65 to 73 (two assigned as traffic officers)
- Increase in detective division staffing from **12 to 14 detectives**

**Table 7: Model Staffing Comparison, 2027**

|                  | 2027 Commissioned Personnel |                       |                        |
|------------------|-----------------------------|-----------------------|------------------------|
|                  | Comprehensive Impact        | Strategic Progression | Foundational Readiness |
| Chief            | 1                           | 1                     | 1                      |
| Deputy Chief     | 2                           | 2                     | 2                      |
| Patrol LT        | 1                           | 1                     | 1                      |
| Patrol Lt        | 1                           | 1                     | 1                      |
| Investigation Lt | 1                           | 1                     | 1                      |
| Spec Ops Lt      | 1                           | 1                     | 1                      |
| Services Lt      | 1                           | 1                     | 1                      |
| OPR Lt           | 1                           | 1                     | 1                      |
| Patrol Sgt       | 8                           | 8                     | 8                      |
| Patrol Cpl       | 8                           | 8                     | 8                      |
| Patrol Ofc       | 59                          | 58                    | 57                     |
| MCU Sgt          | 1                           | 1                     | 1                      |
| MCU Det          | 7                           | 7                     | 7                      |
| HUD Det          | 1                           | 1                     | 1                      |
| SVU Sgt          | 1                           | 1                     | 1                      |
| SVU Det          | 7                           | 7                     | 7                      |
| Forensic Det     | 4                           | 4                     | 4                      |
| EVID/ID Sup      | 1                           | 1                     | 1                      |
| EVID/ID Ofc      | 1                           | 1                     | 1                      |

|                      |     |     |     |
|----------------------|-----|-----|-----|
| <i>CSI</i>           | 6   | 6   | 6   |
| <i>Traffic Ofc</i>   | 4   | 4   | 4   |
| <i>K9 Supervisor</i> | 1   | 1   | 1   |
| <i>K9 Ofc</i>        | 3   | 3   | 3   |
| <i>Bike Sgt</i>      | 1   | 1   | 1   |
| <i>Bike Ofc</i>      | 4   | 4   | 4   |
| <i>Task Force</i>    | 2   | 2   | 2   |
| <i>Training Sgt</i>  | 1   | 1   | 1   |
| <i>Training Ofc</i>  | 1   | 1   | 1   |
| <i>Range Ofc</i>     | 1   | 1   | 1   |
| <i>ROC</i>           | 1   | 1   | 1   |
| <i>Outreach Ofc</i>  | 1   | 1   | 1   |
|                      | 133 | 132 | 131 |

### 2027 Comprehensive Impact Model - What-Comm

What-Comm has spent the last five years catching up from an outdated number of Public Safety Telecommunicators (PST). This increase in PSTs working at all hours, coupled with the recognized importance of routine PST supervision in nationwide best practices, necessitates sufficient supervisors to ensure 24/7 What-Comm supervision. What-Comm currently has four Dispatch Supervisors. Six Dispatch Supervisors are required to ensure 24/7 supervision of What-Comm's operations. One supervisor will remain the Training Supervisor. The following is the ideal growth of What-Comm in 2027:

- Increase Dispatch Supervisors from **five to seven**

### 2027 Comprehensive Impact Model - Records Division

When the commissioned personnel positions grow, there will be a need for the support staff to grow as well. The following is the idea growth of the Records Division in 2027:

- Increase Records Specialists from **12 to 15**
- Increase Records Supervisors from **three to four**

### 2027 Comprehensive Impact Model - Technology Division

Technology is an integral aspect of supporting the police department's work, both in technology upgrades and technology personnel. We have identified a need for crime analysts. The following is the ideal growth of the Technology Division in 2027:

- Implement Tactical Crime Analyst

### 2028 Comprehensive Impact Model (commissioned personnel)

The Comprehensive Impact Model for 2028 is an annual growth of 3 FTEs for a total of 136 FTEs. One should note that there is a strategic decision to reduce the patrol staffing level from the 2027 model. This is to allow for the implementation of other needed positions. The following would be implemented as a result of the growth:

- Implement a Forensic Sergeant
- Implement an Administrative Sergeant
- Decrease patrol staffing from **75 to 74**
- Increase in detective division staffing from **14 to 16 detectives**

### 2028 Strategic Progression Model (commissioned personnel)

The Strategic Progression Model represents moderate growth in the budgetary forecast. This model represents an annual growth of two officers for a total of 134 commissioned FTEs. The following would be implemented in this model:

- Implement a Forensic Sergeant
- Implement an Administrative Sergeant

### 2028 Foundational Readiness Model (commissioned personnel)

The Foundational Readiness Model represents the most constrained budgetary scenario. This model represents an annual growth of one officer per year for a total of 132 commissioned FTEs. The following would be implemented in this model:

- Implement a Forensic Sergeant
- Implement an Administrative Sergeant
- Reducing patrol staffing from **73 to 72**

**Table 8:** Model Staffing Comparison, 2028

|                     | 2028 Commissioned Personnel |                       |                        |
|---------------------|-----------------------------|-----------------------|------------------------|
|                     | Comprehensive Impact        | Strategic Progression | Foundational Readiness |
| <i>Chief</i>        | 1                           | 1                     | 1                      |
| <i>Deputy Chief</i> | 2                           | 2                     | 2                      |
| <i>Patrol LT</i>    | 1                           | 1                     | 1                      |
| <i>Patrol Lt</i>    | 1                           | 1                     | 1                      |

|                         |     |     |     |
|-------------------------|-----|-----|-----|
| <i>Investigation Lt</i> | 1   | 1   | 1   |
| <i>Spec Ops Lt</i>      | 1   | 1   | 1   |
| <i>Services Lt</i>      | 1   | 1   | 1   |
| <i>OPR Lt</i>           | 1   | 1   | 1   |
| <i>Patrol Sgt</i>       | 8   | 8   | 8   |
| <i>Patrol Cpl</i>       | 8   | 8   | 8   |
| <i>Patrol Ofc</i>       | 58  | 58  | 56  |
| <i>MCU Sgt</i>          | 1   | 1   | 1   |
| <i>MCU Det</i>          | 8   | 7   | 7   |
| <i>HUD Det</i>          | 1   | 1   | 1   |
| <i>SVU Sgt</i>          | 1   | 1   | 1   |
| <i>SVU Det</i>          | 8   | 7   | 7   |
| <i>Forensic Sgt</i>     | 1   | 1   | 1   |
| <i>Forensic Det</i>     | 4   | 4   | 4   |
| <i>EVID/ID Sup</i>      | 1   | 1   | 1   |
| <i>EVID/ID Ofc</i>      | 1   | 1   | 1   |
| <i>CSI</i>              | 6   | 6   | 6   |
| <i>Admin Sgt</i>        | 1   | 1   | 1   |
| <i>Traffic Ofc</i>      | 4   | 4   | 4   |
| <i>K9 Supervisor</i>    | 1   | 1   | 1   |
| <i>K9 Ofc</i>           | 3   | 3   | 3   |
| <i>Bike Sgt</i>         | 1   | 1   | 1   |
| <i>Bike Ofc</i>         | 4   | 4   | 4   |
| <i>Task Force</i>       | 2   | 2   | 2   |
| <i>Training Sgt</i>     | 1   | 1   | 1   |
| <i>Training Ofc</i>     | 1   | 1   | 1   |
| <i>Range Ofc</i>        | 1   | 1   | 1   |
| <i>ROC</i>              | 1   | 1   | 1   |
| <i>Outreach Ofc</i>     | 1   | 1   | 1   |
|                         | 136 | 134 | 132 |

## 2028 Comprehensive Impact Model - What-Comm

Building on increases in 2027, the increase in Dispatch Supervisors will necessitate a long-overdue adjustment to What-Comm's leadership. The Deputy Director has handled all administrative matters, and the workload is neither sustainable nor advisable from a standpoint of span of control or continuity of operations.

We will create two manager-level positions: one to oversee day-to-day operations and another to oversee training, compliance, and administration. This will better align with our current organizational structure, which currently contains one manager overseeing Information Technology.

After this, What-Comm will have three manager positions: Operations, Training, and Information Technology. The three managers will report to the Deputy Director, whose job classification shall change to Director. The following is the ideal growth of What-Comm for 2028:

- Increase the Manager position from **one to three**
- Increase Public Records Specialist from **.05 to 1**
- Re-Classify the Deputy Director to Director

#### **2028 Comprehensive Impact Model - Records Division**

When the commissioned personnel positions grow, there is a need for the support staff to grow as well. The following is the idea growth of the Records Division in 2028:

- Increase Support Services Specialists from **15 to 17**
- Increase Records Supervisors from **four to five**

#### **2028 Comprehensive Impact Model - Technology Division**

Technology is an integral aspect of supporting the police department's mission. This is both in technology upgrades and technology personnel. There has been an identified need for crime analysts. The following is the ideal growth of the Technology Division in 2028.

- Implement the Intel Crime Analyst

#### **2031 Comprehensive Impact Model (commissioned personnel)**

To effectively progress toward our envisioned organizational structure in 2036, it is essential to establish clear benchmarks and prioritize key staffing milestones along the way. Based on the commissioned growth chart, we have identified an increase in FTEs to 145 by the year 2031 as a critical midpoint toward achieving our long-term goals.

Most notably there is a structural change in the leadership of our organization through the implementation of Captain positions. This structural change will allow the Chief to be more outward facing and the Deputy Chief to be more operational. One of the current Deputy Chief positions would be converted to a Captain position to allow for the implementation of three Captain positions. Each Captain would oversee one of three divisions – patrol, investigations and services.

This growth will be strategically phased after achieving our goals in the 2028 model, with resource allocation guided by the following priorities:

- Implementation of the **Captain** positions (add two Captains and convert one Deputy Chief position)
- Increasing the patrol division from **74 to 79**
- Increase Forensic Detective positions from **four to five**
- Increase of Detective positions to from **16 to 17**

### 2031 Strategic Progression Model (commissioned personnel)

The Strategic Progression Model represents moderate growth in the budgetary forecast. This model represents an annual growth of two officers for the next five years for a total of 140 commissioned FTEs. The following would be implemented:

- Implementation of the **Captain** positions
- Increase the patrol division from **74 to 76**
- Increase Forensic Detective Position from **four to five**
- Increase detective division from **14 to 15**

### 2031 Foundational Readiness Model (commissioned personnel)

The Foundational Readiness Model represents the most constrained budgetary scenario. This model represents an annual growth of one officer for the five years for a total of 135 commissioned FTEs. The following would be implemented:

- Implementation of the **Captain** Position
- Increase the patrol division from **72 to 73**

**Table 9:** Model Staffing Comparison, 2031

|              | 2031 Commissioned Personnel |                       |                        |
|--------------|-----------------------------|-----------------------|------------------------|
|              | Comprehensive Impact        | Strategic Progression | Foundational Readiness |
| Chief        | 1                           | 1                     | 1                      |
| Deputy Chief | 1                           | 1                     | 1                      |
| Captains     | 3                           | 3                     | 3                      |
| Patrol LT    | 1                           | 1                     | 1                      |

|                         |     |     |     |
|-------------------------|-----|-----|-----|
| <i>Patrol Lt</i>        | 1   | 1   | 1   |
| <i>Investigation Lt</i> | 1   | 1   | 1   |
| <i>Spec Ops Lt</i>      | 1   | 1   | 1   |
| <i>Services Lt</i>      | 1   | 1   | 1   |
| <i>OPR Lt</i>           | 1   | 1   | 1   |
| <i>Patrol Sgt</i>       | 8   | 8   | 8   |
| <i>Patrol Cpl</i>       | 8   | 8   | 8   |
| <i>Patrol Ofc</i>       | 63  | 60  | 57  |
| <i>MCU Sgt</i>          | 1   | 1   | 1   |
| <i>MCU Det</i>          | 8   | 7   | 7   |
| <i>HUD Det</i>          | 1   | 1   | 1   |
| <i>SVU Sgt</i>          | 1   | 1   | 1   |
| <i>SVU Det</i>          | 9   | 8   | 7   |
| <i>Forensic Sgt</i>     | 1   | 1   | 1   |
| <i>Forensic Det</i>     | 5   | 4   | 4   |
| <i>EVID/ID Sup</i>      | 1   | 1   | 1   |
| <i>EVID/ID Ofc</i>      | 1   | 1   | 1   |
| <i>CSI</i>              | 6   | 6   | 6   |
| <i>Traffic Ofc</i>      | 4   | 4   | 4   |
| <i>K9 Supervisor</i>    | 1   | 1   | 1   |
| <i>K9 Ofc</i>           | 3   | 3   | 3   |
| <i>Admin Sgt</i>        | 1   | 1   | 1   |
| <i>Bike Sgt</i>         | 1   | 4   | 4   |
| <i>Bike Ofc</i>         | 4   | 1   | 1   |
| <i>Task Force</i>       | 2   | 2   | 2   |
| <i>Training Sgt</i>     | 1   | 1   | 1   |
| <i>Training Ofc</i>     | 1   | 1   | 1   |
| <i>Range Ofc</i>        | 1   | 1   | 1   |
| <i>ROC</i>              | 1   | 1   | 1   |
| <i>Outreach</i>         | 1   | 1   | 1   |
|                         | 145 | 139 | 135 |

### 2031 Comprehensive Impact Model - What-Comm

With the increase in commissioned personnel, both at BPD and throughout Whatcom County, a fourth 24/7 radio frequency will be required to maintain appropriate, safe, and sustainable workloads for What-Comm staff. Staffing a radio frequency 24/7 requires six personnel. It also requires additional support personnel. The following is the ideal growth of What-Comm in 2031:

- Increase Public Safety Telecommunicators from **31 to 37**
- Implement a What-Comm Systems Analyst

### 2031 Comprehensive Impact Model - Records Division

When the commissioned personnel positions grow, there is a need for the support staff to grow as well. The following is the idea growth of the Records Division in 2031:

- Increase Support Services Specialists from **17 to 20**
- Increase Records Supervisors from **five to six**

### **2031 Comprehensive Impact Model - Technology Division**

One should note that the Technology Division model for 2031 also has a structural change to their leadership and positions. The following is the ideal growth and structure of the Technology Division in 2031:

- Implement a Forensic Crime Analyst
- Implement a Technical Support Specialist
- Re-organize the System Analyst to a Technology Supervisor

### **2036 Comprehensive Impact Model (commissioned personnel)**

The Comprehensive Impact Model represents the realization of optimal growth for 10 years. This would allow for the implementation and expansion of several units to meet the needs of our city. One will note a decrease in our patrol division to allow for the implementation of units. Those units will reduce the workload of patrol, allowing for the reduction of patrol staffing. In this model, commissioned positions will have grown to 162 and the additional personnel will be implemented in the following way:

- Implementation of a traffic unit (a sergeant and six officers)
- Implementation of a night Bicycle Unit (a sergeant and four officers)
- Implementation of an Anti-Crime Team (a sergeant and four officers)
- Implementation of an Outreach Division (a lieutenant, sergeant, and three school resource officers)
- Increase in Forensic Detectives from **five to six**
- Increase Training Officers from **one to two**
- Decrease of the Patrol Division from 79 to 78
- Elimination of Administrative Sergeant (position converted to one of the above units)

### **2036 Strategic Progression Model (commissioned personnel)**

The Strategic Progression Model represents moderate growth in the budgetary forecast and growth of 2.3 FTEs annual for a total of 153 commissioned personnel. One will note the decrease in patrol staffing when compared to 2031 Strategic Progression Model. This was a strategic

decision to implement new units that will help to reduce the call load of patrol. The following would be implemented in this model:

- Implementation of a traffic unit (adding a sergeant and removed from patrol)
- Implementation of a night Bicycle Unit (a sergeant and four officers)
- Implementation of an Anti-Crime Team (a sergeant and four officers)
- Implementation of an Outreach Division (a lieutenant, sergeant, and three school resource officers)
- Increase Forensic Detectives from **five to six**
- Increase the Detective Division from **15 to 16**
- Decrease of the Patrol Division from **76 to 74**
- Elimination of Administrative Sergeant (position converted to one of the above units)
- Conversion of Outreach Officer to Outreach Sergeant

### 2036 Foundational Readiness Model (commissioned personnel)

The Foundational Readiness Model represents the most restrained budgetary scenario with a growth of 13 officers in the next decade. This model does not allow for the implementation of several specialty units that would provide a more focused attention to community needs.

It is of note that some units may be higher in Foundational Readiness Model when compared to Strategic Progression Model (traffic officers and patrol officers). This was a strategic choice to increase those units prior to implementing any new units based on the limited resources provided in Foundational Readiness Model.

- Implementation of a Traffic Unit (adding a sergeant and removed from patrol)
- Increase Forensic Detectives from **four to five**
- Increase the Patrol Division from **73 to 76**
- Increase the Detective Division from **14 to 16**

**Table 10:** Model Staffing Comparisons, 2036

|                     | 2036 Commissioned Personnel |                       |                        |
|---------------------|-----------------------------|-----------------------|------------------------|
|                     | Comprehensive Impact        | Strategic Progression | Foundational Readiness |
| <i>Chief</i>        | 1                           | 1                     | 1                      |
| <i>Deputy Chief</i> | 1                           | 1                     | 1                      |
| <i>Captains</i>     | 3                           | 3                     | 3                      |

|                         |     |     |     |
|-------------------------|-----|-----|-----|
| <i>Patrol LT</i>        | 1   | 1   | 1   |
| <i>Patrol Lt</i>        | 1   | 1   | 1   |
| <i>Investigation Lt</i> | 1   | 1   | 1   |
| <i>Spec Ops Lt</i>      | 1   | 1   | 1   |
| <i>Outreach Lt</i>      | 1   | 1   | 0   |
| <i>Services Lt</i>      | 1   | 1   | 1   |
| <i>OPR Lt</i>           | 1   | 1   | 1   |
| <i>Patrol Sgt</i>       | 8   | 8   | 8   |
| <i>Patrol Cpl</i>       | 8   | 8   | 8   |
| <i>Patrol Ofc</i>       | 62  | 58  | 60  |
| <i>MCU Sgt</i>          | 1   | 1   | 1   |
| <i>MCU Det</i>          | 8   | 8   | 8   |
| <i>HUD Det</i>          | 1   | 1   | 1   |
| <i>SVU Sgt</i>          | 1   | 1   | 1   |
| <i>SVU Det</i>          | 9   | 8   | 8   |
| <i>Forensic Sgt</i>     | 1   | 1   | 1   |
| <i>Forensic Det</i>     | 6   | 5   | 5   |
| <i>EVID/ID Sup</i>      | 1   | 1   | 1   |
| <i>EVID/ID Ofc</i>      | 1   | 1   | 1   |
| <i>CSI</i>              | 6   | 6   | 6   |
| <i>ACT Sgt</i>          | 1   | 1   | 0   |
| <i>ACT Ofc</i>          | 4   | 4   | 0   |
| <i>Traffic Sgt</i>      | 1   | 1   | 1   |
| <i>Traffic Ofc</i>      | 6   | 4   | 6   |
| <i>K9 Supervisor</i>    | 1   | 1   | 1   |
| <i>K9 Ofc</i>           | 3   | 3   | 3   |
| <i>Bike Sgt</i>         | 2   | 2   | 1   |
| <i>Bike Ofc</i>         | 8   | 8   | 4   |
| <i>Task Force</i>       | 2   | 2   | 2   |
| <i>Outreach Ofc</i>     | 1   | 1   | 1   |
| <i>ROC</i>              | 1   | 1   | 1   |
| <i>SRO</i>              | 3   | 3   | 0   |
| <i>Training Sgt</i>     | 1   | 1   | 1   |
| <i>Training Ofc</i>     | 2   | 1   | 1   |
| <i>Range Ofc</i>        | 1   | 1   | 1   |
|                         | 162 | 153 | 143 |

### 2036 Comprehensive Impact Model - What-Comm

With the increase in commissioned personnel, both at BPD and throughout Whatcom County, and the expected population increases, additional Public Safety Telecommunicators will be required to support the increased workload, especially during What-Comm's peak hours. The following is the ideal growth of What-Comm in 2036:

- Increase Public Safety Telecommunicators from **37 to 40**

### 2036 Comprehensive Impact Model - Records Division

When the commissioned personnel positions grow, there is a need for the support staff to grow as well. The following is the idea growth of the Records Division in 2036:

- Increase Support Services Specialists from **20 to 22**
- Increase Records Supervisors from **six to seven**

### 2036 Comprehensive Impact Model - Technology Division

The technology division believes that it can remain consistent with its staffing from 2031 to 2036.

## Cost Estimates

Using the three baseline growth rates in the staffing allocation section, the table below provides estimated annual cost of increased commissioned officers over a ten-year period. It does not differentiate the roles described in the narrative which would have incremental impact on costs.

**Table 11:** Commissioned staff costs, 2027-2036

| MODEL                  | 2027    | 2028      | 2029      | 2030      | 2031      | 2032      | 2033      | 2034      | 2035      | 2036      |
|------------------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| COMPREHENSIVE IMPACT   | 525,000 | 1,118,000 | 1,746,000 | 2,411,000 | 3,114,000 | 3,857,000 | 4,642,000 | 5,470,000 | 6,344,000 | 7,265,000 |
| STRATEGIC PROGRESSION  | 403,000 | 830,000   | 1,282,000 | 1,760,000 | 2,266,000 | 2,801,000 | 3,366,000 | 3,962,000 | 4,591,000 | 5,255,000 |
| FOUNDATIONAL REDDINESS | 228,000 | 469,000   | 724,000   | 995,000   | 1,281,000 | 1,583,000 | 1,903,000 | 2,240,000 | 2,595,000 | 2,970,000 |

In addition, the Comprehensive Impact model includes significant increases in non-commissioned staff.

**Table 12:** Non-commissioned staff costs, 2027-2036

|                      | 2027    | 2028      | 2031      |
|----------------------|---------|-----------|-----------|
| COMPREHENSIVE IMPACT | 714,820 | 1,627,420 | 3,527,671 |

## Facilities

As previously noted, the police department's current facility, constructed in 1992, no longer adequately supports the operational and spatial needs of a modern and growing law enforcement agency. Over the past three decades, the department has expanded significantly, resulting in limited capacity for functional workspaces and constrained infrastructure to support future growth.

While the existing facility was engineered with the potential for expansion, both in physical footprint and second-floor office space, there are increasing demands that exceed its current capabilities. Secure parking must be expanded to accommodate a growing fleet aligned with projected increases in full-time staffing.

In addition, the City needs additional secure evidence and equipment storage.

## Financial Considerations

The City of Bellingham is a full-service first-class city. In addition to public safety services, it manages water and sewer utility systems, parks and recreation, libraries, a transportation network, and numerous other services. During the 2026 budget development process, the City's Finance Department identified a \$10 million deficit in the general fund due to increasing labor and equipment expenses paired with declining real (inflation-adjusted) revenues. The City addressed this shortfall by implementing a new one-tenth of one percent sales tax and making broad-reaching cuts.

Public safety costs are a significant driver of expense for the City. In 2026, approximately 60% of the City's general fund will go towards public safety. Labor cost growth in the Police and Fire Departments outpace those in other departments due to existing labor contracts and a large number of employees who are eligible for annual step increases.

In the current financial climate, existing levels of service may be unsustainable. As part of the package to balance the 2026 budget, it was necessary to eliminate four firefighter positions through attrition among the approximately 40 positions eliminated citywide. Without new revenues or an improved macroeconomic outlook, the City may have little choice but to further cut staff and services in 2027.

Given the city’s inability to maintain services at existing levels, any expansion of services as outlined in this assessment will require new funding sources. The following section of the assessment evaluates a number of potential funding sources that could either directly pay for all public safety services or could be leveraged to supplant existing general fund for public safety purposes.

## Current Cost of Service

City expenses have increased dramatically since 2019. In that year, the City general fund spent \$87 million on operations. Of that, \$28.7 million was spent in the Police Department and \$23.2m was spent in the Fire Department. In 2024, the general fund total was \$119.8 million<sup>1</sup>, with the Police Department accounting for \$36.9 million (29 percent increase) and the Fire Department \$36.1 million (56 percent increase). These two departments represent 64 percent of general fund cost increases over that five-year period.

At current staffing levels, with no increase in levels of service, the Fire and Police Departments are expected to cost a minimum of \$1.5 million more per department per year. By 2030, the combined expense will likely be at least \$100 million, a 36 percent increase over the 2024 amount. Historical trends suggest general fund revenues will increase approximately 20 percent over the same time frame, further exacerbating the City’s financial challenges.

## Other Public Safety Level of Service Considerations

### *Public Defense*

In June 2025, the state supreme court issued an order that will dramatically change public defense standards in Washington State beginning in 2026. Previously, each public defender could handle no more than 400 misdemeanor cases per year. The new standard reduces that limit to 120. The court granted agencies up to ten years to reach that standard, phasing a ten percent reduction annually.

The City contracts out public defense services. In 2026, the City will pay \$1,063,553 for its primary contract, plus additional amount to conflict attorneys. Assuming the current contract provisions and a moderate increase in case counts annually, the City can expect costs to double by 2029 to over \$2 million, be over \$3 million by 2033, and likely cost at least \$4 million for full implementation in 2035.

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<sup>1</sup> This number excludes one-time American Rescue Plan Act expenditures

The State Supreme Court will review the standards in three years. Most observers of public defense, including the City's public defender and the County public defender, believe the level set by the court is beyond what is necessary for quality public defense services. In addition, there are concerns state-wide that there are simply not enough defense attorneys in the state to meet the requirements. Given those factors, it is possible that the court will temper the standards when it reviews them in three years. However, the city must plan for the standards as written.

### ***Jail Costs***

Whatcom County is the primary provider of jail services to the City. In 2025, the City saw jail costs increase from \$2.8 million to \$4.1 million as booking restrictions were lifted and per diem rates increased. In November, the Sheriff notified the City that per diem rates would increase by over 25 percent for 2026. The City is making efforts to mitigate these cost increases but anticipates jail costs for 2026 will exceed \$5 million.

Additionally, the County is designing a new, modern jail with improved services and a trauma-informed design. Staff expect the new jail will further drive increases to jail costs as services are improved. This cost will not be borne until after 2030.

### ***Alternative Responses***

The City and County have made significant progress over the last five years to change the landscape of alternative responses and alternatives to incarceration. This work is ongoing, in many cases being led by the Incarceration Prevention and Reduction Task Force and Whatcom County Health and Community Services. This section considers those programs the City invests in directly. Expansion of these programs could support further development in providing the right services our community members need when they are in crisis. Expansion of other programs or creation of new programs is outside the scope of this project.

#### **Alternative Response Team (ART)**

Launched in January 2023, this program sends two behavioral health specialists to respond to specific non-violent behavioral health 911 calls. It benefits people having mental or behavioral health challenges, and it benefits our police personnel, allowing them to respond to other emergent calls requiring law enforcement intervention. ART works to de-escalate tense situations and engage someone experiencing a crisis in a non-judgmental way. They also focus on enhancing community safety through strengthened partnerships between first responders and community services.

ART works closely with other programs within our mental health system, including the [Mobile Crisis Outreach Team](#) (MCOT) operated by Compass Health and [What-Comm 911](#) dispatch to ensure the right response is deployed into the community.

ART is funded jointly by the City, the County and the State. It is available 10 hours a day, five days a week and the total cost is just under \$1 million per year. Approximately half is paid by the state, and the remaining amount is split between the County and the City. Expansions to additional days would require additional staff and funding.

### **Ground-Level Response and Coordinated Engagement (GRACE)**

The GRACE program is a community-based effort to find solutions for individuals who are high utilizers of emergency and criminal justice systems. The aim is to offer intensive, coordinated services to these “familiar faces” whose needs span beyond any single agency.

Intensive Case Managers support service providers in working with the complex needs of GRACE members. The GRACE Team works within fire departments, law enforcement agencies, and emergency medical services, making it simple to connect clients to care. With support, GRACE members reduce reliance on emergency systems and gain access to effective care that helps build a more stable, independent life.

GRACE serves people often dealing with multiple and complex issues and who are frequent users of EMS. This includes disabilities, medical problems, mental or behavioral health needs, substance use and unstable or no housing. Participants join GRACE through community partner referrals. Referrals come from many programs, including paramedics, law enforcement, hospital workers, jail and social services.

The GRACE Program provides intensive case management and coordination of services for people once they become a GRACE member. GRACE Intensive Case Managers work in a team, drawing from the services provided by community partners. They develop a Community Support Plan for each GRACE member to ensure members get coordinated services and ongoing support.

Front-line program staffing includes five full-time care coordinators and five intensive case managers, two embedded with the Fire Department, two embedded with the Police Department and one in Ferndale.

The City and the County jointly fund GRACE. In 2026, the total program cost will be just over \$1 million, and the City will contribute \$355,000. The current staffing levels allow for approximately 75-100 high-utilizers to receive intensive case management at any given time.

## Potential Funding Sources

### Available Funding Sources

#### *Regional Fire Authority*

Under RCW 52.26, any city in Washington may form a regional fire protection service authority with at least one other local jurisdiction within proximity, defined as a city, town, fire district, port district, municipal airport, regional fire protection service authority, or Indian tribe. For the City of Bellingham, Fire District 8, which has all its services delivered by the City, is an obvious partner.

Unlike the other funding mechanisms described in this section, a regional fire authority (RFA) is a new special purpose taxing district. With its creation comes a new governing board and ultimately all the administrative responsibilities associated. Consequently, this approach represents not just a new funding source, but also a new form of governance for the delivery of fire and emergency medical services

Funding for RFAs is primarily provided by property tax levies up to \$1.50 per \$1,000 of assessed value, which does impact the general fund levy rate for local jurisdictions. Currently South Whatcom Fire Authority (SWFA) is the only RFA in Whatcom County. SWFA was established in 2009 and serves the Chuckanut, Lake Samish, Yew Street, Geneva, and Sudden Valley communities (former fire districts 2, 6, 9, and 10).

Using 2025 assessed valuation, an RFA contiguous with Bellingham's boundaries could raise up to \$34 million in property tax. Alternatively, or additionally, revenue could be raised through a fire benefit charge. However, if an RFA assesses a fire benefit charge, its maximum property tax levy is reduced from \$1.50 to \$1.00. Creation of an RFA requires a simple majority vote. However, if the RFA plan includes the imposition of a fire benefit charge, the threshold is raised to a 60 percent majority.

While an RFA represents the most significant investment in time and effort to implement provides the most stable, flexible long-term funding.

### ***Ambulance Utility Fee***

RCW 35.21.766 authorizes cities and towns in Washington state to establish an ambulance utility fee to fund ambulance transport services. The governing body of the city or town is authorized to set and collect rates and charges in an amount that is sufficient to regulate, operate, and maintain an ambulance utility. Prior to setting the ambulance utility fee structure, cities and towns must take a series of steps under state statute to determine the costs necessary to make the ambulance utility successfully function, excluding capital construction costs. Like any other utility, there is not a cap on what this source can raise, however, rates must be tied to the actual cost of providing service.

As part of the City's participation in the Ground Emergency Medical Transport (GEMT) program, which provides federal funding to fill the gap between the actual cost of ambulance transport and what Medicaid reimburses, we calculate the total cost of our medical transport system annually. This total amount is likely an effective proxy for what an Ambulance Utility would raise. Using that methodology, in the year from July 2024 through June of 2025, expenses related to Basic Life Support medical transport totaled \$26 million.

Unique among funding options, an Ambulance Utility Fee can be set councilmanically. It can set the fee to any amount needed to recoup expenses for ambulance services. This fee can be assessed in a number of ways. Typically, it is a fixed amount added to all residential and commercial municipal utility customers. This fixed fee model makes the ambulance utility fee the most regressive option available since people of all wealth levels pay the same rate.

### ***Fire Benefit Charge***

Under RCW 52.18, fire protection districts and regional fire authorities are the only forms of local governments that may impose fire benefit charges, with approval of voters in their district. Unlike property tax based upon the assessed value of property, the formula for determining the fire benefit charge can vary based upon a variety of factors that may impact service needed for fire response to a property, such as square footage of buildings and structures, type of structure, zoned use, the presence of flammable or hazardous materials, and the number of staff needed to respond to a fire incident.

RCW 35.13.256 authorizes cities that have annexed all or part of a fire district since 2006 to impose a Fire Benefit Charge. The City meets this requirement as it has annexed portions of both Fire District 8 and Fire District 4 since 2006. The charge must be approved by 60% of the voters

and is authorized for up to six years. In addition, the charge cannot exceed 60% of the department's operating budget. In 2026, 60% of the department's operating budget equates to approximately \$35 million.

### **Property tax levy**

Washington state uses a budget-based property tax system, meaning that local jurisdictions establish the amount of property tax revenue to fund their budget, called the levy amount. The levy amount is comprised of the total amount collected from taxpayers, and the assessor in each county calculates the levy rate necessary to raise that amount of revenue by dividing the total levy amount by the assessed value of taxable property.

The Washington State Constitution limits the annual rate of property taxes that taxing districts, including cities, may impose on parcels of property to 1% of its true and fair value. The rate cannot exceed \$3.60 per \$1000 of assessed value. Additionally, taxing districts are restricted to a 1% annual limit on the amount they can increase the property tax levy amount unless the public votes for a greater increase, commonly referred to a levy lid lift.

The City's 2025 levy rate was \$1.39, leaving approximately \$2.21 available. With the 2025 assessed value, approximately \$50 million dollars of capacity remains. For reference, the Greenways Levy was \$0.41 cents and raised \$9.5 million in 2025. Levy lid lifts can be temporary or permanent. They can also be fixed amounts, limited to the statutory 1% or designed to increase over time.

### **Other Unavailable Revenue Sources**

These sources are either already in place, are not available to cities, or do not offer enough long-term revenue to support these on-going costs (i.e., grants).

### **911 Sales and Use Tax**

RCW 82.14.420 authorizes counties to impose a sales tax of up to 0.2% for emergency communications systems and facilities with voter approval. The City of Bellingham could not impose this tax on its own. However, revenues from this tax could raise approximately \$10 million county-wide. Dispatch services provided by the City of Bellingham are distributed to all user agencies. All local governments with public safety services participate. In 2026, the City's user fees for the service will be \$2.3 million, which represent the total savings the City would have from imposition of this tax.

### ***Public Safety Sales Tax***

Under RCW: 82.14.450, any city or town can implement a public safety sales tax of up to 0.1%, with a minimum of 1/3 of this revenue required to be used for criminal justice purposes (as defined in RCW 82.14.340) and/or fire protection purposes. This sales tax requires approval by a simple majority of voters and may only be considered by voters during a primary or general election. If a city does impose a public safety sales tax, the city must share 15% of the revenue with the county in which it resides, and the city retains the remaining 85% of the revenues.

Cities and towns may only implement this tax if the county in which it resides has not previously implemented a 0.3% public safety sales tax. Whatcom County has already imposed the maximum amount of 0.3% public safety sales tax, making Bellingham unable to leverage an additional public safety sales tax. As required by state law, 40% of the public safety sales tax collected by Whatcom County is distributed to cities within the county, including Bellingham, on a per capita (population) basis.

### ***Criminal Justice Sales Tax***

Under RCW 82.14.340, any county in Washington state may enact a 0.1% sales tax for specific criminal justice purposes as defined by RCW 70.123.020, such as domestic violence services and legal advocates. This tax may only be implemented by counties, not cities, and this tax does not require voter approval, although it may be subject to possible referendum. Whatcom County has already implemented this sales tax and is required to split 90% of the revenue generated between the county and cities within the county, including Bellingham, on a per capita (population) basis.

### ***Community-Law Enforcement Partnership Program (CLEP)***

Washington state's Community-Law Enforcement Partnership (CLEP) was terminated on June 30, 2025, due to budget cuts and is no longer available. This program was created by the Legislature in 2021 and was previously available to public agencies and non-profit community-based organizations through the Department of Commerce for the purpose of mobilizing community participation in public safety efforts and strengthening lines of communication between law enforcement and local residents, such as through neighborhood organizing, law enforcement and community partnerships, youth mobilization, and business engagement.

### ***Justice Assistance Grant (JAG) funding:***

The Justice Assistance Grant Program (JAG) is a source of federal funding to state and local jurisdictions administered through the Washington State Department of Commerce. The purpose of the JAG program is to increase community safety and improve the outcomes and operation of

the criminal legal system across Washington state. To maximize the impact of awards, Commerce dedicates available federal JAG funds to a limited number of initiatives that have potential statewide applicability. For example, Whatcom County received an award of funding in 2024 to collect, analyze, and publicly communicate criminal justice system data to increase transparency, make better decisions and improve outcomes for individuals involved in the criminal legal system. Given the unpredictability of federal funding at the time of this writing, it is unclear the level to which JAG funding for local jurisdictions will be available into the future.

### ***New State Legislation to Improve Public Safety (House Bill 2015):***

During the 2025 legislative session, the Washington State Legislature passed HB 2015, a bill designed to improve public safety throughout the state that went into effect in July 2025. The bill creates new pathways for local governments to grow their public safety funding and establishes a state grant program administered by the Criminal Justice Training Commission (CJTC) to recruit new local law enforcement officers and fund broader law enforcement and public safety efforts.

**Local Sales and Use Tax Authority:** This legislation grants cities and counties the authority to implement a 0.1% sales and use tax by June 30, 2028 to fund broadly defined criminal justice purposes, including diversion programs, reentry programs, alternative response programs, and mental health crisis response. The sales and use tax authority under this bill is councilmanic and does not require a vote of the people. However, a city or county may not impose this change if voters in that city or county have rejected an increase in the local criminal justice sales and use tax or the local public safety sales and use tax within the previous twelve months. If a city or county has not adopted a resolution or ordinance to impose the tax by June 30, 2028, the jurisdiction has the authority to submit a proposition to its voters at a primary or general election to impose the tax. Under this legislation, the collection of the new sales and use tax may only occur if and when the city or county receives a CJTC Local Law Enforcement Grant, which is outlined below. Bellingham imposed this tax on January 1, 2026.

**New Local Law Enforcement Grant Program:** A new grant program is created under this legislation to increase community policing and public safety by providing direct support to local law enforcement agencies in hiring, retaining, and training law enforcement officers. The grant program includes \$100 million in state funding and will be administered by the CJTC. This legislation establishes a series of requirements that local law enforcement agencies must meet to qualify for the grant and requirements for how grant funds may be used, including providing up to 75% of salaries and benefits for newly hired law enforcement officers for a maximum of three years. The grant program expires June 30, 2028.

## Funding Summary and Conclusions

The table below summarizes the potential funding sources discussed above.

**Table 13:** Comparison of potential funding sources

| <b><i>Mechanism</i></b>                     | <b><i>How raises revenue</i></b>                                     | <b><i>Implementation requirements</i></b>                           | <b><i>Potential revenue</i></b>              | <b><i>Other considerations</i></b>                                                                                                                                                                 |
|---------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Property Tax Levy</i></b>             | Increases property tax levy temporarily or permanently               | Simple majority public vote                                         | Up to \$50 million                           | Either requires reoccurring renewal or will be difficult to keep up with inflation (1% property tax growth)                                                                                        |
| <b><i>Ambulance Utility</i></b>             | Creates new fee; cannot exceed cost of delivering ambulance services | Council majority                                                    | Up to \$26 million                           | Permanent; most regressive; depending on implementation, burdens utility rate payers; could impact GEMT revenues.                                                                                  |
| <b><i>Fire Benefit Charge (FBC)</i></b>     | Creates new fee; cannot exceed 60% of total department budget        | 60% majority public vote; renews every 6 years                      | Up to \$35 million                           | Flexible, but must be renewed every six years; typically places less burden on residential and more on business/large structures                                                                   |
| <b><i>Regional Fire Authority (RFA)</i></b> | Creates new taxing authority with or without an FBC                  | Simple majority public vote for property tax; 60% majority with FBC | Up to \$60 million with property tax and FBC | Permanent; allows fire service to partner with other fire districts for efficiencies; limits City's financial exposure to increasing fire and EMS costs; reduces the City's property tax capacity. |

After the 2008 financial crisis, the City undertook a process to identify tools to establish fiscal stability. One such tool was an RFA. A formal planning process was undertaken in 2017 and significant work was done to evaluate viability. Eventually, leadership decided that revenues were keeping up with expenses and an RFA was not needed.

As was the case in 2017, an RFA offers the most permanent solution for fiscal stability. It provides high levels of service delivery for the community and the greatest flexibility and financial security. Creating an RFA would mean the City no longer provides fire or EMS services. Future cost increases in delivering those services would not impact the City's ability to deliver the other critical services for which it is responsible.

In addition, because the City did much of the work towards an RFA in 2017, that documentation can be used to facilitate a new evaluation. Many mid-sized communities in Washington are looking towards RFAs as fire costs become larger portions of cities' expenses.

The 2025 net impact of the Fire Department on the general fund is over \$24 million. An RFA would free up those resources. Options for those resources could include funding other public safety needs identified in this document, reducing taxes, investing in the city's capital facilities, increasing reserve balances in accordance with financial policies, or other priorities.

**For these reasons, staff recommend undertaking a new RFA planning process with District 8.**

Should the City choose to pursue this recommendation, implementation would require the following steps:

1. Formation of an RFA planning committee by the Bellingham City Council and District 8 Commissioners, comprised of three elected officials from each entity.
2. Development of a formal RFA plan by the planning committee.
3. Certification of plan by both City Council and District 8 Commissioners for voter approval.
4. Public vote on RFA formation.