SOUTH KING FIRE & RESCUE
Special Meeting
July 28, 2021
Station 68 and Virtually

Commissioner Gates called the meeting to order at 0900 hours with Commissioners Berger, Fuller, Rickert and Thompson in attendance. Board Secretary Lauri Perry recording.

The Pledge of Allegiance was led by Commissioner Fuller.

Commissioner Gates welcomed everyone to the meeting this is Commissioner Bergers first Retreat so we went around the room with everyone introducing themselves.

RETREAT OPENING

Chief Pennington welcomed everyone to the Retreat we wanted to have a Retreat last year, but due to COVID we were unable to have one. Chief Pennington talked about some of our accomplishments for 2020;

- Funded new initiates, which you will hear more about today
- Hired additional firefighters and support positions
- Prioritized the Accreditation process with AC Crossen as the Project Manager
- Purchased four (4) new fire engines
- Station 60 built a new building for Fleet and the building upgrades to the Facilities building have been completed
- Information Systems – they had to switch gears really fast and adapt with COVID which allowed some of our personnel to work remotely and hold virtual meetings
- Political Action – Legislative Action one of the greatest success is a new Fire Boat

AC Crossen talked about the current Strategic Leadership Plan

Chief Pennington added that the Consortium has an Officer Development Class that AC Chaney is working on.

STRATEGIC PLANNING PROCESS 2022 - ACCREDITATION

AC Crossen talked about the current 2017-2021 Strategic Plan Review and Closeout. He added that we would like everyone inside the organization involved and we would like those outside the organization involved in the new Plan.

AC Crossen talked about moving forward – these are the forces impacting the 21st Century Fire and Emergency Services;

- Re-Identification
- Culture
- Robust Use of Data
- Health and Wellness
- Partnerships
- Sustainability

- Technology
- Inclusiveness

Chief Pennington talked about Lexipol policy updates;

- Policies with integrated procedure links
- Online and mobile platform
- Policy training education and tracking through verified scenario-based training bulletins
- Simplify and streamline the accreditation process

SKFR Workflow for adopting Lexipol policies;

Step One
- Project Manager Assigns Policy for Review

Step Two
- Project Team conduct first review of new policy

Step Three
- SME group reviews draft policy and gives feedback

Step Four
- Project Team considers SME feedback and makes adjustments if necessary

Step Five
- Fire Chief review of policy

Step Six
- Fire Chief discretion on Legal or Commissioner review

Step Seven
- Legal or Commissioner suggestions reviewed by Project Manager AC Crossen, HR Director and Fire Chief, adjustments will be made if necessary

Step Eight
- Fire Chief or Commissioners approve the policy

Step Nine
- Project Manager AC Crossen activates policy in KMS and assigns to the proper groups based on the policy

AC Crossen added that Lexipol has already started reviewing our policies our project team consists of;

Project team:
HR Director Mary Stevens
Local 2024 President Herrera
Finance Supervisor Kelsey Barrett
Project Manager AC Crossen

There was a lot of discussion on the flow of policies to include review by Legal Counsel and the Board of Commissioners

Accreditation – Chief Pennington

- Self-Evaluation
- Community Outreach and Risk Reduction
- Strategic Plan
- District Policies

SKFR Accreditation Overview – AC Crossen
Community Risk Assessment/Standards of Cover;

1. Developing Elements of Community Risk Assessment
2. Creating Goals and Objectives
3. Creating a Standard of Cover Document
4. Evaluating Agency Performance
5. Strategic Planning (Strategic Plan)
6. Creating a Self-Assessment Manual (Self-Assessment Manual)

What is Accreditation?

- What are we doing?
- Why are we doing it?
- How well are we doing it?
- How can we improve it?

- Self-Assessment - Continuous Improvement - Third Party Verification and Validation

Accreditation Mindset

- This is not a project, but it is about implanting processes into our daily operations that lead to continuous improvement

Growth Mindset

- Failure is an opportunity to grow
- Challenges me to grow
- I like to try new things
- Continuous Quality Improvement
- Collaboration: Internal/External/Community needs and wants
- Self-assessment 250 PI;s/94 CC's Evaluate, Measure, Benchmark – Transparency & Accountability
- Worth efforts to institutionalize the model. Powerful data-supported approach enhances decision-making, focuses on outcomes & demonstrate(s) how community <u>needs</u> and expectations are met.

Fixed Mindset

- Failure is the limit of my abilities
- My potential is predetermined
- When I'm frustrated I give up
- We're already the best
- We know what the community wants
- We have a good response times, do AAR's annually report and accountable to our AHJ
- Not worth the time/money. Can't see the benefit. Only 284 accredited agencies – too much work Community, FD members and AHJ happy with all we do

The three stages of the Process

- Registered Agency – 3 years
- Applicant Agency – 18-24 months

- Candidate Agency – 45 day peer review then 3-5 day on site visit
    - Accredited Agency – 5 years term
    - Deferral – 1 year extension
    - Denial – start process over

Become a Registered Agency
- Data collection
- Critical assessment

Become Applicant Agency
- Complete the following documents
    - Community Risk Assessment – Standards of Cover
    - Strategic Plan
    - Self-Assessment Manual

Become Candidate Agency
- Invite Peer Assessment team for site visit
- CFAI Commission Meeting

Accredited Agency
- Annual Compliance Reports

What is Self-Assessment?
- 11 Categories
- 46 Criterion
- 250 Performance Indicators
- 94 Core Competencies

Categories
1. Governance and Administration
2. Assessment and Planning
3. Goals and Objectives
4. Financial Resources
5. Community Risk Reductions Program
6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External System Relationships
11. Health and Safety

Category 5 - Community Risk Reduction Program
- Fire Investigation, Origin and Cause
- Domestics Preparedness
- Fire Suppression
- EMS
- Technical Rescue

- Hazmat
- Aviation Rescue and Firefighting
- Marine and Shipboard Rescue and Firefighting
- Wildland Firefighting

Misconceptions
- Associated Costs
- You're telling us what to do - what makes you right?
- Required to meet NFPA Standards

At 1045 hours break for 15 minutes
At 1100 hours back in session

Data Driven Decisions Through Technology
- Real time data
  - CAD ePCR, ProQA, RMS or Hospital ED data at your fingertips
- Improve Performance
  - Improve operational and clinical performance by monitoring KPI's and adherence to patient care protocols
- Early Event Detection
  - Receive alerts for early signs of chemical, biological, radioactive or for occurring epidemics or pandemics
- Dashboards
  - Quickly see the status of any district – take action in real time
- Easy Implementation
  - FireWatch is easy to install reliable and secure and requires no changes on your end
- Situational awareness
  - Early recognition of suspicious activity, crime trends, arson patterns and other incidents of interest including activities around high-threat facilities

AC Crossen talked about what the data will show us about alarm handling, turn out times, travel time and total response times. It will also break it down by shift, day, time of day, by station and apparatus.

The Dashboards will be installed at each of the stations in August, this will be another communication tool

Diversity, Equity and Inclusion – First Rung Initiative

Technology Analytics Director Mitchell Lee discussed the following;
Why we started DEI
- November 2019 this was Chief Pennington top priority
- March 2020 COVID pandemic started
- October 2020 Lawrence Garrett with 828 Consulting

How We Formed?

- Pre-George Floyd, DEI at SKFR is not a political response, but a recognized need for change
- On boarded Captain Anthony John and Captain Brad Chaney.

First Rung Initiative

- How do we introduce DEI to our organization?
- Developed a Pilot Program called "First Rung Initiative"
    - Pilot Program January – August 2021

"To lead SKFR through a human-center design to create an environment in which the culture, team and leadership demonstrate and promote behaviors conducive to creating a more diverse, equitable and inclusive place to work"

DEI Road Map – what we've accomplished

1. Assess
    - IDI assessments
    - 1:1 Debriefs
    - Individual Development plans
    - SKFR Corporate Report
2. Develop
    - Identify Ambassadors
    - Deliver curriculum focused on:
        - Leadership
        - Cultural Responsibilities
        - DEI
3. Grow
    - Establish District DEI Committee
    - Development functional-level strategic plan
    - Develop on-going curriculum
4. Sustain

First Rung Initiatives Outcomes – SKF&R Report Summary;
As an organization, there is an orientation gap of 23.98, with a perceived orientation greater than the developmental orientation, indicating an overestimation of cultural competence.

In this case, SKFR has the perception of being in the acceptance orientation, but in practice behaves in the minimization orientation. This informs us that there is a strong interest to be more culturally responsive and adaptive, however, the participants in the pilot program lack the necessary tools and strategies to meet their desired intent.

In the minimization orientation, the group may struggle to bridge across diverse communities when differences need to be more deeply understood and acted upon. Our task will be to develop a deeper understanding of each individuals' culture-cultural self-awareness-and an increased understanding of culture general and culture-specific frameworks for making sense of and more fully attending to cultural differences. Following are my recommendations on how to move forward.

Assess Phase - Report Summary

- Ready to Lead
- Ready to Learn
- Ready to Live
- Ready to Leave

Closing the Gap

Where we are going;

1. Exposure
   - The average South King Firefighter know little about the community they serve in terms of:
     - Knowing the cultural customs of various ethnic and racial groups within their service area
     - Identifying the pivotal service providers in the community to help navigate resources
     - Having the skills to apply various conflict resolution techniques accordingly to culture
2. Education
   - Firefighters are at a disadvantage because there is no current expectation to understand different cultures nor have any readily available training to better understand the community they serve. Going forward. Eight. Twenty-Eight recommends SKFR consider the following;
     - Crete an online Equity, Diversity and Inclusion resource center for SKFR employees to learn through either mandatory/required training or asynchronous/self-paced learning
     - Create community listening sessions to learn about the hopes and pains within the communities they serve
     - Continue to participate in ongoing DEI training.
3. Engagement
   - In order for South King Firefighters to become more culturally responsive and agile, they need more opportunities for engagement with the community outside of responding to service calls. Engagement opportunities could look like the following:
     - Participation in community education events hosted by local and regional non-profits
     - Participation in various cultural celebration events hosted by local schools and neighboring community based organizations.
     - Participation in town hall meetings, civic religious and service groups and/or joining service projects within the community.

Climbing higher by creating a shift in culture through Diversity, Equality and Inclusion by Captain Chaney

- SKFR Community
- Population: 180,000 plus
- Average Age: 38 years
- Race identifications: 54% white
- FWPS there are 100 plus different languages

DEI Primes the Pump

- Accreditation
- Community Risk Assessment
- Community Risk Reduction – targeted
- Light Rail Expansion

- Housing Development Plan – Growth

Captain John Introduction and speaks about his Station 63 Experience;

- 25 year firefighter
- Sits on the State Council of Firefighter
- Member of the Pipes and Drums of Pierce County
- Member of the Auto Extraction Team
- Recognized as Firefighter of the Year
- Recognized as Officer of the Year
- Received numerous Meritorious Unit Citation Awards

Captain John talked about responding to a 911 call and the importance of being aware of the bigger picture, not just treating the patient.

HR Director Mary Stevens added that Chief Pennington has a goal of hiring a more diverse population. Washington Fire Careers (WA Fire Careers) was started, it is a collaborative consortium based organization comprised of 6 fire departments throughout King County created with the primary goal of making entry level firefighter exam more affordable, accessible and inclusive to anyone who wants to start a career in firefighting.

King County is a diverse community with people of multiple colors and ethnicities. The Fire Department should employ and represent the faces in the communities we serve. By combining resources and efforts, we can develop stronger outreach and recruitment resources to meet those goals.

There were 852 candidates for the first test. The group was able to greatly reduce the cost of the exam this year to $34.00. The group is looking at building relationships, creating opportunities and removing barriers that are keeping people from applying, costs of the test, time off work for the interviews and etc. The group will be launching another hiring process in January 2022, the next tests will be paper tests, held in person in our communities, the next test will be held in March 2022.

1215 hours the meeting took a 10 minute break for everyone to grab lunch, this will be a working lunch.

1225 hours the Retreat convened.

LEGISLATIVE UPDATE – Anthony Hemstad

Macro Budget Developments

- COVID Craziness
  - COVID caused crazy gyrations for budget outlooks at all levels of government
  - Heavy Federal spending helped at many levels, only indirectly though for Fire Districts
  - Legislature ended with robust budget and unusually active
- Positive SKF&R Legislative Development – Fireboat
  - COVID variants still creating budget uncertainty
  - Huge unknown on scope/timing of more Federal funds
  - Likely robust Federal & State budget outlook

- Currently almost $850 million surplus for this budget and 1.8 billion surplus forecast for next biennium
- Federal stimulus will continue helping state budget
- Very likely to be reasonable opportunities earmarks/grants
- Current D majority in Congress potentially very beneficial for Washington State
- US Senator Patty Murray – Chair, Health, Education, Labor Pensions. On Appropriations & Budget Committees Very Sr.
- US Senator Maria Cantwell – Chair, Commerce, Science & Transportation
- Congressman Adam Smith – Chair, Armed Services Committee
- Derek Kilmer – Chair New Democrat Coalition (Moderates) & Pramila Jayapal Chair Progressive Caucus
- Earmarks returning – limited in 2021, likely expanded 2022
- Expanded budgets can help grant opportunities
- TDB on size/scope for passage of Infrastructure, American Rescue & expanded budgets.
- Potential special session – maybe around Committee days (prior to Thanksgiving) mostly transportation
- Regular session convenes in January for 60 days
- 2nd year of biennial budget supplemental budget is usually time for smaller asks in Capital budget
- Big democratic majorities
  - Senate 29 D – 20 R (although effectively 28-21 as D Tim Shelden caucus with Rs)
  - House 57 D – 41 R speaker Laurie Jinkins (Tacoma)
  - Likely more cautious than 2021 session
- 2022 is election year
  - All house and ½ Senate decided in November
- Restricting wildcard

SKFR Potential Asks

- Seismic retrofits
- Wildfire equipment
- Heavy rescue unit
- Diversity, Equity Inclusion program

OPM INFO & COMMISSIONERS GUIDELINES

Joe Quinn – OPM Act
RCW 42.30

The Purpose of the Act

- The Act mandates viewing the decision – making process at all stages
- The people do not yield their sovereignty to the agencies which serve them RCW 42.30.010
- The act is to be "liberally construed"

What are we talking about

- All meetings of the governing body of a public agency shall be open and public and all persons shall be permitted to attend...except as otherwise provided RCW 420.30.030

Does the Act Apply

- The act applies to the governing body
- Governing bodies are the multimember board or other policy or rule-making body

Or

- Any committee of such public agency when;
  1. The committee acts on half (actual authority) of the governing body, conducts hearings or
  2. Takes testimony or public comment
- RCW 42.30.020

Does the Act Apply - RCW 42.30.140

- The OPMA does NOT apply to collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, etc. but can you legally open those meetings?
- The OPMA does NOT apply to "quasi-judicial matters"

Requirements for Regular and Special Meetings

- Meeting - any meeting where action is taken
- Action – transaction of official business (very broad)
- Eg: receipt of testimony, deliberations, discussions, considerations, reviews, evaluations and final actions
- Physical Presence not required RCW 42.30.020

Examples of Action

1. Emails exchanged between a quorum when the members "intend to conduct agency business"
2. Reaching consensus on a position to be voted on later (this is a "final action") Miller v. Tacoma

Non - Examples of Action

1. Merely receiving information without comment
2. Travel (unless the members discuss agency business)
3. "Independent Examination" of documents prior to a meeting

Agenda and notices

- Failure to provide public notice of a special meeting or agenda item to be considered may invalidate action taken at that meeting and note special statue RCW 42.30.077
- The notice given must fairly apprise the public of the action to be taken

At 125 hours the Retreat took a 10 minute break
At 135 hours the Retreat reconvened

FINANCIAL OUTLOOK – Executive Director Ganem

Economic Outlook – Things to Watch

- Levy for Children, Youth, Families and Communities
- Roads Levy (Lid lift)
- Library Levy
- Inflation & CPI
- $5.90 limitations & Pro rationing

- Assessed Values (Property Tax Revenue)
- YTD Revenue & Expenses
- Current Funding
- M&O Levy
- Multi-Year Lid Lift (good through 2024)
- COVID-19 Reimbursements
- Grant Requests & Alternate Funding

District Reserve Funds

- Capital – used to fund Capital Improvement Plan (CIP) for the timely replacement of capital equipment, apparatus, facility improvements computer infrastructure, etc.
- Contingency – "Rainy day fund" available for emergencies
- Medical – Restricted fund for Self-Insurance Medical Plan as dictated by the State
- LEOFF – Restricted fund for district liability of LEOFF 1 retired members

Reserves - Minimum goal:
2009;
The funds available as of January 2010 will allow South King Fire & Rescue to meet its 1st quarter obligations as property tax revenues for the year typically are credited to our account in April (and October) of the year. In addition, this provides a healthy funding stream to ensure our Capital and Emergency Cash Reserves are well funded**. Emergency Cash Reserves will be maintained at a level appropriate for an emergency situation (funds are only accessible via Commissioner's Resolution or Motion) at an amount equal to one month's total cash expenditure:** our General Fund has been increased to cover 1st quarter operating expenses prior to taxes coming in the month of April; and LEOFF 1 Long Term Care/Sick Leave Reserves are funded at ongoing appropriate Levels.

2010;
The Board of Commissioners has established **a minimum goal of maintaining $8,000,000 in combined General Fund and Reserve Accounts** to have invested at the beginning of any given year. We have met that goal heading into 2010 and 2011.

2018;
The Board of Commissioners has established a minimum goal of maintaining **$8,000,000 in combined General Fund, Unreserved Fund Accounts and Reserve Accounts** to have invested at the beginning of any given year simply to meet payroll and programmatic funding needs. We have met that goal heading into 2018 and 2019.

2021;
The Board of Commissioners has established a minimum goal of maintaining **$8,000,000 in combined General Fund, Unreserved Fund Accounts and Reserve Accounts** to have invested at the beginning of any given year simply to meet payroll and programmatic funding needs. We have met that goal heading into 2021 and 2022. **The Board of Commissioners may be asked to consider restricting fund balance minimums and allocations pending the outcome of a 2021 analysis by the district.**

Cash Flow & Reserve Fund Analysis

- Expenses are higher than when the "minimum reserve balance" was established 10 plus years ago.
- Reserved/committed funds are not available for emergencies and should not be considered in the "minimum total reserves".
- District participation in deployments, regional and national response efforts increase short-term expenses and impact the operating fund balance.
- Reimbursements may not happen in the same year as expensed causing the district to "float" the expense.
- Identified revenue & expense differences and impacts to operating fund balance.

Fall 2022 – Budget Process & Adoption - Recommendations

- A minimum balance threshold for Operating Fund.
- An increased Contingency Fund amount (percentage of budget).
- Change total "minimum" amount to include Operating, Capital Reserve & Contingency only.
- Suggested annual allotments to reserves and/or expected frequency of fund balance adjustments
- Increasing fund minimums aligned with budget growth better prepares the District for revenue shortfalls, economic hardships, deployment efforts and emergencies.

Capital Improvement Plan Reinstatement – Recap

2020

- District assessed capital needs for the next 4 years. Identified $5M in capital purchases over this period.
- M&O Levy (2020) Increased amount to support reinstatement of the Capital Improvement Plan.

2021

- Purchased 4 fire engines for $2.8M using current M&O levied amounts & capital reserve funds. Reserve funds to be replenished in 2022 and 2023.
- Allocated $500K for Marine 67 replacement.
- Budgeted approx. $300k for misc. equipment and scheduled replacements.

Capital Improvement Plan 2022 and beyond

- 2015 Bond – Equipment & Technology upgrades replaced with bond funds are up for replacement beginning in 2022.
- Fire Station Improvements – Ongoing maintenance & routine upgrades.
- Vehicles – Includes vehicles that were not replaced with bond funds and new vehicles needed for our growing District.

Expected expenditures accounted for in increased M&O amount.

In addition, exploring lease options for specific vehicles changing how often and when we cycle through.

Vehicle & Apparatus Replacement Cycle – Proposed
Purchased (not leased)

- Staff Vehicles – 10 years

- Engines – 15 years
    - 8 frontline – 7 reserve status
    - Reason – Increased call volumes, double engine houses
- Ladder Truck – 15-20 years
    - 15 year Model (8 frontline – 7 reserve status)
    - 20 year Model (10 frontline – 10 reserve status)
- Heavy Rescue – 20 years (if not ran like engines)
- Aid Cars – 15 years
    - 8 frontline – 7 reserve status
    - Can re-chassis if available

Apparatus Replacement Cycle – 15 year

- 2002 KME (219, 220, 221) & 2000 H&W
    - Initial replacement on Order – 2022
    - Next replacement 2037
- 2010 Pierce Aero XT (257, 258)
    - Next replacement 2025
- 2018 pierce Enforcer (276, 277, 278, 279)
    - Next replacement 2033

Ladder Truck & Heavy Rescue Cycle 15-20 Years

- 2010 Pierce Aero XT Ladder Truck (256)
    - Next replacement 2025

- 2018 Pierce Aero XT Ladder Truck (289)
    - Next Replacement 2033-2038

Facilities

Fire Station Safety Improvement Projects – 2015 Bond

- Station 61 – Complete
- Station 62 – Headquarters
- Station 63 – Complete
- Station 64 – Complete
- Station 65 – In Progress (COVID)
- Station 66 – Complete
- Station 67 – Complete
- Station 68 – Training
- Station 60 – Fleet & Maintenance – Complete

Bond Fund – 95% Expensed YTD

2022 Budget Development What to Expect

- Revenue – stable revenues expected collecting the full $1.50
- Expense – increased costs due to inflation and post pandemic economic conditions
- District Priorities – A Balanced Approach
    - Maintain a high quality service level to the community
    - Reserve fund adjustments and allocations

- Funding for new & existing initiatives including Strategic Plan, Accreditation, DEI, Peer Support etc.
- Funding for additional FTEs
- Funding for capital equipment and projects identified in the Capital Improvement Plan

- Major Facility & Apparatus – How do we fund multimillion dollar projects for…?
    - Station 62 & Station 68 improvements
    - Ladder Truck & Heavy Rescue Units
    - A new fire station in the growing south-end of the district

How do we grow to support the housing and economic development plans in Federal Way and Des Moines?

- Future funding
    - Do we continue to increase the M&O Levy every 4 years to meet the district & community's needs?
    - Do we follow our neighbors and propose the Fire Benefit Charge?

    - Expiring 2024
        - Regular Property tax with lid lift (allowing for $1.50 up to 6%)
        - Lid-lift expires end of 2024
        - If lid-lift was not in place today, the district would be limited to a 1% increase in revenue. Far below inflation resulting in an estimated budget reduction of $1.55 M in 2022.
- Maintenance & Operations Levy (M&O)
    - Current collection $3.75 M per year thru 2024
    - 2025 Identified
        - 2 Fire Engines @ $750k each
        - 1 Ladder Truck @ $1.5M

There was some discussion on new upcoming housing developments and importance of being able to collect impact fees to help fund the additional resources that we will need to provide emergency services to the additional developments and citizens.

Meeting adjourned at 1515 hours

COMMISSIONER (CHAIR)

COMMISSIONER (VICE CHAIR)

COMMISSIONER

COMMISSIONER

COMMISSIONER



BOARD SECRETARY

SOUTH KING FIRE & RESCUE IS AN EQUAL OPPORTUNITY EMPLOYER