



CAMANO ISLAND FIRE & RESCUE

Island County Fire District #1

Board of Fire Commissioners Retreat

Monday, August 25th, 2025, 8 AM-12 PM Admin Building

AGENDA

This will be an in-person meeting for Board members and the public.

I. Call Commissioners Special Meeting to Order

II. Approve Agenda

II. Finance (0800 –900)

- Carry over
- Capital improvement Approvals
- 2026 budget calendar
- Long Range Financial Plan Review
- Ambulance Fee Resident Levy Waiver

III. Mabana - (915 – 1030)

- Existing Facility-Remodel update
- County Process- Variances and Future
- Project Manager
- Architect
- Schedule/Timeline
- Earmark state and federal funds- Committee Board members?
- Discussion / Questions

IV. Strategic Plan: 1045– 1200

A. Strategic Plan 2025 Update

- SWOC Update
- Metrics and Targets
- Plan Updates/renewal 5-year rotation

VII. Wrap Up: 1130-1200

VIII. Announcements

- ✓ **Commissioner Regular Meeting Monday, September 8th, 2025, 4:30 PM,**
in-person/virtual Admin Bldg.

IX. Adjourn: 1200



CAMANO ISLAND FIRE & RESCUE

WORKING TOGETHER TO SAFELY PROTECT OUR COMMUNITY'S LIVES AND PROPERTY

2026 Budget Development Timeline

August 7 th	Notify Budget Managers of Division meetings Sept 2 nd – 11 th
Sept 2 nd – Sept 11 th	Meet with Budget Managers
Oct 2 nd	Meet with Finance Committee to review proposed budget
Oct 14 th	Present proposed budget to the Board at the Commissioners meeting (Note: Monday the 13 th is Indigenous People's Day)
Oct 27 th	Second review of proposed budget (if needed, in place of Workshop)
Nov 10 th	2 nd Reading and Present Final Budget, Public Hearing, and Budget Adoption
Nov 24 th	If needed, present Final Budget (Board Workshop Date)
Nov 28 th	Deadline for submittal of Budget to Island County Offices (30 th is a Sunday).

Levy Check-In : Updated August 2025												
	Transports/Year	%Medicare	%Medicaid	% Commercial insurance	%Private/Billed	Ambulance Transport Fees Rec'd	GEMT	Rec'd Total	Financial Hardship/ Deceased Waiver	Levy waiver	W/O to Collections	
2020	960	65%	11%	21%	3%	1.5M	660K	306K	967K	6K	30K	
2021	1049	67%	12%	19%	2%	1.7M	738K	427K	1.1M	4K	29K	
2022	984	64%	13%	19%	3%	1.6M	717K	504K	1.2M	10K	42K	
2023	1112	64%	15%	19%	3%	1.8M	873K	244K	1.1M	12K	45K	
2024	1156	70%	7%	19%	3%	1.9M	1M	554K	1.5M	31K	51K	
2025 (Jan-June)	628	66%	11%	20%	3%	1.2M	509K		10K	90K	1K	

Notes:

A delay in billing and receiving of funds will always create a mismatch in timeline of transports/billing vs funds received.

Rates were increased January 2025 to a single rate at the level of the previous non-resident rate + CPIU, which only impacts commercial payers/self payers.

Increased rates also increase the waiver amounts.

Transport revenue is forcasted to be about the same as previous year

Camano Island Fire and Rescue
Island County Fire District #1
811 N. Sunrise Blvd.
Camano Island, WA 98282

RESOLUTION NUMBER 2024-4

**A RESOLUTION OF THE BOARD OF FIRE COMMISSIONERS OF ISLAND COUNTY
FIRE PROTECTION DISTRICT NO. 1 TO UPDATE AMBULANCE TRANSPORT
FEES, RESIDENT OUT-OF-POCKET BILLING, AND COLLECTIONS**

WHEREAS, Island County Fire District No. 1 (the "District") charges an Emergency Medical Services Fee to patients who are treated and transported by ambulance to a hospital;

WHEREAS, pursuant to Resolution 2022-11 dated October 24, 2022, the District approved the development of a future resolution to increase the Annual Transport Fees based on Seattle-Tacoma-Bellevue, WA, CPI-U; and

WHEREAS, the District desires to amend its Transport Fees to meet the new annual rate submission requirements from the Office of the Insurance Commissioner for the State of Washington and to submit the updated fees annually on October 1st.

NOW, THEREFORE BE IT RESOLVED:

- I. The District shall annually update its Annual Transport Fees using the Seattle-Tacoma-Bellevue CPI-U change average as calculated from July of the prior year to August of current year and implement the new rate on January 1 of the following year. The District shall file the updated rate with any applicable third (3rd) party billing by October 1st of the current year. For example, in September of 2025, the District shall update its Annual Transport Fees using the Seattle-Tacoma-Bellevue CPI-U change average from July of 2024 to August of 2025, with the new rate to take effect January 1st of 2026. The District shall notify all third (3rd) party billing of the updated fees for 2026 by October 1, 2025.
- II. Effective January 1, 2025, the District adopts the following fee schedule, based on a Seattle-Tacoma-Bellevue CPI-U 12 month increase of three point one percent (3.1%):

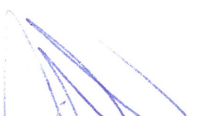
Rates	BLS Transport	ALS 1 Transport	ALS 2 Transport	Mileage
2024 transport rates	\$1,140.77	\$1,534.19	\$1,662.20	\$23.54
2025 transport rates	\$1,176.13	\$1,581.75	\$1,713.73	\$24.27

- III. Effective January 1, 2025, District resident and non-resident rates shall be the same.

- IV. Effective January 1, 2025, the District shall write off any resident health plan enrollee's unpaid transport bills after receipt of payment from the enrollee's health plan and cease all attempts to collect from the enrollee any remaining unpaid amount owed on the transport bill. For residents of the District who are not enrolled in a health plan, the District shall write off all transport costs.
- V. For non-residents of the District who are not enrolled in a health plan, the District shall bill such non-residents directly for the transport costs. If such non-residents do not pay the bill, the District shall not send the bill to collections.
- VI. The District shall notify and instruct any applicable third (3rd) party billing company of the District's policy updates contained in this Resolution, including, but not limited to, the cessation of using collections to recover out-of-pocket transport costs.
- VII. To the extent any prior Resolution(s) of the District conflicts with the terms of this Resolution, this Resolution shall take precedence and shall be considered to modify or amend the conflicting terms of any such prior Resolution(s).


ADOPTED by the Board of Fire Commissioners of Island County Fire Protection District No. 1, at an open public meeting thereof this 15th day of October 2024, of which notice was given in the manner provided by law and the following Commissioners being present and voting.

ISLAND COUNTY FIRE PROTECTION DISTRICT NO. 1

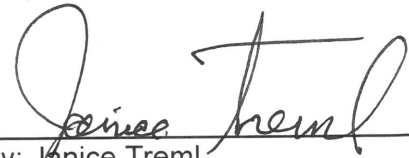


By: Jerry Evans
Its: Chair


By: Paul Foster
Its: Commissioner



By: Kim Williams
Its: Commissioner



By: Janice Trembl
Its: Commissioner



By: Paul Williams
Its: Commissioner

ATTEST


By: Amy Martin
Its: Board Secretary



Island County Fire District No. 1 (Camano Island Fire & Rescue)

Bond Financing Information

August 21, 2024, 8:45 AM

Jim Nelson

Managing Director

Phone: (206) 389-4062

Cell: (206) 713-9354

Email: jnelson@dadco.com



D|A|DAVIDSON

Columbia Center

701 Fifth Avenue, Suite 4050

Seattle, WA 98104

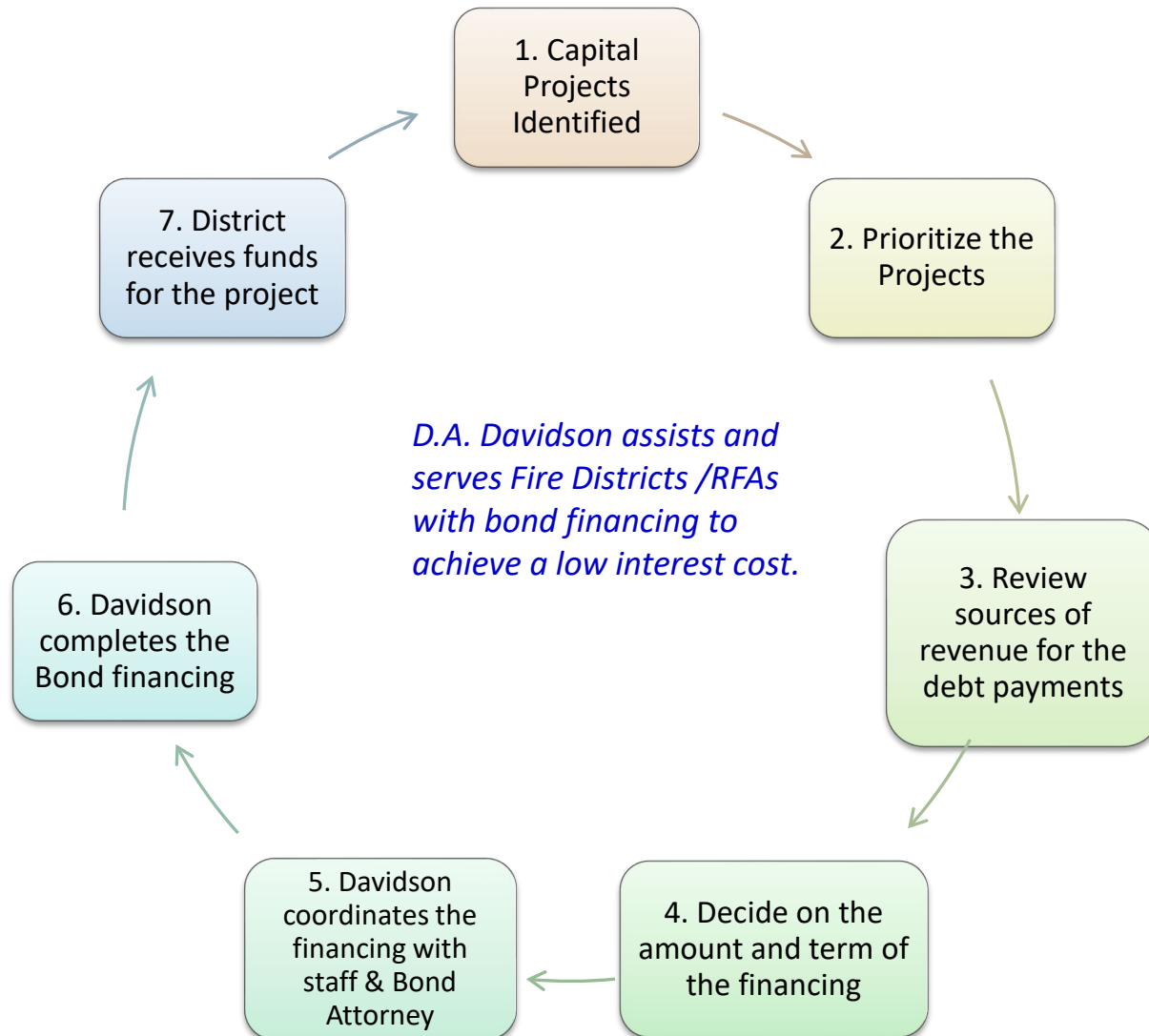
www.davidsoncompanies.com/ficm

ASSUMPTIONS

In the preparation of this information we based it on the following:

- Our general underwriting experience with Washington State Fire Districts and Regional Fire Authorities.
- Factual information relevant to Island County Fire District No. 1 debt issuance profile.

OVERVIEW OF THE FINANCING PROCESS



TYPES OF DEBT

Limited Tax General Obligation Bonds (“Non-Voted Bonds”)

- ❑ Subject to the Legal Debt Limit at 3/8 of 1% of Assessed Value
- ❑ Paid from the District Current Expense Fund (\$1.50 regular levy limit)
- ❑ Maximum financing term is 20 years

Unlimited Tax General Obligation Bonds (“Voted Bonds”)

- ❑ Subject to the Legal Debt Limit at 3/4 of 1% of Assessed Value
- ❑ Maximum financing term is 20 years.
- ❑ Special Excess Levy voted bond, requires voter approval of 60% or greater
- ❑ Requires voter validation with a turnout that is at least 40%, based on the previous year’s November election

Local Improvement District Bonds (“LID Bonds”) *(rarely used by Fire Districts)*

- ❑ Debt that is paid by the LID property owners assessment who specifically receive a benefit (i.e., increase in their property value) from improvements
- ❑ Majority of property owners (by land area) must agree to the assessment

Short-term Debt (3-years or less) (“Anticipation Note or Line of Credit”)

- ❑ Issue short-term debt in anticipation of long-term debt
- ❑ Issue a Tax Anticipation Note to be paid off from the future collection of taxes
- ❑ Issue a Grant Anticipation Note to be paid off from future grant receipts
- ❑ May use an inter-fund loan to meet short-term cash needs

Leases

- ❑ Issue a capital lease, subject to the District’s non-voted debt capacity



PLANNING INFORMATION

IRS Spend Down Requirements for Tax Exempt Bonds

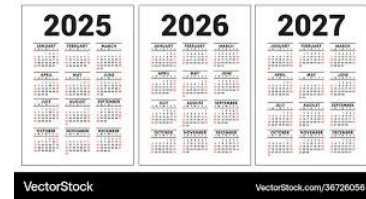
A municipality must intend to spend 85% of bond proceeds within 36 months or less from the Delivery Date.

Bundling Concept

Consider bundling various capital improvements (i.e., property acquisition, building remodel, station, equipment, etc.) into one financing to achieve economies of scale.

Reimbursement Resolution

The IRS rule specifies that a Reimbursement Resolution must be approved by the municipality prior to the capital expenditure being paid or within 60 days from the date that money was expended (i.e., issue date of the check).



DEBT CAPACITY

2024 Regular Assessed Valuation ("AV")

\$6,677,874,372

NON-VOTED DEBT CAPACITY CALCULATION

(Non-voted) Limited Tax General Obligation Debt Capacity (3/8th of 1% of AV)	\$25,042,029
Less: Outstanding Limited Tax General Obligation Debt/Lease (1)	\$0
Less: Non-voted Bond for _____ (1)	\$0

Remaining Non-Voted General Obligation Debt Capacity	\$25,042,029
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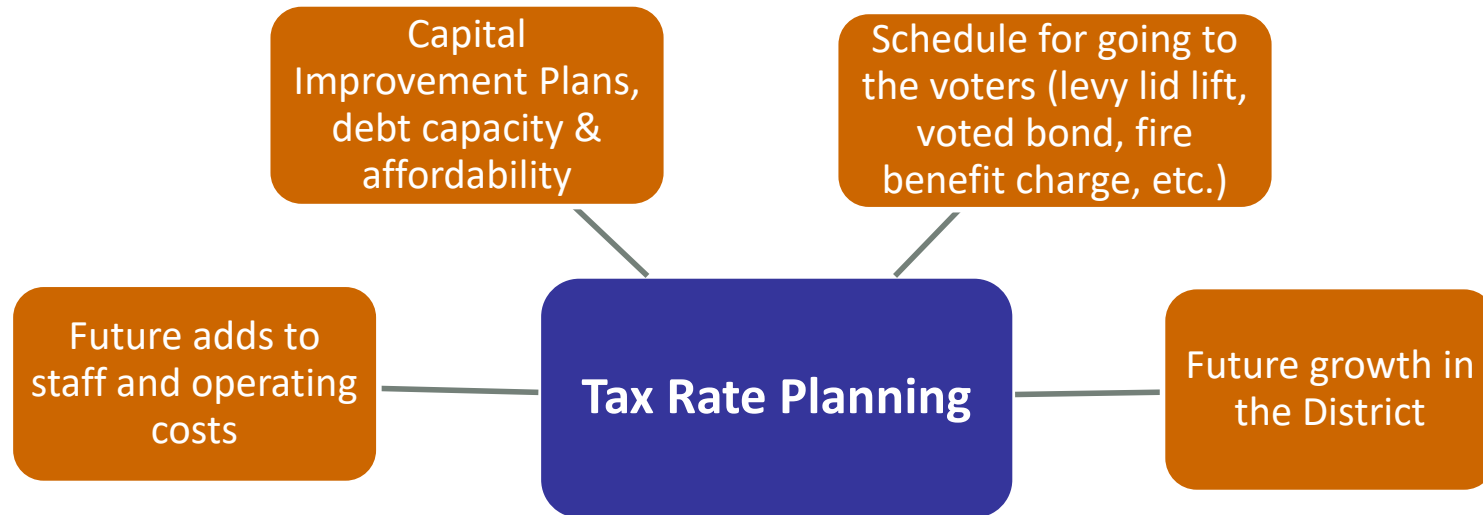
VOTED DEBT CAPACITY CALCULATION

(Voted) Unlimited Tax General Obligation Debt Capacity (3/4th of 1% of AV)	\$50,084,058
Less: Outstanding 2014 Unlimited Tax General Obligation Refunding Bonds (2)	(\$4,345,000)
<i>(Call Date 12/1/2024, interest rate at 4.00%, callable principal 2025-2028 is \$3,515,000)</i>	
<i>(The 2014 Refunding Bonds refinanced the callable 2007 UTGO Bonds and callable 2008 UTGO Bonds.)</i>	
Less: Any Non-voted debt (from above)	\$0
Less: This Voted Bond (2)	\$0

Total Remaining General Obligation Debt Capacity (with voter approval)	\$45,739,058
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- (1) Paid from Regular Property Tax Collections out of the Current Expense Fund.
- (2) Paid from a special voter-approved "excess" levy for the life of the bond issue.

KEY FACTORS FOR TAX RATE PLANNING



Note: The District's regular levy rate for 2024 is \$1.25 per \$1,000 of Assessed Value. \$1.25 per \$1,000 times the District's Assessed Value is \$8,347,343.

The maximum regular levy rate for a Fire District is \$1.50 per \$1,000 of Assessed Value.

OVERVIEW OF TAXING OPTIONS

- ☐ Levy Lid Lift (single year or multi-year (2-6 years)) (50%+)
- ☐ EMS Levy (6 years, 10 years, or permanent) (60%+, validate 40%+)
(If the EMS levy is continuous from the existing EMS levy, then the renewal requires 50%+ with no validation.)
- ☐ Excess Operating Levy (1-4 years) (60%+, validate 40%+)
- ☐ Excess Capital Levy (1-6 years) (60%+, validate 40%+)
- ☐ Excess Bond Levy (maximum of 20 years for a Fire District) (60%+, validate 40%+)
- ☐ Fire Benefit Charge (1-6 years) (60%+ with no validation requirement, renewal is 50%+ with no validation requirement)

EXAMPLES OF NON VOTED BOND FINANCINGS



Snohomish County Fire District No. 17 – constructing and equipping a fire station



West Pierce Fire & Rescue – acquiring and improving real property, apparatus and equipment and installation of station security measures



Douglas County Fire District No. 2 – fire stations & equipment



Kitsap County Fire District No. 18 (Poulsbo Fire) – various capital improvements and equipment



North County RFA (Snohomish County) – training center

AFFORDABILITY OF NON VOTED BONDS

- What is your expected economic growth?
- Do you receive transport revenues? **Yes**
- Do you receive Ground Emergency Medical Transportation (GEMT) revenues? **Yes**
- What are your future plans for adds to staff?
- What is your equipment replacement plan?
- Are you planning for a levy lid lift?

BOND MARKET INTEREST RATE TREND

Source: The Bond Buyer

Bond Buyer 20-Year General Obligation Index*
(10 year history) *As of 8/16/2024*



ESTIMATED NON VOTED BOND PAYMENTS

Funding Net Proceeds of \$9,000,000

<u>Number of Years</u>	<u>Est. Average Annual Payment (1)</u>	<u>Est. All-In True Interest Cost % (1)</u>
20	\$660,916	3.99%
15	\$787,623	3.62%
10	\$1,073,854	3.36%
5	\$1,994,880	3.53%

Funding Net Proceeds of \$5,000,000

<u>Number of Years</u>	<u>Est. Average Annual Payment (1)</u>	<u>Est. All-In True Interest Cost % (1)</u>
20	\$367,175	3.99%
15	\$437,568	3.62%
10	\$596,586	3.36%
5	\$1,108,267	3.53%

Assumptions:

- 1. Preliminary and subject to change.*
- 2. Assumes a rating of AA.*

EXAMPLES OF VOTED BOND FINANCINGS



East Pierce Fire & Rescue – voter approval for \$80,000,000



Central Whidbey Island Fire & Rescue – first fire district to achieve a AAA rating



North Mason Regional Fire Authority – Emergency Operations Center



King County Fire District No. 45 – fire station and equipment



King County Fire District No. 2 – fire station and equipment

ASSESSED VALUE GROWTH RATES

Year	Historical Regular Assessed Value	AV % change
2009	3,510,485,204	
2010	3,439,321,289	-2.03%
2011	3,139,570,989	-8.72%
2012	3,056,377,681	-2.65%
2013	2,809,225,232	-8.09%
2014	2,763,763,564	-1.62%
2015	2,802,535,345	1.40%
2016	2,815,786,840	0.47%
2017	3,054,192,941	8.47%
2018	3,280,850,383	7.42%
2019	3,624,256,584	10.47%
2020	4,020,591,957	10.94%
2021	4,279,706,413	6.44%
2022	4,693,940,038	9.68%
2023	6,016,860,009	28.18%
2024	6,677,874,372	10.99%

15-Year Average Growth Rate: 4.76%

10-Year Average Growth Rate: 9.45%

5-Year Average Growth Rate: 13.25%

Source: Island County Assessor Annual Reports

ESTIMATED VOTED BOND PAYMENTS

For Discussion Purposes (As of 8/19/2024)

20-Years, Level Levy 3.0% assumed annual Assessed Value growth					
Funding Amount:	1,000,000	10,000,000	20,000,000	30,000,000	
Est. Average Payment (1):	NA	NA	NA	NA	
Est. Net Borrowing Cost (1):	4.05%	4.05%	4.05%	4.05%	
Estimated Tax Levy Impact (1):	0.009	0.090	0.180	0.270	
(\$ per \$1,000 of AV)					
Tax on home valued at:					
500,000					
Annual Increase (1):	4.50	45.00	90.00	135.00	
Monthly Increase (1):	0.38	3.75	7.50	11.25	
Tax on home valued at:					
1,000,000					
Annual Increase (1):	9.00	90.00	180.00	270.00	
Monthly Increase (1):	0.75	7.50	15.00	22.50	

Assumptions:

1. Net Borrowing Cost is preliminary and subject to change, assumes a rating of AA, non bank-qualified.
2. Assumes Assessed Value for the 2025 Tax Collection year is: 6,878,210,603
3. Assumes a Level Levy solution with an assumed annual growth rate of 3% per year for the District's assessed value. The voted bond payments are structured to increase at 3% per year to match the assumed annual growth rate in the District's assessed value.

COMMENTS FROM OTHER FIRE DISTRICTS ON PREPARING FOR A BALLOT MEASURE

- **Start the voter education process 12-24 months before the election date**
- Consider hiring an election consultant
- Organize your volunteer election committee
- Series of newspaper articles or newsletters to inform the public
- **Factual** information on the District's website
- Community Meetings, video presentations
- Use of social media

BOND RATING

A rating helps to achieve a lower interest cost.

A higher bond rating results in lower yields.



Source: D.A. Davidson & Co.

	S&P	Moody's
Highest/Best Quality	AAA	Aaa
High Investment Grade	AA+	Aa1
	AA	Aa2
	AA	Aa3
Medium Investment Grade	A+	A1
	A	A2
	A-	A3
Low Investment Grade	BB+	Baa1
	BBB	Baa2
	BBB-	Baa3

Source: S&P Global Ratings and Moody's Investors Service

EXAMPLES OF BOND RATINGS

District Name	S&P Rating	Moody's Rating	County
Benton County Fire Dist. 1	A		Benton
Benton County Fire Dist. 4	AA-		Benton
Chelan County Fire Dist. 1	AA		Chelan
Chelan County Fire Dist. 7	AA-		Chelan
Clark County Fire & Rescue	AA-		Clark
Clark County Fire Dist. 6	AA-		Clark
East County Fire & Rescue	A+		Clark
Cowlitz 2 Fire & Rescue	A+		Cowlitz
Douglas County Fire Dist. 2	AA		Douglas
Franklin County Fire Dist. 3	A		Franklin
Grant County Fire Dist. 3	A		Grant
Camano Island Fire & Rescue	AA		Island
Central Whidbey Is. Fire & Rescue	AAA		Island
South Whidbey Fire/EMS (FD 3)	AA		Island
Jefferson County Fire Dist. 1	AA-		Jefferson
King County Fire Dist. 10	AA		King
King County Fire Dist. 16	AAA		King
King County Fire Dist. 2	AA+		King
King County Fire Dist. 45	AA		King
King County Fire Dist. 51	A		King & Kittitas
Mtn. View Fire & Rescue (FD 44)	AA		King
North Highline Fire Dist. (FD 11)	AA-		King
Shoreline Fire Department (FD 4)	AA		King
So. King Fire & Rescue (FD 39)	AA+		King
Valley Reg. Fire Auth.	AA-		King & Pierce

District Name	S&P Rating	Moody's Rating	County
Central Kitsap Fire & Rescue (FD 1)	AA+		Kitsap
Bainbridge Is. Fire Dept. (FD 2)	AA+		Kitsap
Kittitas Valley Fire & Rescue (FD 2)	AA-		Kittitas
North Mason Reg. Fire Auth.	AA-		Mason & Kitsap
Central Pierce Fire & Rescue (FD 6)	AA		Pierce
East Pierce Fire & Rescue (FD 22)	AA		Pierce
Gig Harbor Fire & Medic One	AA		Pierce
Snohomish Regional Fire & Rescue	AA	Aa2	Snohomish
Snohomish County Fire Dist. 17	AA		Snohomish
North County Reg. Fire Auth.	AA-		Snohomish
Spokane County Fire Dist. 13	A		Spokane
Spokane County Fire Dist. 4	AA-		Spokane
Thurston County Fire Dist. 3	A+		Thurston
Thurston County Fire Dist. 5	A		Thurston
Thurston County Fire Dist. 9	A+		Thurston
Thurston County Fire Dist. 12	AA-		Thurston
West Thurston Reg. Fire Auth.	AA-		Thurston
South Whatcom Fire Authority	AA-		Whatcom
Whatcom County Fire Dist. 7	AA		Whatcom
Yakima County Fire Dist. 5	A+		Yakima

Source: S&P Global Ratings and Moody's Investors Service

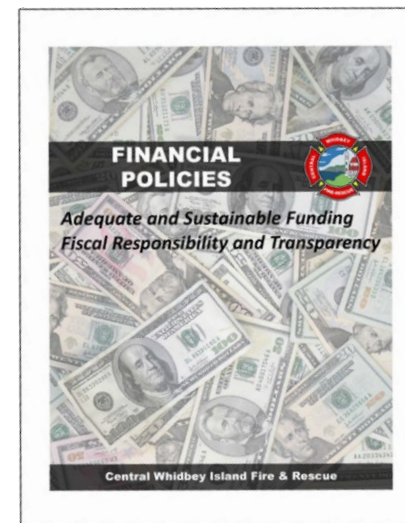
FINANCIAL MANAGEMENT POLICIES

A set of policies to:

- ❖ Promote financial integrity
- ❖ Assist elected officials and staff
- ❖ Provides continuity over time

Key strengths of the policy:

- Unrestricted Cash Goal
- Monthly Financial Reports
- Quarterly Budget Reports
- [Annual Financial Audit cycle](#)
- Financial Forecasting
- Equipment Replacement Plan
- Use of a Capital Facilities Plan



HELPFUL SUGGESTIONS

- Plan ahead for your capital improvements.
- Update your Capital Facilities Plan and Financial Policies.
- Consider a Reimbursement Resolution if you are spending cash.
- What is your community outreach plan/voter education plan?
- Do you have a volunteer election committee or citizen advisory group?
- Have flexibility in your financing structure (i.e., term of the financing, payment structure, timing in the market).

APPENDIX 1

OUR EXPERIENCE

1. Our bankers [serve the largest number of fire districts \(over 85\)](#) in Washington State.
2. Jim Nelson has [personally completed over 170 fire service financings](#).
3. Davidson was [ranked 1st in Washington State in 2013 thru 2023](#) (*based on the number of negotiated municipal transactions completed*). *Source: Thomson Reuters*
4. Our [local expertise](#), as a result of working with South County Fire, Snohomish Regional Fire & Rescue, North County Regional Fire Authority, Snohomish County Fire District No. 17, Snohomish County Fire District No. 19, Snohomish County Fire District No. 21, Snohomish County Fire District No. 26, City of Snohomish, City of Sultan, City of Monroe, City of Mill Creek, City of Mukilteo, City of Granite Falls, City of Stanwood, City of Lake Stevens, among many others.
5. We provide a [wide array of services](#) with our analytics, credit rating insight and expertise, and Washington bond pricing expertise.
6. Our [sales distribution network \(with 45 institutional salespeople and 370 retail salespeople\)](#) and [bond trader \(Mark Froio\)](#) work aggressively to achieve the lowest net borrowing cost for Washington municipalities.

WE SERVE THE LARGEST NUMBER OF FIRE DISTRICTS (85+)

Benton FD 1	King FD 47	Snohomish FD 17
Benton FD 2	King FD 50	Snohomish FD 19
West Benton Fire Rescue RFA	Renton RFA	Snohomish FD 21
Benton FD 4	Valley RFA	Snohomish FD 26
Chelan FD 1	South Kitsap Fire & Rescue	Snohomish FD 22
Chelan FD 3	Central Kitsap Fire & Rescue	North County RFA
Chelan FD 5	Kitsap FD 18	Spokane FD 4
Clark FD 1	Kittitas FD 2	Spokane FD 8
Clark FD 3	Klickitat FD 3	Spokane FD 10
Clark FD 6	Lewis FD 1	Stevens FD 1
East County Fire & Rescue	Lewis FD 6	Thurston FD 1
Clark-Cowlitz Fire Rescue	Mason FD 6	Lacey Fire District 3
Cowlitz FD 2	Mason FD 11	Thurston FD 5
Douglas FD 2	North Mason RFA	Thurston FD 6
Douglas FD 4	Okanogan FD 6	Thurston FD 7
Franklin FD 3	Okanogan FD 15	Thurston FD 8
Grant FD 3	West Pierce Fire & Rescue	Thurston FD 9
Grays Harbor FD 2	Central Pierce Fire & Rescue	Thurston FD 11
Island FD 1	Key Peninsula Fire	South Thurston Fire & EMS
South Whidbey Fire/EMS	South Pierce Fire & Rescue	Southeast Thurston RFA
Central Whidbey Fire & Rescue	Orting Valley Fire & Rescue	West Thurston RFA
King FD 2	Graham Fire & Rescue	Whatcom FD 1
King FD 11	East Pierce Fire & Rescue	Whatcom FD 3
King FD 16	San Juan FD 2	Whatcom FD 7
King FD 20	San Juan FD 3	Yakima FD 1
King FD 27	Skagit FD 6	Yakima FD 5
King FD 40	South County Fire RFA	Yakima FD 12
King FD 44	Snohomish Regional Fire & Rescue	
King FD 45	Snohomish FD 4	



DAVIDSON'S PUBLIC FINANCE TEAM



JIM NELSON
MANAGING DIRECTOR
(206) 389-4062

30 Years in Public Finance
Main Office: Seattle, WA

Focuses on general municipal finance with fire districts, cities, counties, water & sewer districts, park districts, hospital districts, ports, as well as other special districts.

Jim and the Company has served as bond underwriter/placement agent to a large number of Washington fire districts and other municipalities, including South County Fire, Snohomish Regional Fire & Rescue, North County Regional Fire Authority, Snohomish County Fire District No. 17, Snohomish County Fire District No. 19, Snohomish County Fire District No. 21, Snohomish County Fire District No. 26, City of Snohomish, City of Sultan, City of Monroe, City of Mill Creek, City of Mukilteo, City of Granite Falls, City of Stanwood, City of Lake Stevens, Central Pierce Fire & Rescue, East Pierce Fire & Rescue, West Pierce Fire & Rescue, King County Fire District No. 45, King County Fire District No. 16, King County Fire District No. 2, Kittitas Valley Fire & Rescue, Benton County Fire District No. 4, Grant County Fire District No. 3, Spokane County Fire District No. 4, among many others.

Jim is very experienced in assisting Washington municipalities with structuring bond financings and rating presentations. He has completed over 600 financings with a par amount greater than \$6.0 billion.

FINRA Series 50, Series 52 and Series 63 Licenses.
B.A. from the University of Washington.

DAVIDSON'S PUBLIC FINANCE TEAM

Mark Froio (Senior Vice President) – Bond underwriter and Bond Trader. Extensive market knowledge and experience to achieve lower interest rates. (Mark has 39 years of experience.)

Maura Lentini (Senior Vice President) – former Moody's rating analyst, assists with rating agency presentations and rating strategies. (Maura has 21 years of experience.)

Crystal Vogl (Senior Vice President) – Disclosure Specialist reviewing Official Statements and assisting with Continuing Disclosure requirements and deadlines. (Crystal has 20 years of experience.)

Sophia Kenny (Public Finance Analyst) – Specializes in a variety of support functions, compiling information, reviewing offering documents, deal processing, compliance disclosure, and assisting with presentation materials. (Sophia has 2 years of experience.)

Suzanne Eide (Senior Vice President) – Bond Structuring/Quantitative Specialist for voted bonds, non-voted bonds, refunding bonds, short-term notes, and assessment bonds. (Suzanne has 20 years of experience.)

REQUIRED DISCLOSURES

General Disclaimers (Educational Information)

(a) D.A. Davidson is not recommending an action to the municipal entity or obligated person; (b) is not acting as an advisor to the municipal entity or obligated person and does not owe a fiduciary duty pursuant to Section 15B of the Exchange Act to the municipal entity or obligated person with respect to the information and material contained in this communication; (c) D.A. Davidson is acting for its own interests; and (d) the municipal entity or obligated person should discuss any information and material contained in this communication with any and all internal or external advisors and experts that the municipal entity or obligated person deems appropriate before acting on this information or material.

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2025 UPDATE

In August 2024, the Board of Fire Commissioners help a one-day workshop to review and update this strategic plan. Specifically, the Board evaluated the SWOC Analysis and current measurement data related to Strategic Objectives, Outcome Measures, and Performance Objectives. The following are the resulting edits of this review.

Strengths: Things the agency does particularly well, competitive advantages, preparedness investments that are paying off, etc.

- Collecting and analyzing quality data

Weaknesses: Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.

- ~~Collecting and analyzing quality data~~
- ~~Lack of sufficient full time staffing to cover all stations~~
- ~~Lack of a training facility~~
- Loss of experienced personnel
- Lack of adequate Human Resources staffing
- Providing for complete well-being of employees including mental, psychological, and emotional health.
- Compliance with the timely destruction of records
- Maintenance of historical records and institutional memory

Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, survivability as an organization.

- Community partnerships for Mobile Integrated Health Care (MIHC)

Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.

No Edits

How Do We Continue to Improve on Protecting Lives, Property and the Environment Before and During Emergency Events?

1.1 Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Events

Supporting Objectives

- Turnout time for fire/rescue calls within **80 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within **12** ~~19~~ minutes, 90 percent of the time (emergency calls, unit alert to unit arrival)
- **Deployment of an Effective Response Force of 15 firefighters to a residential fire within 25 minutes.**

1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

Supporting Objectives

- Turnout time for EMS calls within **60 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First EMS capable unit (**ALS or BLS**) arrival at medical calls for service requiring the use of personal protective equipment within **11 minutes** ~~13 minutes and 24 seconds~~, 90 percent of the time (emergency calls, unit alert to unit arrival)
- First EMS capable unit (**ALS**) arrival at medical calls for service requiring **ALS level care and** the use of personal protective equipment within 13 minutes and 24 seconds, 90 percent of the time (emergency calls, unit alert to unit arrival)

1.3 Improve Firefighter Safety and Survival

Supporting Objectives

- Turnout time for fire/rescue calls within **80 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within **12** ~~19~~ minutes, 90 percent of the time (emergency calls, unit alert to unit arrival)

1.4 Improve Agency Resiliency During Crisis-Level Events

No edits.

How Do We Meet the Increases in Service Demands Over the Coming Years?

2.1 Reduce Financial and Legal Risk/Liability to the District

No edits

2.2 Improve Efficiency within the Current Budget Process

Outcome Measurements

~~Maintain a levy rate equal to or below the regional comparative average~~

~~Maintain transport fees equal to or below the regional comparative average~~

Supporting Objectives

- ~~• Pursue grant opportunities with a positive return in investment~~

2.3 Prepare the Agency for Future Economic Downturns

Outcome Measurement

~~Maintain a levy rate equal to or below the regional comparative average~~ (expand to maximum if needed)

2.4 Prepare for Population Growth and Demographic Changes within the Jurisdiction

Supporting Objectives

- Turnout time for fire/rescue calls within **80 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within **12** ~~15~~ minutes, 90 percent of the time (emergency calls, unit alert to unit arrival)

How Do We Better Explain Our Services and Demonstrate Our Value to Our Community?

3.1 Promote a Positive Agency Reputation within the Community

Outcome Measurements

~~Maintain a levy rate equal to or below the regional comparative average~~

~~Maintain transport fees equal to or below the regional comparative average~~

~~Recruit and hire employees that represent the demographic make-up of the community~~
(census data for region)

3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Supporting Objectives

- Turnout time for fire/rescue calls within **80 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within **12** ~~19~~ minutes, 90 percent of the time (emergency calls, unit alert to unit arrival)
- ~~Develop a performance measure for prevention of occupant displacement for people impacted by fire~~ (occupants return to home within 24 hours of fire)

3.3 Provide Downward Pressure on Fire Insurance Costs within the Community

Supporting Objectives

- Turnout time for fire/rescue calls within **80 seconds** ~~2 minutes~~, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within **12** ~~19~~ minutes, 90 percent of the time (emergency calls, unit alert to unit arrival)

3.4 Provide Value to the Community Beyond the 911 Call

No edits.