JOINT RESOLUTION

CITY OF PROSSER, RESOLUTION NO. 14-1461

BENTON COUNTY FIRE PROTECTION DISTRICT NO. 3, RESOLUTION NO. 2014-02

A JOINT RESOLUTION of the City Council of the City of Prosser, Washington, and the Board of Commissioners of Benton County Fire Protection District No. 3, providing for the submission to qualified electors of the City and the District, at the general election to be held on November 4, 2014, of a proposition that, pursuant to Chapter 52.26 of the Revised Code of Washington, approves a plan to form a regional fire protection service authority within the boundaries of the City and the District, effective January 1, 2015 and providing for other matters properly related thereto.

RECITALS

A. The ability to respond to emergency situations by fire protection and emergency medical service agencies has not kept up or progressed with community needs and special service demands. Providing an effective fire protection and emergency medical service system requires a collaborative partnership and responsibility among local and regional governments and the private sector.

B. There are efficiencies that can be gained by regional fire protection and emergency medical service delivery, while maintaining local control.

C. The City of Prosser ("the City") and Benton County Fire Protection District No. 3 ("the District") have had a cooperative partnership, striving to provide the highest level of fire protection and emergency medical services to their citizens within the confines of available resources. This cooperative partnership began with an interlocal agreement in 2002, which created a separate entity to provide services funded through contributions from both parties.

D. In March 2014, the City and the District formed a Planning Committee to evaluate regional fire protection needs, stable funding mechanisms and the parameters of the Regional Fire Protection Service Authority (the "Prosser RFA");

E. The Planning Committee met and prepared a Plan to create the "West Benton Regional Fire Authority," and to govern and finance its operation. The Plan is

being formally approved and adopted by each entity pursuant to this Joint Resolution. A copy of the Plan is attached as Exhibit A and incorporated by this reference. Copies are also available from the administrative offices of the City and the District.

F. Authority to form a Regional Fire Protection Service Authority is authorized by Chapter 52.26 RCW. Chapter 52.26 RCW requires that in order to create a Regional Fire Protection Service Authority, the Plan must be approved by the voters of the area affected by the Plan. Therefore, in accordance with the Plan and state law, it is appropriate to place before voters within the proposed service boundaries of the Regional Fire Protection Services Authority, at the general election to be held on November 4, 2014, calling for the creation of the West Benton Regional Fire Authority, to be funded by a property tax levy, and the approval of the Plan, all in accordance with state law.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF PROSSER, WASHINGTON, AND THE BOARD OF COMMISSIONERS OF BENTON COUNTY FIRE PROTECTION DISTRICT NO. 3, DO HEREBY RESOLVE AS FOLLOWS:

RESOLUTION

SECTION 1. – *Findings of Prosser City Council and Benton County Fire Protection District No. 3*. The City Council of the City of Prosser Washington and the Board of Commissioners of Benton County Fire Protection District No.3 hereby find that it is in the best interests of the City and the District to submit to the qualified electors of the City and the District at the general election to be held on November 4, 2014, a proposition to approve the Plan and to create the West Benton Regional Fire Authority. The Plan authorizes the RFA to be initially funded by a regular property tax levy of $.95 per $1,000 of assessed value, which is offset by a state law mandated reduction in City and District property tax levy rates. Certain other revenue sources may be authorized in the future, including additional voted tax levies and fire benefit charges, if the voters authorize such revenue sources in accordance with statutory requirements.

If approved by a simple majority of the voters within the boundaries of the proposed Authority voting on the ballot proposition in accordance with RCW 52.26.060, this proposition would create a regional fire protection service authority as provided in chapter 52.26 RCW called the "West Benton Regional Fire Authority," with boundaries coextensive with the boundaries of the City of Prosser and Benton County Fire Protection District No. 3, effective January 1, 2015 funded by a property tax and other sources that do not require supermajority voter approval. Certain provisions of the Plan may be amended by the Governing Board of the proposed Authority without requiring voter approval, all as set forth in the Plan.

SECTION 2. - *Proposition for Voter Submittal*. There shall be submitted to the qualified electors of the District and the City for their ratification or rejection, at the general election on November 4, 2014, the question of whether or not the West Benton Regional Fire Authority should be created in accordance with the Plan. The Board of Commissioners of Benton County Fire Protection District No. 3 and the City Council of the City of Prosser hereby requests the Auditor of Benton County, as *ex-officio* Supervisor of Elections, to call such election and to submit to the voters of the City and the District the following proposition at such election, in the form of a ballot title, which has been prepared by the City Council and the District Board, pursuant to RCW 52.26.060, as follows:

[Continued on next page.]

CITY OF PROSSER
BENTON COUNTY FIRE PROTECTION DISTRICT No. 3
PROPOSITION 1

The City of Prosser and Benton County Fire Protection District No. 3 have adopted a Joint Resolution approving the West Benton Regional Fire Authority Plan ("Plan") concerning creation of the West Benton Regional Fire Authority ("Authority"), effective January 1, 2015.

If this measure is approved, it would approve the Plan and create the West Benton Regional Fire Authority to provide regional fire protection and emergency medical services funded with a property tax of $.95/$1,000 assessed value and other sources identified in the Plan. City and District levies would be reduced to offset the Fire Authority's levy. Fire benefit charges and additional voted taxes may be collected only upon future supermajority voter approval.

Should the Plan for and formation of the West Benton Regional Fire Authority be approved?

YES [ ]

NO [ ]

SECTION 3. – *Authorize Continued Acts of Regional Fire Authority Planning Committee*. The City Council of the City of Prosser Washington and the Board of Commissioners of Benton County Fire Protection District No. 3 hereby authorize the Regional Fire Authority Planning Committee to continue operating on an as needed basis until the effective date of the Authority. The Planning Committee shall function as the governing board for the purposes of carrying out the requirements of Chapter 52.26 RCW until such time as a new governing board is established on January 1, 2015 pursuant to the Plan.

SECTION 4. – *Pro and Con Committee Appointments*. The Prosser City Council and the Benton County Fire Protection District No. 3 Board of Commissioners hereby assign to the Regional Fire Authority Planning Committee the task of appointing members to a committee to advocate voters' approval of the proposition and to a committee to prepare arguments advocating voters' rejection of the proposition.

SECTION 5. - *Designation of Individuals to Receive Notices re: Ballot Title*. For purposes of receiving notice of any matters related to the ballot title, as provided in RCW 29A.36.080, the Prosser City Council and the Board of Fire Commissioners hereby designates the Fire Chief/District Secretary and the City Attorney as the individuals to whom the County Auditor shall provide such notice.

SECTION 6.- *Implementation*. The Fire Chief/District Secretary is authorized to implement such administrative procedures as may be necessary to carry out the directives of this legislation, including modifying the text of the "West Benton RFA Plan" and the text of the ballot title and any other text, language and/or descriptions relative thereto necessary to conform such ballot title, text, language and/or descriptions to the intent of the parties, consistent with the objectives of this resolution. No substantive modifications to the ballot title, text, language and/or descriptions of any document shall be made without the approval of the Mayor.

SECTION 7. *Copies Filed with the Benton County Auditor*. The City Clerk and the Fire Chief/District Secretary, or his or her designee, are each hereby authorized and directed, no later than August 5, 2014, to provide to the County Auditor a certified copy of this resolution and the proper City and District officials are authorized to perform such other duties or take such other actions as are necessary or required by law to the end that the proposition described in this resolution appear on the ballot before the voters of the proposed Authority at the November 4, 2014 election.

SECTION 8. – *Severability*. If any section, subsection, paragraph, sentence, clause or phrase of this resolution is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of this resolution.

SECTION 9. - *Ratification*. Any act consistent with the authority and prior to the effective date of this resolution is hereby ratified and affirmed.

SECTION 10. - *Effective Date*. This resolution shall take effect and be in force immediately upon its passage.

PASSED at a regular open public meeting by the City Council this 22nd day of July, 2014.

CITY OF PROSSER

MAYOR PAUL WARDEN

Attest:

RACHEL SHAW, CITY CLERK

Approved as to Form:

HOWARD SAXTON, CITY ATTORNEY

CITY OF PROSSER SEAL STATE OF WASHINGTON

ADOPTED by the Board of Commissioners of Benton County Fire Protection District No.3, Benton County, Washington, at a regular open public meeting of such Board on the 21st day of JULY, 2014, the below commissioners being present and voting.

COMMISSIONER

COMMISSIONER

COMMISSIONER

ATTEST:

FIRE CHIEF/ SECRETARY

EXHIBIT "A"

7/22/2014

Regional Fire Authority Plan

City of Prosser Benton County Fire Protection District #3

TABLE OF CONTENTS

Page

Acknowledgement 1

Strategic Opportunity.....2

Section 1: Background & Needs Statements 3

Section 2: Definitions 7

Section 3: Formation Authority 9

Section 4: Jurisdictional Boundaries.....11

Section 5: Governance and Organizational Structure.....13

Section 6: Funding and Finance 16

Section 7: Deployment; Operations and Emergency Management 19

Section 8: Administrative/Management/Personnel Components 21

Section 9: Hazard Prevention, Public Education Services.....23

Section 10: Support Services 25

APPENDICES

Appendix A – WBRFA Mission/Vision Statements 26

Appendix B – Jurisdictional Boundaries 27

Appendix C – PF3 Governance Board.....32

Appendix D – Community Task Force Recommendations 33

Appendix E – Services; Levels of Service; Performance Measures.....40

Appendix F – Organizational Hierarchy.....42

Appendix G – WBRFA Financial Blueprint.....43

ACKNOWLEDGEMENT

Recognizing the challenges and opportunities that all fire jurisdictions are facing, the City of Prosser and Benton County Fire Protection District #3, through a partnership of many years, agreed in 2008, to explore the different governance options available in operating and funding Prosser Fire District #3.

In February 2009, the Prosser Fire District #3 Joint Fire Board recommended that the City and Fire Protection District develop a Regional Fire Authority (RFA) Plan. After an unsuccessful attempt in 2012 to validate the effort at the November 2012 election, the Joint Fire Board committed themselves to reviewing and seeking community input to address the governance issue. Through the efforts, dedication and professional commitment of the individuals acknowledged, the Joint Fire Board has completed the 2014 WBRFA Plan.

On behalf of the City of Prosser and Benton County Fire Protection District #3, and all Prosser Fire District #3 personnel, I want to thank everyone who participated in creating the future vision of our organization that will ultimately provide the citizens we serve and protect an enhanced opportunity to determine the level of service they desire.

Your efforts are recognized and very much appreciated.

RANDY FOX

Joint Fire Board Chairman

Regional Fire Authority Planning Committee Members:
Morgan Everett, *City Council*
Bob Elder, *City Council*
Randy Taylor, *City Council*
Randy Fox, *Fire Commissioner*
Max Benitz, *Fire Commissioner*
Tim Stewart, *Fire Commissioner*

City of Prosser and PFD3 Leadership, Staff and Personnel:
Paul Warden, *Mayor*
Regina Mauras, *Finance Director*
Doug Merritt, *Fire Chief*
Seth Johnson, *Captain*
Josh Smith, *Captain*

Prosser Fire District #3 Community Task Force Members:
Gayle Wheeler
Kevin Hanlon
Glenn Bestebraeur
Mike Means
Bruce Etzel

REGIONAL FIRE AUTHORITY

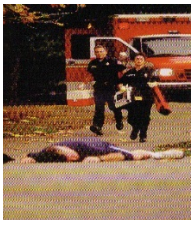
VISION

Prosser Fire District #3 is a community partnership of the City of Prosser and Benton County Fire Protection District #3, providing effective and sustainable Fire, Rescue and EMS services that maximize the resources entrusted to us to serve the needs of a changing community.

STRATEGIC OPPORTUNITY

To strategically position Prosser Fire District #3, which includes the City of Prosser and Benton County Fire Protection District #3, in a cost effective governance partnership that provides the community with effective and sustainable Fire, Rescue and EMS services.

- Effective Fire and lifesaving EMS service is dependent on three components:
  - **Fire/Hazard/Injury Prevention**
    - Safe buildings reduce fire risk, life loss, and reduce the long term cost of emergency response;
  - **Public Education**
    - Perfect emergency response is not possible, the public must be empowered to reduce their own risk and provide time critical actions prior to arrival of firefighters;
  - **Emergency Response**
    - Perfect prevention does not exist, emergency responders must arrive prior to flashover in fire, and brain death in non-breathing patients.
- The three legs of the Fire Service delivery system: ***fire prevention, public education and emergency response***, can only be sustained with adequate funding.
  - Level of Service performance objectives provide the measure of adequate service;
  - Prevention, Education and Response resources must be balanced to meet the Level of Service objective and assure the most cost effective delivery of service;
  - Adequate funding of the fire service delivery system is evidenced by its ability to meet level of service performance objectives. (**Appendix E**)



SECTION 1	BACKGROUND & NEEDS STATEMENTS
Adopted	July 22, 2014

THE FEASIBILITY OF FIRE DEPARTMENT PARTNERSHIPS

During the past three decades, fire protection in America has undergone a process of remarkable transformation. Change began in the early 1970's, roughly corresponding with the publication of *America Burning* by The National Commission on Fire Prevention and Control. Fire departments across the nation began to assume a greater role in the protection of citizens from many more hazards than in the past—quickly expanding from fire suppression to greater emphasis on fire prevention, emergency medical service, ambulance transport, hazardous materials, specialized operations, natural disasters, and (in the recent past) Homeland Security. *This was the dawning of the "ALL RISKS" first responder doctrine in the Fire Service in America.*

The process of change continues today, although some fire agencies feel that the progress made is not in the spirit of 1973's *America Burning*. While many goals of *America Burning* (and of the *Fire Prevention and Control Act* of 1974 that followed) have not materialized, the responsibilities, scope of service, and emergency incidents of community fire departments continue to increase. Urban and suburban expansion have reached unprecedented levels across America, yet laws that limit the funding of public services increasingly restrict emergency services in those same communities. Nearly all such tax limit laws trace their roots to California's Proposition 13, passed by voters in that state in 1978.

Well before the date of *America Burning* and the California tax revolt, private sector businesses recognized the benefit of merger and collaboration as a means to increase efficiency. For years, critics have advised government to *reinvent itself* and to administer programs more like a business. An increasing number of executive fire officials and policymakers now recognize the moral imperative to maximize the efficiency and effectiveness of emergency service resources through a process of strategic cooperation.

Consequently, what was once relatively uncommon in the fire protection industry has become more widespread as fire department leaders react to internal forces promoting maximization of

resources and the external drivers (i.e., expanding scope of service, increased populations, rapid community development, and limited capital).

More and more, local fire agencies partner with other jurisdictions to eliminate service duplication and to focus resources on providing essential services. Such strategic alliances between fire protection agencies began in areas experiencing rapid economic development, primarily surrounding burgeoning West Coast cities like Los Angeles, San Diego, Denver, Seattle, Salt Lake City, and Portland. Now, as the economic development that so characterized large metropolitan centers during the last two decades spreads and external forces act to limit the ability of the once isolated surrounding communities to unilaterally react to the change; the *strategic partnership* of emergency service organizations becomes an alternative more frequently considered by policymakers.

There are over 400 fire protection districts and 270 cities and towns in the State of Washington today. In the past ten years, the State of Washington has experienced:

- A remarkable increase in the number of cooperative efforts, consolidations, and fire protection district mergers.
- An increase in the number of cities and fire protection districts developing and improving cooperative services, consolidations and/or mergers and inter-local contractual agreements for emergency services. Examples are: City of Sumner and East Pierce Fire & Rescue; Cities of Auburn, Algona, and Pacific; and Lewis County Fire Protection District #12 and the City of Centralia.
- A consistent pace of cities that have annexed into fire protection districts.
- Legislative authorization to form Regional Fire Protection Services Authorities (RFA's).

Many factors have led to the increase in these cooperative agreements, mergers, or annexations. These factors include:

- Recent committee studies and state legislation encouraging or providing incentives for cooperative services.
- State and federal grant criteria requires or allows for higher scoring for entities with cooperative or consolidated services.
- Tax limitation initiatives and referendums that have reduced the revenue available to many counties, cities, towns, and special purpose districts, thereby increasing the need to consolidate activities to achieve efficiencies and reduce operating costs.

- The Growth Management Act and its implementation in Washington counties that requires long-term planning of facilities and operations by counties, cities, towns, and special purpose tax districts.

- The cost of emergency operations; the cost of purchasing emergency apparatus and equipment; the cost of constructing fire station facilities; and the cost of fire suppression equipment, emergency medical and rescue equipment, and clothing have significantly increased.

In 2009, as a part of a joint project to provide strategic planning efforts to Prosser Fire District #3, the Joint Fire Board endeavored to consider a change in governance models to better address some of the challenges and inefficiencies of the current Interlocal Agreement which was entered into by both parties in 1994. These efforts culminated in the establishment of the 2009 Prosser Planning Committee and subsequent 2010 Prosser RFA Plan which was turned down by the electorate in November of 2010.

It was in a climate of ongoing regional change and continued challenges to a sustainable level of service in the current governance model (ILA) that the Prosser Fire District #3 Joint Fire Board selected, commissioned and facilitated the Prosser Fire District #3 Community Level Of Service Task Force with the sole mission of reviewing and analyzing Prosser Fire District #3 data, history, strengths, short-falls and gaps in service to the community. The resultant *conclusions*, *findings* and *recommendations* of the Community Task Force were memorialized in a **Task Force Final Report** (included in part as **Appendix D**). Based on this background, the *findings* and *recommendations* of the Community Task Force identified as the primary and pivotal recommendation for achieving a sustainable level of service to be ***the change of governance model in the form of a Regional Fire Authority***. This became the basis of the Joint Fire Board's revitalization of their efforts to change the current governance model.

Based on this background the Planning Committee has identified the following NEEDS STATEMENTS for the formation of the West Benton Regional Fire Authority:

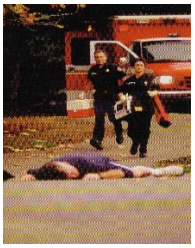
1. The ability to respond to emergency situations by Prosser Fire District #3 for fire protection, rescue and emergency medical services has not kept up or progressed with the community's needs and special service demands.

2. Providing a fire protection, rescue and emergency medical service system requires a collaborative partnership and responsibility among local and regional governments and the private sector. Vital elements of that collaborative effort must be a focus on levels of service and a dedicated and sustainable funding mechanism to meet those demands and standards.

3. There are efficiencies to be gained by regional fire protection, rescue and emergency medical service delivery, while maintaining the balance of local control that has been successful for the joint provision of services under the Interlocal Agreement between the City and Benton County Fire Protection District #3.

4. Timely development of significant projects can best be achieved through enhanced funding options for regional fire protection, emergency services, specialized rescue, hazardous material mitigation, using already existing taxing authority to address fire protection and emergency service needs, with new authority to address critical fire protection projects and emergency services.

5. The City and Benton County Fire Protection District #3 have had a cooperative partnership, striving to provide the highest level of fire and emergency services to our citizens within the confines of available resources, the creation of an RFA will continue this partnership on a permanent basis with a stable governance and financial system.



SECTION 2	DEFINITIONS
Adopted	July 22, 2014
Revision	The **DEFINITIONS** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.
Revised	

DEFINITIONS

The definitions in this section apply throughout this **WBRFA Plan,** unless the context clearly requires otherwise.

1. "***BCFD#3***" means Benton County Fire Protection District #3.

2. "***Board***" **or *"Governance Board" or "Governing Board"*** means the Governance body of a regional fire protection service authority.

3. "***City***" means the City of Prosser.

4. ***"Effective Date"*** means January 1st, 2015 pending approval of the WBRFA Plan by voters of the Participating Jurisdictions.

5. "***Interlocal Agreement***" means the Interlocal Agreement Between the City and Benton County Fire Protection District #3 For The Joint Operation of a Combined Fire Department as a Separate Agency dated November 4, 2002.

6. "***Participating Jurisdictions***" means the City and Benton County Fire Protection District #3.

7. "***Prosser Fire District #3***" or "***PFD3***" means the interlocal agency formed by the City and BCFD#3, pursuant to the Interlocal Agreement.

8. ***"West Benton Regional Fire Authority"*** or ***"WBRFA"*** means the Regional Fire Protection Service Authority defined in this plan whose boundaries are coextensive with the City and BCFD#3, which shall use a dba of West Benton Fire/Rescue.

9. "***RCW***" means Revised Code of Washington.

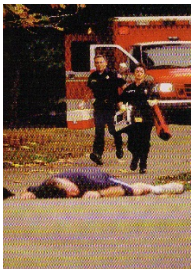
10. "**Regional Fire Protection Service Authority**" or "**Regional Fire Authority**" or "***RFA***" means a regional fire protection service authority formed pursuant to chapter 52.26 RCW. An RFA is a municipal corporation, an independent taxing authority within the meaning of Article VII, Section 1 of the state Constitution, and a taxing district within the meaning of Article VII, Section 2 of the state Constitution.

11. "***Regional Fire Authority Planning Committee***" or "***Planning Committee***" means the advisory committee created under RCW 52.26.030 to create and propose to the City and BCFD#3 the Regional Fire Authority Plan.

12. "***Regional Fire Authority Plan,***" ***"WBRFA Plan"*** or "***Plan***" means a regional fire protection service authority plan, in accordance with RCW 52.26.040(3)(b), for the development and financing of the RFA, including, but not limited to, specific capital projects, fire operations and emergency service operations, and the preservation and maintenance of existing or future facilities and services.

WBRFA SECTION 2 PLAN REVISION DISPOSITION:

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



SECTION 3	FORMATION AUTHORITY
Adopted	July 22, 2014
Revision	The **FORMATION AUTHORITY** section of the **WBRFA Plan** is subject to amendment or revision only by submission of a revised WBRFA Plan to the electorate for approval.
Revised	

A. STATUTORY REFERENCE.

1. Authority for the formation of a Regional Fire Authority by the City of Prosser and Benton County Fire Protection District #3 (Participating Jurisdictions) is authorized by Chapter 52.26 RCW.

B. PLANNING COMMITTEE.

1. Authority to form and operate a Planning Committee is authorized by Chapter 52.26.030 and 52.26.040 RCW.

2. The Planning Committee included three (3) members of the Prosser City Council and three (3) Commissioners of Benton County Fire Protection District #3 – which also served as the current Joint Fire Board.

3. The mission and goal of the Planning Committee is to develop and present to the elected officials of each participating jurisdiction, the WBRFA Plan.

4. Upon development, approval and adoption of the WBRFA Plan by the Planning Committee, the WBRFA Plan shall be presented to each participating jurisdiction's elected legislative body for approval and adoption by resolution for placement of the WBRFA Plan on the ballot for consideration by a vote of the people within the boundaries of the proposed RFA.

5. Upon approval of the WBRFA Plan by the elected legislative body of each participating jurisdiction, the Participating Jurisdictions shall draft a joint ballot title, give notice as required by law for ballot measures, and perform other duties as required to put the WBRFA Plan before the voters of the Participating Jurisdictions for approval or rejection as a single ballot measure.

C. WBRFA PLAN IMPLEMENTATION.

1. The current Interlocal Agreement shall remain in effect until the Effective Date and no current activity or operation of Prosser Fire District #3 will change prior to the Effective Date.

2. Should the WBRFA Plan be approved by 50% of the voters of the Participating Jurisdictions, the West Benton Regional Fire Authority shall be formed on, January 1st, 2015, in accordance with RCW 52.26.070.

3. Should the WBRFA Plan be approved by 50% of the voters of the Participating Jurisdictions, on the Effective Date, the City Council of Prosser and the Board of Commissioners of BCFD#3 will terminate the current Interlocal Agreement and Prosser Fire District #3 will transfer all operations to the WBRFA.

4. If the Plan is not approved by 50% of the voters, then operations relating to the services set forth herein shall remain unchanged.

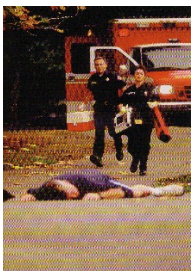
5. Upon voter approval of the WBRFA Plan, the City of Prosser and Benton County Fire Protection District #3 shall continue to exist as Washington State Municipal Corporations. The exclusive purpose of the continued existence of Benton County Fire Protection District #3 shall be to levy and collect taxes and/or other fire protection district revenue to be transferred to the WBRFA until such time as the WBRFA collects its own revenues and to provide representation to the newly formed WBRFA Governance Board. Benton County Fire Protection District #3 may be dissolved by the voters effective January 1, 2016 pursuant to a ballot measure submitted for the November 2015 general election.

6. The transfer of the powers, duties, functions, and personnel of the Participating Jurisdictions shall not affect the validity of any act performed before the creation of the WBRFA.

7. The mission and vision of WBRFA is set forth in **Appendix A** of this WBRFA Plan.

WBRFA SECTION 3 PLAN REVISION DISPOSITION:

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



SECTION 4	JURISDICTIONAL BOUNDARIES
Adopted	July 22, 2014
Revision	The **JURISDICTIONAL BOUNDARIES** section of the **WBRFA Plan** is subject to amendment or revision only by a majority vote of the WBRFA Governance Board.
Revised	

A. STATUTORY REFERENCE.

1. The jurisdictional boundaries of the WBRFA at formation shall be defined pursuant to RCW 52.26.020(2), and any alterations shall be made only in accordance with, the WBRFA Plan, chapter 52.26 RCW or other applicable state law, as it may be amended from time to time.

B. JURISDICTIONAL BOUNDARIES ON DATE OF FORMATION.

1. On the Effective Date, the jurisdictional boundaries of the WBRFA shall be the legal boundaries of the Participating Jurisdictions. The boundaries are depicted on the map and legal descriptions attached hereto and marked as **Appendix B** of this WBRFA Plan.

C. CHANGES IN JURISDICTIONAL BOUNDARIES AFTER FORMATION OF WBRFA.

1. *Boundary Changes that do not require a WBRFA Plan amendment.*

   a. **City annexations of areas included within the boundaries of BCFD#3.** Such annexations will not affect the WBRFA since the areas will already be within the WBRFA boundaries. Pursuant to RCW 52.26.290 there will be no required asset or employee transfers between the fire protection district and the city.

   b. **City annexations of areas not included within BCFD#3.** On the effective date of such annexation, the territory annexed shall automatically be included within the boundaries of the WBRFA pursuant to RCW 52.26.290. The territory added to the WBRFA by such annexation shall be subject to the taxation, charges, and bonded indebtedness (if approved as part of the annexation process) of the WBRFA. Any transfer of assets or employees that occurs as a result of annexation shall be between the transferring entity and the WBRFA.

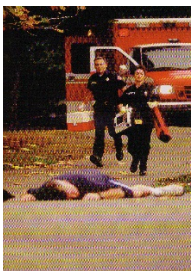
c. **Annexation of a portion of BCFD#3 by a City that is not a participating jurisdiction in the WBRFA.** On the effective date of such annexation, the territory annexed shall automatically be removed from the boundaries of the WBRFA. In this situation the WBRFA shall not be obligated to transfer employees or assets of the WBRFA and the annexing city shall be restricted solely to assets and employees of the fire district, if any.

2. *Boundary Changes that require a WBRFA Plan Amendment*.

a. **Annexations of Adjacent Fire Protection Jurisdictions.** The boundaries of the WBRFA may be expanded to include adjacent fire protection jurisdictions through the Plan Amendment and annexation procedures set forth at RCW 52.26.300.

WBRFA SECTION 4 PLAN REVISION DISPOSITION:

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



SECTION 5	GOVERNANCE and ORGANIZATIONAL STRUCTURE
Adopted	July 22, 2014
Revision	The **GOVERNANCE and ORGANIZATIONAL STRUCTURE** section of the **WBRFA Plan** is subject to amendment or revision only by submission of a revised WBRFA Plan to the electorate for approval.
Revised	

A. STATUTORY REFERENCE.

1. The authority to provide *governance* for the Regional Fire Authority is provided by RCW 52.26.080 and RCW 52.26.090.

B. GOVERNING BOARD STRUCTURE AND OPERATION.

1. **Effective Date.** As provided by RCW 52.26.080, the WBRFA Governing Board shall be established and have authority as of January 1, 2015.

2. **Commissioner Districts.** Commencing January 1, 2016, the WBRFA shall have two separate Commissioner Districts based on the boundaries of the Participating Jurisdictions (the City Commissioner District and the Unincorporated Commissioner District) as authorized by RCW 52.26.080(4)(b). After formation of the WBRFA the City Commissioner District boundaries will change when the City boundaries change. The Unincorporated Commissioner District boundaries will include all areas of the WBRFA that are not located in the City including future annexations of the rural area into the WBRFA.

3. **WBRFA Commissioner Positions.** Until the end of the 2015 Fiscal Year, the Governing Board shall consist of the existing PFD3 Joint Fire Board members consisting of the three elected Fire Commissioners of Benton County Fire Protection District Number 3 and the three elected City Council persons appointed by the City as summarized in Table 1 in **Appendix C**. Thereafter, the Governing Board shall consist of five WBRFA Commissioner positions with staggered six-year terms (as set forth in Paragraph 4 and summarized in Table 2 – **Appendix C**) established pursuant to RCW 52.26.080(3)(a) as follows.

a. WBRFA Commissioner Position 1 shall be filled by a registered voter residing anywhere within the boundaries of the WBRFA.

b. WBRFA Commissioner Positions 2 and 3 shall be filled by registered voters residing in the City Commissioner District.

c. WBRFA Commissioner Positions 4 and 5 shall be filled by registered voters residing in the Unincorporated Commissioner District.

4. **WBRFA Commissioner Positions and Terms of Positions.**

a. **WBRFA Commissioner Position 1** shall be filled by the person elected at the November 2015 general election and shall take office on January 1, 2016 and shall serve until December 31, 2019. The individual elected to fill WBRFA Commissioner Position 1 in the November 2019 general election shall take office on January 1, 2020 and shall serve a six-year term.

b. **WBRFA Commissioner Position 2** shall be filled by the person elected at the November 2015 general election and shall take office on January 1, 2016, and shall serve a six-year term.

c. **WBRFA Commissioner Position 3** shall be filled by the person elected at the November 2015 general election and shall take office on January 1, 2016, and shall serve until December 31, 2017. The individual elected to fill WBRFA Commissioner Position 3 in the November 2017 general election shall take office on January 1, 2018 and shall serve a six-year term.

d. **WBRFA Commissioner Position 4** shall be filled by the person elected at the November 2015 general election and shall take office on January 1, 2016, and shall serve a six-year term.

e. **WBRFA Commissioner Position 5** shall be filled by the person elected at the November 2015 general election and shall take office on January 1, 2016, and shall serve until December 31, 2017. The individual elected to fill WBRFA Commissioner Position 5 at the November 2017 general election shall take office on January 1, 2018 and shall serve a six-year term.

5. **Governing Rules.** The elected 2016 WBRFA Governing Board shall develop and adopt governance policies and rules for the WBRFA Governing Board to conduct business beginning in 2016 for the WBRFA in accordance with RCW 52.26.080.

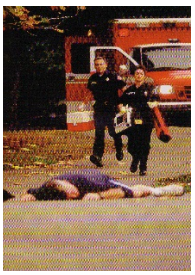
6. **Authority.** The WBRFA Governing Board shall have all the power and authority granted governing boards under Washington State law, and shall include the power and authority to make any decisions appropriate for the WBRFA and for matters related to Title 52 RCW. During 2015 the Governance Board shall primarily serve in a custodial role and, where reasonable, shall defer making any long term financial or

contractual commitments, reserving such decisions to the WBRFA Governance Board that takes office on January 1, 2016.

7. **Plan Amendments During 2015.** During 2015 any plan provision that may be modified by a simple majority of the Governing Board shall require the unanimous consent of the Governing Board this provision shall prevail over any specific Plan Revision Disposition Section under any other Section of the Plan that is based on a simple majority vote of the Governing Board.

WBRFA SECTION 4 PLAN REVISION DISPOSITION:

The **GOVERNANCE and ORGANIZATIONAL STRUCTURE** section of the **Plan** may be amended by a majority vote of the WBRFA Governance Board.



SECTION 6	FUNDING and FINANCE
Adopted	July 22, 2014
Revision	The **FUNDING and FINANCE** section of the **WBRFA Plan** is subject to amendment or revision by the Governing Board except when voter approval is required by statute or voter approval is required by Section Six (Funding and Finance) of the WBRFA Plan.
Revised	

A. STATUTORY REFERENCE.

1. The authority to levy taxes and provide funding for the WBRFA is provided by chapters RCW 52.26, RCW 84.52 and RCW 84.55 as such statutes may be amended from time to time.

B. WBRFA REVENUES:

1. The WBRFA shall be authorized to levy and collect taxes in accordance with RCW 52.26.050 (1) (b) subject to the following restrictions:

    a. The WBRFA shall be funded beginning in fiscal year 2016 by an authorized ad valorem property tax of $.95 per thousand of assessed valuation. The initial levy shall serve as WBRFA's highest lawful levy under RCW 84.55.010 and shall establish the tax base for the calculation of subsequent tax levies. The WBRFA Plan shall not be construed as creating any banked capacity under RCW 84.55.010 or RCW 84.55.092. The WBRFA Governance Board shall adopt an annual budget and set its levy amount at a rate each year in accordance with state law and the adopted budget policies of the WBRFA. Any subsequent tax levies shall be limited by the limit factor under RCW 84.55.0101 unless the WBRFA voters approve a levy lid lift pursuant to RCW 84.55.050. This subsection of the plan may only be amended or revised by submission of a revised WBRFA Plan to the electorate for approval.

2. This Plan shall not approve the implementation of a benefit charge under RCW 52.26.050(a) but the WBRFA Governing Board may, in the future ask the voters to approve a benefit charge consistent with the requirements of RCW 52.26.180 through RCW 52.26.270.

3. To the extent permitted by law, the WBRFA 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. The WBRFA Governing Board shall have the authority to pursue, subject to any applicable statutory voter approval requirements and WBRFA 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. On the Effective Date, Prosser Fire District #3 shall immediately transfer any remaining and future financial assets to the WBRFA.

2. On the Effective Date, Benton County Fire District #3 shall immediately transfer all financial assets to WBRFA including the current Equipment Reserve Fund which shall be temporarily used for operations until such time as the 2015 WBRFA tax levy is collected in 2016.

3. At such time as property taxes adequately fund the approved operational and administrative budget of the WBRFA, the BCFD#3 equipment reserve funds shall be transferred into the appropriate WBRFA apparatus fund.

4. Except as otherwise provided in this WBRFA Plan, on the Effective Date, all reports, documents, surveys, books, records, files, papers, or written material in the possession of the participating fire protection jurisdictions pertaining to fire protection and emergency services powers, functions and duties shall be delivered to the WBRFA.

5. On the Effective Date, all real property and personal property including cabinets, furniture, office equipment, motor vehicles, and other tangible property used by the Participating Jurisdictions in carrying out the fire protection and emergency services powers, functions, and duties shall be transferred to the WBRFA. City water systems including fire hydrants and related appurtenances shall not be transferred and shall remain City property. All funds, credits, or other assets held by the Participating Jurisdictions in connection with the fire protection and emergency services powers, functions, and duties shall be transferred and credited to WBRFA.

6. On the Effective Date, ownership of the fire station shall be transferred to the WBRFA. The bonds issued for the original acquisition and construction of the fire station shall not be assumed by the WBRFA, but shall remain obligations of, and shall continue to be repaid by, the City and BCFD#3, respectively, until they are fully repaid in 2015.

7. Except as otherwise provided in this WBRFA Plan, any appropriations made to the Participating Jurisdictions for carrying out the fire protection and emergency services powers, functions, and duties shall be transferred and credited to the WBRFA.

8. Except as otherwise provided in this West Benton Regional Fire 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.

D. OPERATIONAL FINANCING AND WBRFA FUNDS.

1. The operational and administrative budget for fiscal year 2015 for the newly formed WBRFA shall be established by the current sitting Joint Fire Board of Prosser Fire District #3 based upon current and projected services.

2. The funding of the WBRFA operations and administration for fiscal year 2015 (January 1st, 2015 – December 31st, 2015) shall be furnished jointly by the Participating Jurisdictions with the sharing of costs the same as the current operating Interlocal Agreement -- split 40% being funded by the City of Prosser and 60% by Benton County Fire District #3.

3. All future costs incurred by Fire District #3 beginning in 2016 shall be borne by the WBRFA.

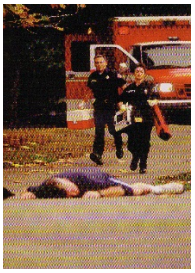
E. DEBT.

1. The City of Prosser and Benton County Fire District #3 shall each retain its respective General Obligation bonded indebtedness existing on the Effective Date and each shall continue to impose its individual voter-approved special levies until such debt is fully redeemed or defeased.

2. All other instruments of debt, financial liability or deferred payments owed by Prosser Fire District #3 or Benton County Fire District #3 shall be transferred to the WBRFA on the Effective Date. Unless specifically provided for in this WBRFA Plan no debt shall be transferred from the City of Prosser to the WBRFA.

WBRFA SECTION 3 PLAN REVISION DISPOSITION:

The **FUNDING AND FINANCE** section of the **WBRFA Plan** is subject to amendment or revision by the Governing Board except when voter approval is required by statute or voter approval is required by Section Six (Funding and Finance) of the WBRFA Plan.



SECTION 7	DEPLOYMENT; OPERATIONS and EMERGENCY MANAGEMENT
Adopted	July 22, 2014
Revision	The **DEPLOYMENT; OPERATIONS and EMERGENCY MANAGEMENT** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.
Revised	

A. STATUTORY REFERENCE.

1. The authority for the WBRFA to operate and establish LEVELS OF SERVICE components of the WBRFA Plan is provided in RCW 52.26.040, .090 and chapter 52.33 RCW.

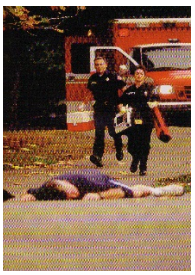
B. EMERGENCY SERVICES AND SERVICE LEVELS:

1. On the Effective Date, WBRFA shall be organized and managed administratively and operationally with the leadership as shown in **Appendix F** of this Plan.
2. All current operational and service delivery aspects of Prosser Fire District #3 shall be transferred to the WBRFA on the Effective Date unless otherwise stated in this WBRFA Plan. WBRFA shall continue to provide all emergency services in the manner and at the levels of service currently provided as shown in **Appendix E**.
3. Current staffing models, standards of coverage, deployment standards, field operations, command staffing, and operational policies and procedures shall be transferred and continued at the current level of service on the Effective Date.
4. In recognition for the efforts and recommendations of the Prosser Level of Service Task Force, the Final Report of the Task Force has been provided in **Appendix D** which includes recommendations for emergency services, levels of service and desired response performance goals. Said future services and service levels are set forth as goals in **Appendix E** of this WBRFA Plan.
5. This WBRFA Plan requires that WBRFA undertake an organizational Deployment Plan exercise in 2016-17 to adopt more specific targets for services, service levels and delivery models based upon the 'all risks' recommendation of the Community Task Force. As a result of that exercise, the Governance Board shall formally adopt, by resolution, service delivery plans, standards of coverage and deployment models.

6. All current automatic aid and mutual aid agreements, and any other contractual services agreements, documents, or memorandums currently in place with the Prosser Fire District #3, shall be transferred over on to WBRFA on the Effective Date to provide continuous, seamless readiness and emergency services coverage.
7. On the Effective Date, WBRFA shall record, process and regularly report its incident activity and response performance data collectively as an RFA and individually between the rural and the city. WBRFA will annually compile and generate an annual report that will be available to the public and provided to the City of Prosser.
8. As a component of the 2016 WBRFA Deployment Plan, considerations and contingencies shall be incorporated to develop an alternate, subordinate EMS response and transport delivery system to supplement the current hospital-based system.
9. On the Effective Date, emergency management services within the boundaries of the WBRFA shall be provided as follows:
    a. Within the City. WBRFA will actively participate and facilitate emergency management services for the City pursuant to an inter-local agreement to be negotiated prior to the Effective Date.
    b. Within unincorporated Benton County. Benton County shall remain the provider of emergency management services, however, WBRFA shall coordinate, liaison and facilitate joint planning and mitigation efforts between City emergency management planning and operations and Benton County emergency management planning and operations.

C. WBRFA SECTION 7 OPERATIONS AND DEPLOYMENT PLAN REVISION DISPOSITION:

The **DEPLOYMENT; OPERATIONS and EMERGENCY MANAGEMENT** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.



SECTION 8	ADMINISTRATIVE/MANAGEMENT/ PERSONNEL COMPONENTS
Adopted	July 22, 2014
Revision	The **ADMINISTRATIVE/MANAGEMENT/PERSONNEL COMPONENTS** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.
Revised	

A. STATUTORY REFERENCE.

1. The authority for the WBRFA to establish and provide Administrative, Management and Personnel components is provided in RCW 52.26.040 and RCW 52.26.100.

B. ORGANIZATION AND STAFFING.

1. WBRFA shall be organized as provided in **Appendix F** of the WBRFA Plan.

2. On the Effective Date, the Fire Chief of Prosser Fire District #3 shall serve as the Fire Chief of the WBRFA. The Fire Chief shall at all times be appointed and serve at the pleasure of the Governance Board.

3. The existing staff of Prosser Fire District #3 shall transfer to the WBRFA to fulfill assigned duties as outlined in the organizational structure in **Appendix F.**

4. All current FTE's of PFD3 and Volunteers shall be transferred on the Effective Date at their current rank, grade and seniority. The administrative staff of the WBRFA shall be the current members of the PFD3 administrative staff.

5. All current administrative and business functions, agreements, documents, operations, and policies and procedures from PFD3 shall transfer over to the WBRFA unless otherwise noted in this plan.

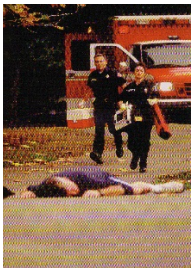
6. All current employee agreements, collective bargaining unit agreements, outstanding labor issues, personal service contracts, and any other contracts or agreements pertaining to work, duties, services or employment with Prosser Fire District #3 shall be transferred over with all personnel on the Effective Date.

7. As a part of the WBRFA Deployment Plan exercise, the WBRFA shall review, revise and update all current agreements and contracts currently executed with Prosser Fire District #3.

8. Unless otherwise noted in the WBRFA Plan, the transfer of authority and the administration and management of the WBRFA shall be seamless and shall initially model the current administrative and management components of the current Prosser Fire District #3 municipal partnership.

WBRFA SECTION 8 PLAN REVISION DISPOSITION:

The **ADMINISTRATIVE/MANAGEMENT/PERSONNEL COMPONENTS** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.



SECTION 9	**HAZARD PREVENTION, PUBLIC EDUCATION SERVICES**
Adopted	**July 22, 2014**
Revision	The **HAZARD PREVENTION, PUBLIC EDUCATION SERVICES** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.
Revised	

A. STATUTORY REFERENCE.

1. The authority for the West Benton Regional Fire Authority to provide Fire/Hazard Prevention, Public Education and Fire Investigation components is provided in RCW 52.26.040, RCW 52.26.090(2), RCW 52.12.031 (3),(6) and (7)

B. SERVICES PROVIDED.

1. Benton County shall continue to maintain its authority to adopt and enforce fire and life safety codes per RCW and shall continue to provide fire prevention and investigation services in the unincorporated portions of WBRFA.

2. The City shall continue to maintain its authority to adopt and enforce fire and life safety codes per RCW. WBRFA personnel shall assist in adoption/revision of updated codes from time to time.

3. The City shall maintain the authority to provide code enforcement activities for non-complaint properties and other fire prevention/safety requirements.

4. The WBRFA shall provide fire/hazard prevention and public safety education services in the same manner and at the same level as the current Prosser Fire District #3.

5. The City and the WBRFA shall enter into a Post RFA interlocal agreement for those fire prevention inspection/notification services, pre-construction plan reviews and other fire/hazard safety activities that are provided by the WBRFA within the City limits of Prosser.

6. The WBRFA shall, under the new ILA, insure compliance with and maintenance of the current City of Prosser Fire Rating with the Washington Survey and Rating Bureau.

7. As a part of the WBRFA Deployment Plan exercise, the WBRFA shall develop and adopt, in conjunction with the City, a new Fire Prevention/Safety Education platform to ensure a full scope of services for WBRFA.

8. On the Effective Date of the adoption of Post RFA interlocal agreement for fire prevention inspection/notification services, pre-construction plan reviews and other fire/hazard safety activities, WBRFA shall provide quarterly reports on said activities to the City.

WBRFA SECTION 9 PLAN REVISION DISPOSITION:

The **HAZARD PREVENTION, PUBLIC EDUCATION SERVICES** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.

SECTION 10	SUPPORT SERVICES
Adopted	**July 22, 2014**
Revision	The **SUPPORT SERVICES** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.
Revised	

A. STATUTORY REFERENCE.

1. The authority for the West Benton Regional Fire Authority to provide Support Service components is provided in RCW 52.26.040, RCW 52.26.090 and RCW 52.26.100.

B. SUPPORT SERVICES.

1. All current aspects, provisions, levels of service of Prosser Fire District #3 Internal Support Services programs shall be transferred over to the WBRFA on the Effective Date.

2. The current FTE, part-time and Volunteer PFD3 personnel assigned to support services, logistics, supply, fleet maintenance and facilities shall be transferred over to fulfill the duties of those services outlined in the organizational structure in **Appendix C**.

3. As a part of the WBRFA Deployment Plan, the WBRFA shall develop and adopt a new Internal Support Services Plan to maintain a state of readiness and ensure a full scope of services and support to the responders, staff, and internal customers of WBRFA.

WBRFA SECTION 10 PLAN REVISION DISPOSITION:

The **SUPPORT SERVICES** section of The **WBRFA Plan** is subject to amendment by a majority vote of the WBRFA Governance Board.

APPENDIX 'A' – *WBRFA Plan*

WBRFA RFA

MISSION STATEMENT:

"The Mission Statement for West Benton Regional Fire Authority is to maintain a state of readiness in order to plan for and provide a system of hazard prevention and emergency mitigation services to the citizens and visitors of the Prosser community"

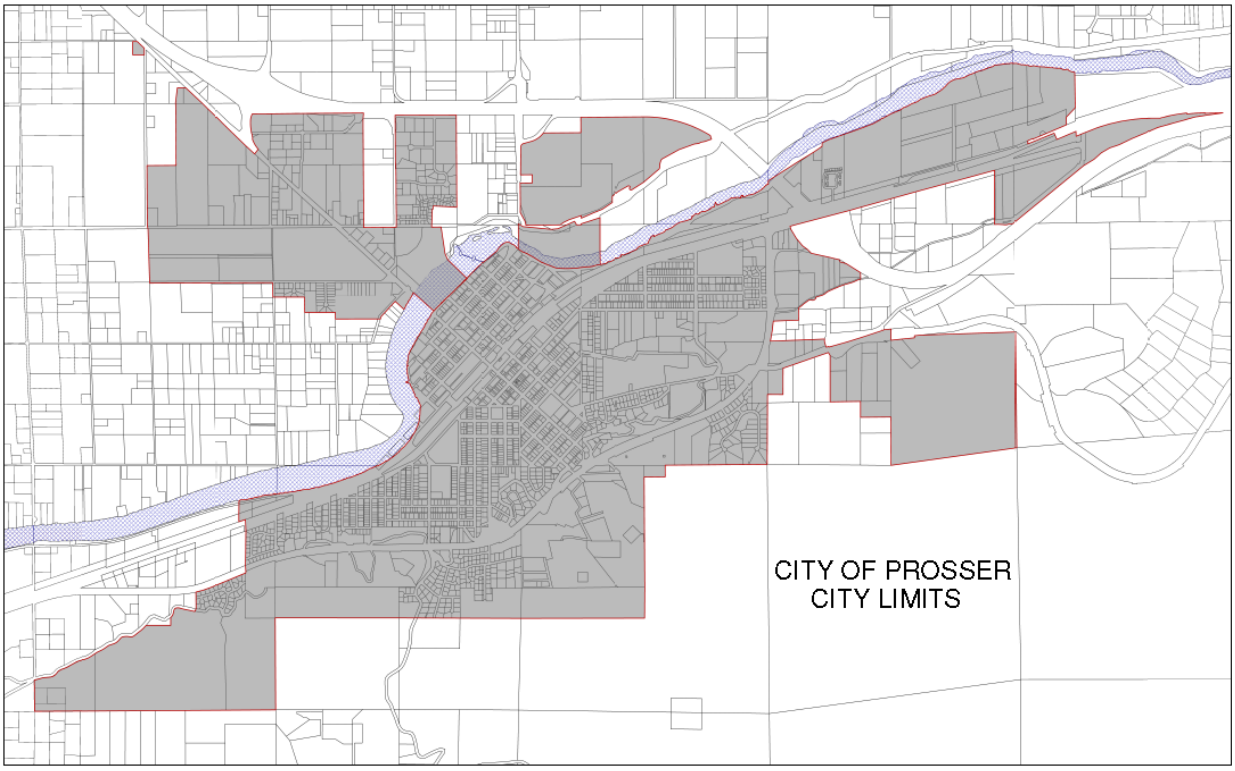
WBRFA

VISION STATEMENT:

The West Benton Regional Fire Authority seeks to be:

- ☒An organization that is fully prepared for all emergencies
- ☒An organization that strives to provide resources and services that reflect the diverse needs of the community and environment
- ☒An organization that is always preparing for future emergency needs
- ☒An organization that is financially responsible, financially stable and that is enthusiastically supported by our community
- ☒An organization that promotes a safe, productive and healthy work environment
- ☒An organization that maintains a high level of legislative/management/workforce partnerships that embraces making decisions collaboratively
- ☒An organization that influences and embraces change
- ☒An organization committed to the professional development of its members and whose members are effective, empowered and enthusiastic about their service

APPENDIX 'B' – WBRFA *Plan*

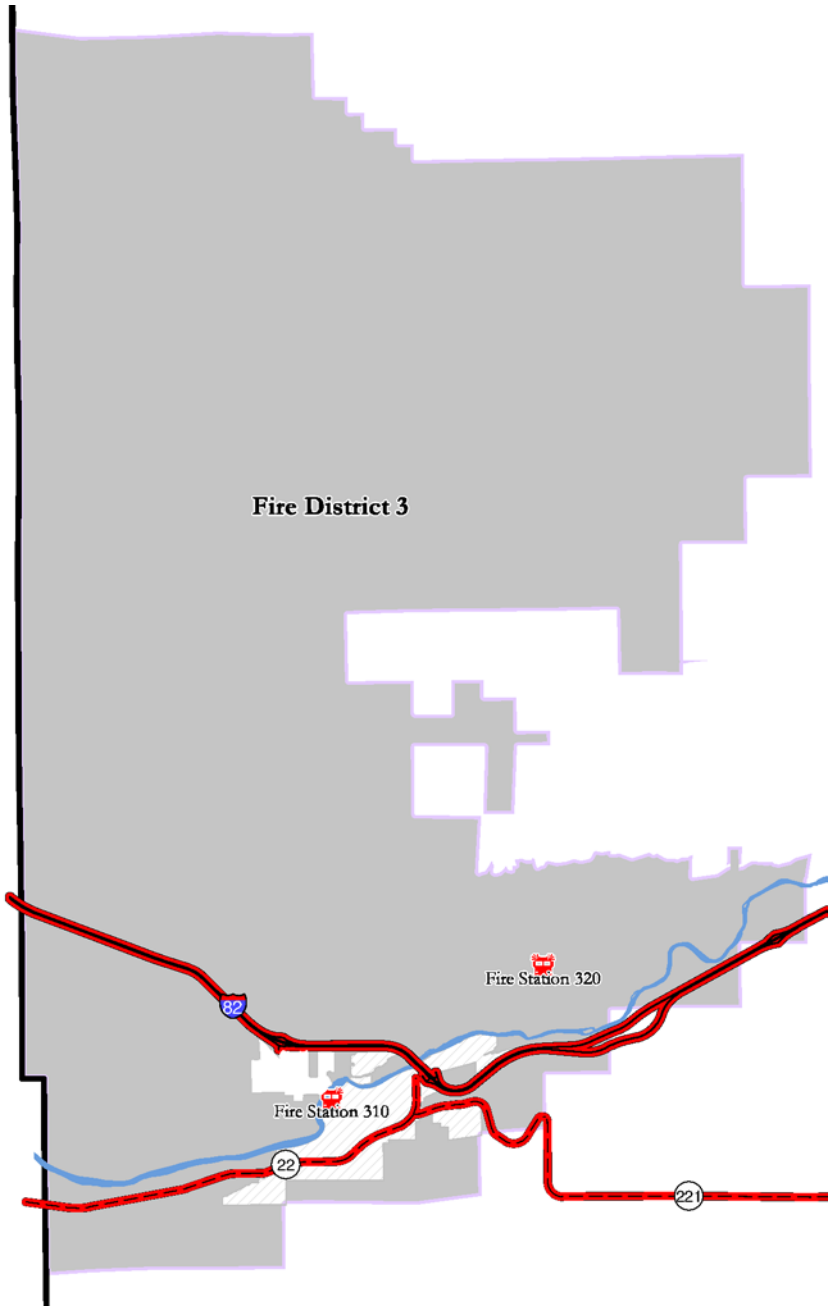


City of Prosser:
Beginning at the northeast corner of Lot 2 Short Plat #1088, records of Benton County, Washington; Thence west to the northwest corner of said Lot 2; Thence south along the east right of way line of Albro Road to the south right of way line of Nunn Road; Thence east to the northeast corner of Lot 1, Short Plat #1153: Thence south along east boundary of said short plat to its intersection with the westerly extension of the south line of lot 1, short plat #1744: Thence east along south boundary of said short plat to the southeast corner of said Short Plat: Thence south to the northwest corner of Lot 1, of Short Plat #1702 ; Thence east to the northeast corner of Lot 2 of said Short Plat; Thence north to the southwest corner of Short plat 1646: Thence east to the north right of way line of North River Road; thence northeasterly along said right of way line to the southwesterly right of way line of Wine Country Road; Thence southeasterly along said right of way line to the center of the Yakima River: Thence southwesterly along the Yakima River for 4,070 feet more or less to a point being 799 feet west of the east line of Section 10, Township 8 North, Range 24 East; Thence south to the centerline of the railroad right of way; Thence easterly along said centerline to the northerly extension of the west line of Lot C, Short Plat #598; Thence south to the northwest corner of said Lot C: Thence west to the northwest corner of Plat MONTECITO ESTATES, Lot 35: Thence south to the south boundary of unnamed canal: Thence west to the northeast corner of parcel 110844000005000: Thence south along east boundary of said parcel to the southeast corner of said parcel: Thence west to the

southwest corner of said parcel: Thence west along unnamed canal to its intersection with Richards Rd: Thence south along Richards Rd. to the north boundary of Section 15, Township 8 North, Range 24 East: Thence east to the northeast corner of Section 15, Township 8 North, Range 24 East: Thence North along east boundary of Section 10, Township 8 North, Range 24 East for 1964 feet: Thence east to the intersection of the centerline of Section 12, Township 8 North, Range 24 East: Thence north along centerline of Section 12, Township 8 North, Range 24 East for 3,000 feet: Thence east 436 feet: Thence north to the north boundary of Section 12, Township 8 North, Range 24 East: Thence east along north boundary of Section 12, Township 8 North, Range 24 East to the northeast corner of Section 12, Township 8 North, Range 24 East: Thence north along the east line of Section 1, Township 8 North, Range 24 East, 1,500 feet: Thence east 310 feet: Thence north to the south boundary of SR 221: Thence east along the south boundary of SR 221 for 1,020 feet: Thence south 1,020 feet: Thence east 690 feet; Thence south for 331 feet: Thence east to the centerline of Section 6, Township 8 North, Range 25: Thence south to the south boundary of Section 6, Township 8 North, Range 25: Thence east to the southeast corner of Section 6, Township 8 North, Range 25: Thence north to the northeast corner of the south half of Section 6, Township 8 North, Range 25: Thence west along the north boundary of the south half of Section 6, Township 8 North, Range 25 East to the center line of Section 6, Township 8 North, Range 25 East: Thence north for 220 feet: Thence west along the north boundary of SR 221 to the southeast corner of Lot 3, Short Plat #1389;: Thence north to the northeast corner of said Lot 3: Thence west to the east right of way line of SR 22: Thence north along said right of way line to the northwest corner of Short Plat #1408: Thence east to the northeast corner of said Short Plat: Thence north to the south boundary of an unnamed canal: Thence east along unnamed canal to the northeast corner of parcel 106852000016000: Thence north to the south boundary of East I-82: Then west along the south boundary of East I-82 for 726 feet: Thence north for 600 feet: Thence west for 476 feet to the boundary of Wine Country Rd: Thence northeasterly along Wine Country Rd for 4,777 feet: Thence south 1,200 feet: Thence east 320 feet to the west boundary of W I-82: Thence northeasterly along W I-82 for 2070 feet: Thence north 100 feet to Wittkopf Loop: Thence northwesterly along Wittkopf Loop to the north boundary of Wine Country Rd: Thence north 75 feet: Thence southwest 1,060 feet: Thence north 275 feet: Thence east along the south boundary of Lot 2, Short Plat #850 to the southeast corner of Lot 2, Short Plat #850: Thence north along the east boundary of Lot 2, Short Plat #850 to the intersection with Lot 2, Short Plat No. 850: Thence northeasterly along the east boundary of Lot 2, Short Plat No. 850 to the south boundary of the Yakima River: Thence west along the Yakima River to the east line of the west 400 feet of Government Lot 4 of Section 1, Township 8 North, Range 24 East: Thence north to the north line of said Section 1: Thence west to the west line of said Section 1; thence north to the south line of parcel 136943000006004: Thence east along said south line to the intersection with the west line of parcel 136944020052005: Thence east along the south line of said parcel to the northeast corner thereof; Thence west along the north line of parcel 136944020052005 and 136943000006004 to the east line of Section 35 Township 8 North, Range 24 East: Thence south along said east line to the centerline of the Yakima River: Thence west along said centerline 1,590 feet more or less to the intersection with the southerly extension of the west line of parcel 136943000006004; Thence northwesterly along said line to the intersection with Old Inland Empire Hwy: Thence west along Old Inland Empire Hwy to the Southeast corner of Lot 15 of the amended Plat of EMPIRE SUBDIVISION thence north to the northeast corner of Lot 19 of said Plat: thence east to the southeast corner of Lot 28 of said Plat: Thence north to the southerly right of way line of I-

82: Thence west along said right of way line to the east right of way line of Gap Rd: Thence south along Gap Road to the west line of Section 35, Township 8 North, Range 24 East: Thence south along said west line to the southwesterly right of way line of Wine Country Road; Thence northwesterly along said right of way line 2,030 feet: Thence west 185 feet: Thence south to the point of beginning.

Situate in Benton County, Washington.


Fire District 3
Fire Station 320
Fire Station 310
82
22
221

Fire Protection District 3:

Beginning at the northwest corner of Section 18 Township 11 Range 24: Thence south to the southwest corner of Section 18 Township 8 Range 24: Thence east to the southeast corner of Section 15 Township 8 Range 24: Thence north to the northeast corner of Section 15 Township 8 Range 24: Thence east to the northeast corner of Section 18 Township 8 Range 25: Thence north to the northwest corner of Section 8 Township 8 Range 25: Thence east to the northeast corner of Section 8 Township 8 Range 25: Thence north to the northwest corner of Section 4 Township 8 Range 25: Thence east to the northeast corner of Section 4 Township 8 Range 25: Thence north to the northwest corner of Section 34 Township 9 Range 25: Thence east to the northeast corner of Section 35 Township 9 Range 25: Thence north to the northwest corner of Section 25 Township 9 Range 25: Thence east to the northeast corner of Section 25 Township 9 Range 25: Thence north to the northeast corner of Section 1 Township 10 Range 25: Thence west to the northwest corner of Section 1 Township 10 Range 25: Thence north to the northeast corner of Section 26 Township 11 Range 25: Thence west to the northwest corner of Section 30 Township 10 Range 25: Thence north to the northwest corner of SECTION 19 TOWNSHIP 11 NORTH RANGE 25: LOT 4: Thence west 1334ft: Thence north 1301 ft: Thence west 2660 ft: Thence north 1294 ft: Thence west to the boundary of Section 23 Township 11 Range 24: Thence north to the northeast corner of Section 23 Township 11 Range 24: Thence north to the north center line of Section 14 Township 11 Range 24: Thence west to the point of beginning.

Excluding: The area within the incorporate limits of the city of Prosser

Excluding: Beginning at the northwest corner of Section 36 Township 10 Range 24: Thence south to the southwest corner of Section 36 Township 10 Range 24: Thence east to the southwest corner of Section 31 Township 10 Range 25: Thence south to the west center line of Section 6 Township 10 Range 25: Thence east to the center of Section 6 Township 10 Range 25: Thence north to the north center line of Section 6 Township 10 Range 25: Thence east to the northwest corner of Section 5 Township 10 Range 25: Thence south 1410 ft: Thence east to the center line of Section 5 Township 10 Range 25: Thence south 2720 ft: Thence east to the east boundary of Section 5 Township 10 Range 25: Thence south to the southeast corner of Section 5 Township 10 Range 25: Thence west to the north center line of Section 8 Township 10 Range 25: Thence south to the south center line of Section 8 Township 10 Range 25: Thence west to the southwest corner of Section 7 Township 10 Range 25: Thence north to the northwest corner of Section 7 Township 10 Range 25: Thence east to the northeast corner of Section 7 Township 10 Range 25: Thence south 10,031 ft to unnamed canal: Thence east along unnamed canal to the west boundary of parcel 114953000001001: Thence northeasterly 1420 ft: Thence south 1885 ft to Swaley Rd: Thence east to the southwest corner of parcel 114954000003000: Thence north to the northwest corner of parcel 114954000001002: Thence east to the boundary of Section 13 Township 9 Range 25: Thence south 1612 ft to the unnamed canal: Thence east to the west boundary of Section 13 Township 9 Range 25: Thence north to the northeast corner of Section 24 Township 10 Range 25: Thence west to the northwest corner of Section 24 Township 10 Range 25: Thence south to the northwest corner of Section 25 Township 10 Range 25: Thence west to the northwest corner of Section 26 Township 10 Range 25: Thence south to the northwest corner of parcel 135053000002000: Thence east to the northeast corner of parcel 135053000002000: Thence south to the southeast corner of parcel 135053000002000: Thence west to the west boundary of Section 35 Township 10 Range 25: Thence south to the southeast corner of Section 34 Township 10 Range 25: Thence west to the southwest corner of Section 34 Township 10 Range 25: Thence north to the northwest corner of Section 34 Township 10 Range 25: Thence west to the point of beginning.

APPENDIX 'C' – *WBRFA Plan*

Table 1 Governance Structure through fiscal year 2015

WBRFA Commissioner	Initial Appointment	Term Ends
Prosser City Council Member	January 1, 2015	December 31, 2015
Prosser City Council Member	January 1, 2015	December 31, 2015
Prosser City Council Member	January 1, 2015	December 31, 2015
Benton County Fire Protection District Number 3 Commissioner	January 1, 2015	December 31, 2015
Benton County Fire Protection District Number 3 Commissioner	January 1, 2015	December 31, 2015
Benton County Fire Protection District Number 3 Commissioner	January 1, 2015	December 31, 2015

Table 2 Governance Structure after fiscal year 2015

WBRFA Commissioner Position	Initial Term (varying years)	Ongoing Term (6 years)
1 (At Large)	2016-2019 (4 year term)	2020-2025
2 (City Commissioner District)	2016-2021 (6 year term)	2022-2027
3 (City Commissioner District)	2016-2017 (2 year term)	2018-2023
4 (Unincorporated Commissioner District)	2016-2021 (6 year term)	2022-2027
5 (Unincorporated Commissioner District)	2016-2017 (2 year term)	2018-2023

APPENDIX 'D' – *WBRFA Plan*

PROSSER TASK FORCE RECOMMENDATIONS

DISCUSSION

This Final Report to the Joint Fire Board contains exhaustive summaries and information used and explored during the DISCOVERY phase of this project. While our 'methodology matrix' reflects three distinct elements of the project, in reality, the majority of the DISCUSSION occurred simultaneously with our DISCOVERY efforts. However, the project culminated on Week 6 with a deliberation by the Task Force with a lengthy discussion of 'what did we learn" and how it may be applied in the form of a Level-Of-Service recommendation. Therefore, this report will not record or reflect the on-going discussion or conversations both in Task Force meetings and in other formats such as emails and phone calls.

DECISION

While it would be somewhat facetious to assume that the Task Force would actually "make decisions" for the Joint Fire Board, there were a number of discussions, recommendations and conclusions drawn to finality at the end of the process by this fastidious group. This Final Report reflects those 'decisions' made by the Task Force in three formats.

The first format is crafted in an INVENTORY OF SERVICES table which the Task Force believes services and level of training that are within reach by the Fire District to provide to the community. This 'inventory' -- keeping in line with the guiding principles of a 'First Responder' agency for nearly all emergency incidents – indicates the current services and number of volunteer members trained to defined levels. It also provides the Task Force's desired recommendation for future services and the number or percentage of PFD3 trained and certified members for the various response disciplines. (See **Appendix E**)

The second 'DECISION format' – (completed by Task Force) combined with the Level-Of-Service (LOS) Survey's that each member conducted through-out the community – is reflected in one of the key elements of LOS doctrine: that is, RESPONSE PERFORMANCE. The basic question of 'how fast' should trained PFD3 emergency help be at a household in crises remains at the heart of the LOS question. After analysis and discussion the Task Force submits the following matrix in recommendation form:

PFD3 Level of Service Matrix

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
CALL PROCESSING & DISPATCH				
The amount of time it takes for SECOM to receive a 9-1-1 call, adequately process it an dispatch it to PFD3	Fire Response	1:30 mins	1:30 mins	1:30 mins
	EMS/Rescue Response	1:30 mins	1:30 mins	1:30 mins
	Haz Mat Response	1:30 mins	1:30 mins	1:30 mins
	Public Service	2:00 mins	2:00 mins	2:00 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
PFD3 '*TURN-OUT*' TIME	Fire Response	3:00 mins	7:00 mins	8:00 mins
The amount it takes for the first staffed PFD3 unit to respond after being dispatched	EMS/Rescue Response	3:00 mins	7:00 mins	8:00 mins
	Haz Mat Response	3:00 mins	7:00 mins	8:00 mins
	Public Service	3:00 mins	9:00 mins	11:00 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
FIRST *PFD3 UNIT* ON THE SCENE	Fire Response	7:30 mins	9:45 mins	12:45 mins
The amount it takes for the first staffed PFD3 unit to arrive at the emergency scene	EMS/Rescue Response	7:30 mins	9:45 mins	12:45 mins
	Haz Mat Response	7:30 mins	9:45 mins	12:45 mins
	Public Service	8:30 mins	10:45 mins	12:45 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
ARRIVAL OF THE REMAINING *'EFFECTIVE RESPONSE FORCE'*	Fire Response	9:45 mins	10:45 mins	13:45 mins
The amount it takes for the remaining first –alarm assigned units to arrive at the scene	EMS/Rescue Response	9:45 mins	10:45 mins	13:45 mins
	Haz Mat Response	9:45 mins	10:45 mins	13:45 mins
	Public Service	10:45 mins	12:45 mins	14:45 mins

Figure 1--PFD3 Task Force RECOMMENDED Response Performance Goals

CONCLUSIONS

As a final effort by the PFD3 Task Force, the group deliberated both in person and also electronically (email) to make their conclusions. The following are the FINDINGS and RECOMMENDATIONS of the PFD3 Task Force:

TASK FORCE RECOMMENDATIONS

The major findings of the Task Force effort and deliberations include recommendations which address current and future PFD3 needs which must be addressed. These findings and recommendations will have a direct effect on current and future levels of service, delivery models, governance and costs and are *time and outcome based*.

In taking all of the information into consideration, the Task Force has determined these recommendations to be desirable and attainable for the community as well as provides a sustainable emergency services model – now and in the future.

Those recommendations include:

Governance Model:

- Different Governance model: *Consider a completely different model for the governance of PFD3 by revisiting the model to form a Regional Fire authority to increase preparedness and fairly spreading the cost associated with Fire, Rescue and EMT risks across a larger population, and over a larger region.*

Administration:

- Business Planning: *This is a joint venture, there needs to be a proper level-of-service driven business plan for current year, 5 year and 10 year planning for this Joint Venture Agency. The LOS business plan must address the subjects of Fire, Rescue and EMT services for BCFD#3 and the City of Prosser in the areas of administration, facilities, fleet, training levels, delivery services, and response times, staffing, administrative staffing, governance, and funding requirements. Integrate the business plan into the Interagency Agreement for use by the Joint Venture Agency.*

- Work Plan: *Prepare an overall work plan for this Joint Venture Agency. Break down the work to be performed, describe the work, prepare an estimate, and prepare a time phased plan (to an appropriate level of detail) describing how and when work will get done.*

- Goals: *Establish Goals or Key Performance Parameters based upon: LOS goals with clear definition concerning what is to be achieved, when the goal is to be achieved and who will be responsible for achieving the goal. Make this part of the Agency business plan. Amend the Agency joint venture agreement to include the Goals or Key Performance Parameters goal and the dates these goals will be met.*

Facilities:

- *Planning: Prepare a "Facilities", purchase, property improvements, and maintenance plan in conjunction with the overall LOS business plan for the Agency.*
- *Develop cash set aside values based on a schedule that the Agency will live up to and fund monthly/annually to meet "Facilities" needs.*
- *Focus attention finishing the upstairs dorms to promote night shift operations to improve call time response overall.*
- *Develop plan for expansion of facilities to outer areas of PFD 3 district to improve response times in an effort to reduce property owner insurance premiums in the higher populated outer areas of the fire district.*

Fleet:

- *Planning: Prepare a "Fleet", purchase, improvements, and maintenance plan in conjunction with the overall business plan for the Agency.*
- *Develop cash set aside values based on a schedule that the Agency will live up to and fund monthly/annually to meet "Facilities" needs.*
- *The factor for inflation in the existing equipment replacement plan is 3.5% - 5% (planning rates), suggest using a ten year running average actual inflation rate (currently 2.41%) for equipment under $250K. The replacement cost will decrease significantly overall by this change over the life cycle of the replacement plan.*

Training Levels:

- Planning*: Prepare a "Training Levels" plan in conjunction with the overall LOS business planning for the Agency. Prepare estimated cost in conjunction with a work plan outlining the overall goals.*
- *The end result of training needs to result in the ability to respond to complex dangerous commercial, industrial, airport, and marine fire/rescue.*
- *Those surveyed for this study requested the PFD 3 personnel be trained to a level of 8.5 out of 10 for Fire, Rescue, and EMT.*
- *Expand training to include complex dangerous commercial, industrial, airport, and marine fire/rescue response.*

Delivery Services:

- Planning: *Prepare a "Delivery Services" plan in conjunction with the overall business planning for the Agency. Prepare estimated cost in conjunction with a work plan outlining the overall goals.*

- *PFD 3 is not an "All Risk" Agency, they are a first response Agency that trains all personnel to a near professional level in the areas of Fire, Rescue, and EMT.*

- *Expand Delivery Services to include complex dangerous industrial, airport, and marine fire/rescue response.*

- *Prepare a community risk analysis/assessment starting with current mapping of PFD 3 risks by area. Identify red zone risks and response capabilities by the Agency.*

- *Consider potential "Regional" approach for Delivery Services, (i.e.: ambulance, Station Cover, Mutual Aid, etc.)*

Response Times:

- *The average response time for PFD 3 in 2011 was 9.37 min. The 2012 average response time was 10:29 min. These average times generally coincide with the expectations of those surveyed over the past few months in that 62% expect service in 8-10 minutes 80% of the time.*

- *Set a Goal to reach an average response time of 9:00 minutes, 80% of the time within two years.*

- *Consider focusing attention on finishing the upstairs dorms to promote night shift operations to improve the call time response overall.*

Response Staffing:

- *Prepare an overall "Response Staffing" plan in conjunction with the development of the overall business plan. Prepare scope statements and cost estimates to support this type of plan.*

- *Based on those surveyed, a minimum of 4 personnel should respond to any incident, but a majority (71%) of those surveyed requested "as many as needed" as a response to any incident.*

Staffing Model:

- *Current Program: Maintain the volunteer program and ensure training brings the volunteers up to a standard nearly equal to that of career firefighters.*
- *Continue staffing PFD 3 with a mix of daytime career and volunteers.*
- *Develop a plan for volunteer day/night dorm accommodations.*
- *Establish cover shifts for volunteers to ensure response times and personnel.*
- *Review the potential for seasonal hiring to meet peak season requirements of the plan.*
- *Look into a regional approach for use of volunteer firefighters from other districts.*
- *Incentivize volunteer participation based on training, certification and severity of call.*
- *Prepare plan for the recognition of businesses in town that become involved with a fire department response/recess program during daytime hours. Educate the community concerning the needs of the program, along with developing incentives for businesses.*
- *Prepare a community awareness plan, PFD 3 needs to increase visibility of the fire department in the newspaper.*
- *Look into the use of a volunteer recruiter for PFD 3 and look into sharing cost with other regional volunteer districts.*
- *Develop an Explorer Program for Volunteer Firefighting with PHS.*

Administrative Staffing:

- *Prepare an administrative plan as a part of the business plan to address current and future "Administrative Staffing" needs as the department matures over the next ten years.*

Financing:

- Financial Planning: *This is a joint venture, there needs to be a proper financial plan the for current year, 5 year and 10 year planning for this Joint Venture Agency. The financial plan must address the subjects of*

Fire, Rescue and EMT services for BCFD#3 and the City of Prosser in the areas of administration, facilities, fleet, training levels, delivery services, and response times, staffing, administrative staffing, governance, and funding requirements. Integrate the business plan into the Interagency Agreement for use by the Joint Venture Agency

- Work Plan: *Prepare an overall work plan for this Joint Venture Agency. Break down the work to be performed, describe the work, prepare an estimate, and prepare a time phased plan describing how and when work will get done.*

- Annual Budgets: *All annual and multi-year financial planning should include inflationary factoring. The inflation factor should be based on a ten year federal average rate.*

- *The Financing agreement for the Agency should be amended to accommodate complex commercial and industrial structures throughout PFD3 to determine risk & associated cost for fire, rescue & EMT services.*

- ***The current Inter-agency cost division formula does not properly address future risk preparation and response to support potential risk related cost associated with the density of complex commercial and industrial structures in the City of Prosser.***

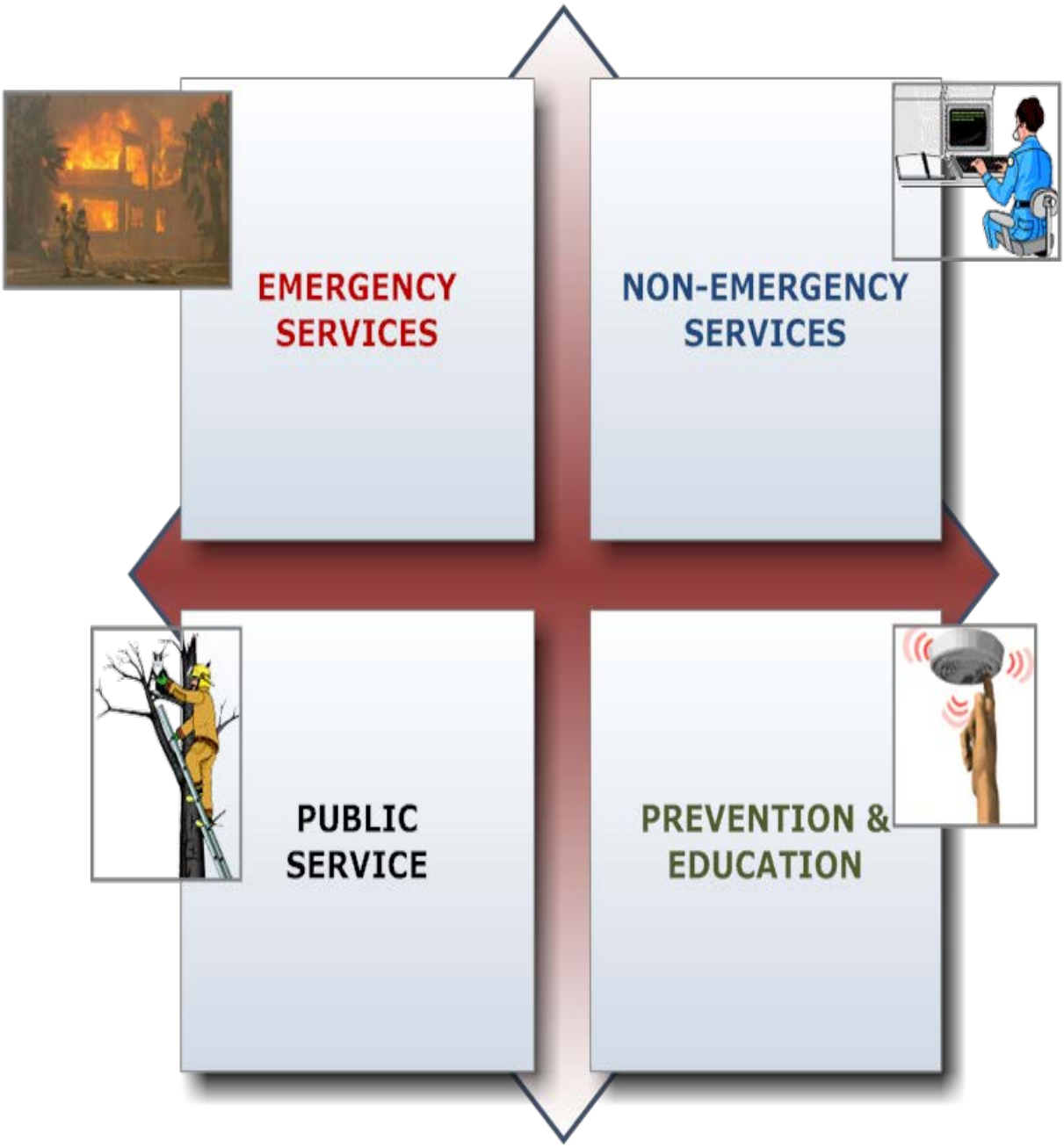
- *Developing a proper governance model will solve the issue related to the funding share that would be considered adequate, fair, and equitable.*

- *Address unfunded liabilities for PFD3.*

- *Review the maps and listing of complex commercial and industrial structures throughout PFD3 to determine risk & associated cost for fire, rescue & EMT services. Identify the structures sizes by; SF, CF, mechanical systems, chemical systems, materials stored, materials processed, facility construction, response scenarios, compressed gases, liquefied gases, boiler systems, heated oils, stored oils and fuels, etc.*

- *Look at the cost associated with responses and the balance of higher risk operations associated with responses to city verses the rural regions of BCFD#3.*

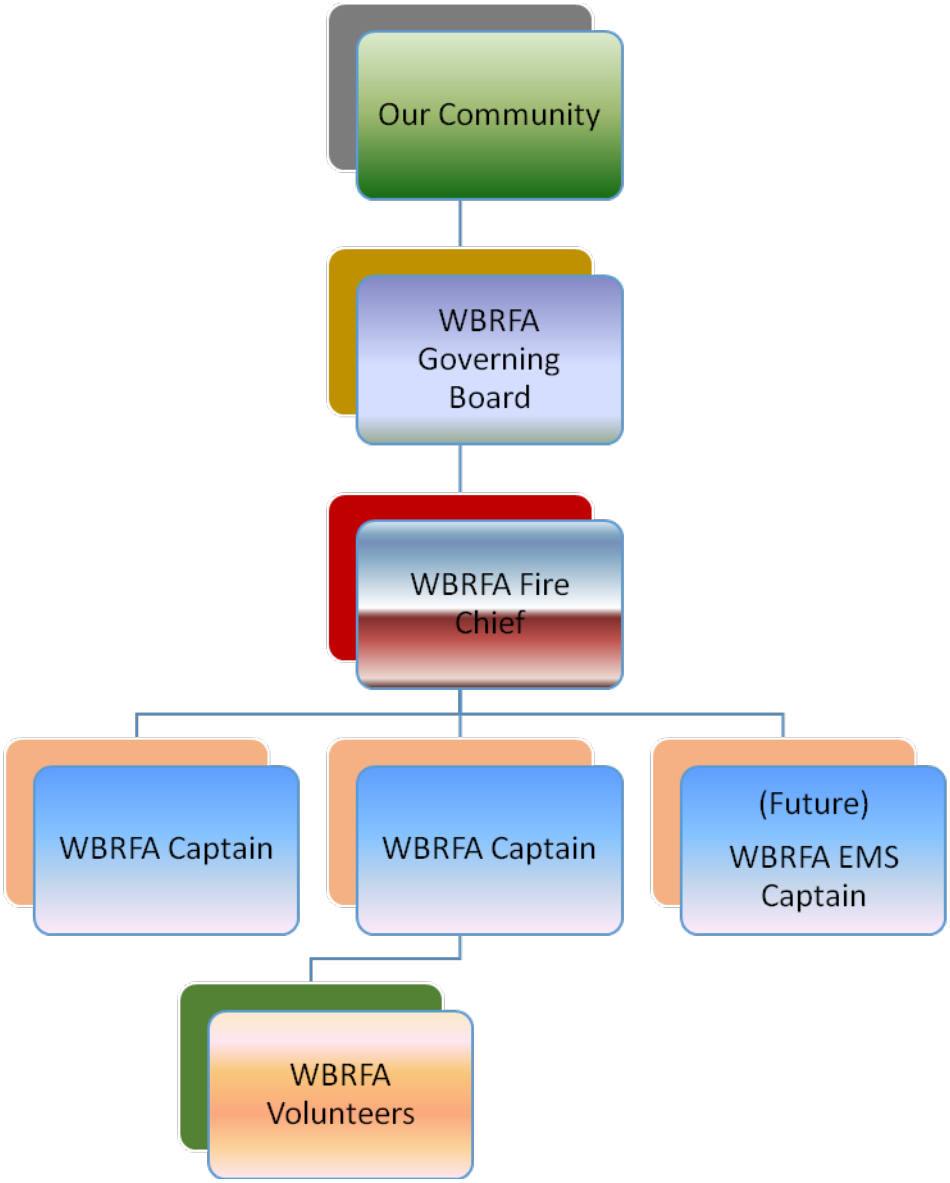
APPENDIX 'E' – *WBRFA Plan*



PROSSER REGIONAL FIRE AUTHORITY

JULY 2014

APPENDIX 'F' – *WBRFA Plan*



APPENDIX 'G' – *WBRFA Plan*

INTRODUCTION

The City of Prosser and Benton County Fire District #3 have enjoyed a unique and successful joint Fire/EMS service relationship since the 1950's. By combining their financial, staffing, facility and fleet resources, there is significant evidence of effective and efficient operations for Prosser Fire District 3 and there is evidence that the joint operation has been able to provide a level of service to each jurisdiction that would not be possible on their own.

As with most public partnerships, there are always predictable shifts in policy, participation and proliferation of services. These shifts result in the need to re-evaluate and 're-tool' the relationship in order to keep up with the various growth and demand factors in each jurisdiction.

Such is the case with the City of Prosser and Benton County Fire District #3. And as a result of the changing demands and the recommendations of the Prosser Citizens Task Force, the Joint Fire Board has departed on a journey to change the method of governance and funding mechanism in how emergency services will be governed and will operate.

The RFA Financial Blueprint effort has been developed to assist the Joint Fire Boards efforts in determining the relativity of changes and improvements to LEVELS OF SERVICE which the RFA will provide; the impact it has on funding and the current method in which the PFD operation will be funded

ABSTRACT

The **West Benton RFA (WBRFA) Financial Blueprint** is a joint effort by the Executive, Operational and Volunteer Staff of Prosser Fire District 3 as facilitated by mHc Associates. Of particular weight, the **Prosser [*Level-of-Service*] Citizens Task Force** *'Findings and Recommendations'* provide significant input and direction to the future provision of the 'all-risks' levels of service approach to the community.

This effort briefly answers the following questions:

◊ ***Why develop an RFA Financial Blueprint?***

The purpose of this effort is to establish defined and predictable costs and impacts -- *based upon service level instruments adopted by the Joint Fire Board and the recommendations of the Citizens Task Force* -- by moving the newly formed WBRFA forward in the efforts of increasing, solidifying and providing certain emergency and non-emergency services.

◊ ***What will it accomplish?***

The efforts of Staff were able to provide accurate and predicable cost indicators for meeting the desired level of service expectations that the Joint Board has considered in policy form. This format is in contrast with many other public financing models that simply "trend' their anticipated financial needs based upon 'past history'.

CONCLUSIONS

Based upon the current and past impacts – those being:

- Financial demands that Prosser Fire District 3 has experienced;
- The increased demand for services which has trended the past ten years;
- The increased cost for support services and supplies
- The encumbrance placed upon the organization to fully fund its capital replacement liabilities; and
- The demand for more consistent and defined *services* AND *levels of service* for ALL RISKS AND HAZARDS in the City of Prosser and Benton County Fire District #3

. . . . . the current funding level and funding model IS NOT SUSTAINABLE and can and will fall short of needs and demands in the very near future.

METHODOLOGY

DEFINITION: *a body of methods, rules, and postulates employed by a discipline: a particular procedure or set of procedures; the analysis of the principles or procedures of inquiry in a particular field*

The methodology employed for this project was threefold:

a) First, it evaluated the current form and format for which the PFD3 Operating and Capital Projects/Replacement budget is fashioned.
b) Second, it developed a matrix that sorts and arranges the different elements of a new West Benton RFA budget into categories that are: 1) support and supply driven; and, 2) external and internal services driven.
c) Thirdly, it examines, organizes and postulates the logistics, impacts and costs for deploying the WBRFA towards the expressed services and levels of service projected by the Joint Fire Board and recommended by the Task Force.

By applying an evaluation matrix that examines and predicts the potential costs and impacts of changes/improvements to levels of service, the subsequent impact to staffing and support efforts to meet those service demands is calculated.

FINANCIAL BLUEPRINT GOALS

As with most studies, this particular financial exercise was designed and driven by three specific goals. As such, these goals become this report's *Guiding Principles* and are relevant and established objectives by the Joint Fire Board as expressed in the adopted West Benton Regional Fire Authority Planning document and DRAFT RFA Standards of Coverage.

The three Goals (Guiding Principles) developed and incorporated throughout this report are:

- ***Improve and solidify the emergency services response and delivery system to an 80th percentile while addressing the need to prepare and maintain expertise in 'all hazards and risks' associated with the community and its targets.***
- ***Improve and implement the services and levels of service as identified and established by the Joint Fire Board in Appendix 'E' of the West Benton RFA Plan***
- ***Establish and consistently fund established Capital Projects/Replacement accounts for facilities, equipment and fleet***

INSTRUMENTS

As referenced earlier in this study, this effort is supported and driven by several standards, policies and established PFD3 instruments in which to guide and direct RFA organization.

Those instruments are:

- RCW 52.33 – Fire Department Performance Measures
- NFPA 1720 – Standard for the Organization and Deployment of Fire Suppression Operations; Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments
- Commission on Fire Accreditation International – Self Assessment Manual
- Checklist for Measuring Fire Department Response Performance
- Critical Tasking for Emergency Operations
- Prosser Citizens Task Force Final Report (Appendix D of RFA Plan)
- Prosser Fire District 3 Community Risk Analysis
- Prosser Fire District 3 Regional Fire Authority Plan – Operation and Levels of Service
- Prosser Fire District 3 Regional Fire Authority Plan – Appendix 'E'
- Prosser Fire District 3 Apparatus/Equipment/Facility Replacement Fund

TARGETS & TRIGGERS

When a community creates a fire department, establishes what services it will provide, identifies the risks that it will attempt to mitigate and builds its first fire station, certain response criterion is usually considered. Those desired emergency services and response criterion anticipate that it applies to 100 percent of the area covered by the boundaries of that community. These key service elements become the organizational TARGETS for which the agency exists and operates.

In addition to the services an organization commits to provide and the risks it will mitigate, *'getting to the scene of an emergency with adequate resources in a timely fashion'* becomes the focus of the services delivery system. This is generally the most prevalent of TARGETS which a city or fire district will evaluate and establish in the form of *levels of service goals* and it subsequently leads to the development of a standard of response cover, or a 'time and level of staffing' designed to control an emergency at a minimum level of loss. The process is however, a policy choice based on risk and local conditions.

The basic performance standards for time goals are based on the rapid speed of fire growth and consequences of emergency medical situations over a short time frame. It has been determined that both fires and medical emergencies can gain a foothold that result in excessive losses when the times are excessive. The most common benchmark time standards used are:

- **Alarm processing time** – _____ seconds
- **Turnout time** – _____ seconds
- **Travel time**
  - Fire response – _____ minutes, 80 percent of the time
  - BLS response – _____ minutes, 80 percent of the time
  - ALS response – _____ minutes, 80 percent of the time

The contemporary method of measuring performance looks at response time on incidents as an indicator of levels of service. The way this is done is two-fold. The first is to measure the actual performance during emergencies; the second is to monitor the system to determine when the system fails to achieve the performance goals.

Key performance indicators (KPI's) are quantifiable measurements of the improvement or deterioration in the performance of an activity critical to the success of an emergency response agency. KPI's enable a fire department to measure essential activities of the organization so that it can quantify how these activities influence *outcome* results.

KPI's are usually aggregations of values across many instances, where the aggregation function can be average, maximum, minimum, sum, count (number of occurrences), or standard deviation.

A KPI must have a TARGET, which is the exact value that the KPI should achieve. It can also have ranges, each of which is a span of possible values. Ranges can be specified either as a percentage of the target value or as an actual value.
A key component to performance indicators is the regular and diligent monitoring and documenting of performance expectations. This answers the questions "how well are we doing"?

When an emergency service provider determines that they consistently are unable to meet their *desired targets* OR when the policy makers have determined that *more services* or a *higher level of service* is needed or desired for the community, this process develops **TRIGGERS** which in turn begin to shift and build the organization towards meeting those goals.

PFD3 Level of Service Matrix

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
CALL PROCESSING & DISPATCH				
The amount of time it takes for SECOM to receive a 9-1-1 call, adequately process it an dispatch it to PFD3	Fire Response	1:30 mins	1:30 mins	1:30 mins
	EMS/Rescue Response	1:30 mins	1:30 mins	1:30 mins
	Haz Mat Response	1:30 mins	1:30 mins	1:30 mins
	Public Service	2:00 mins	2:00 mins	2:00 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
PFD3 '*TURN-OUT*' TIME	Fire Response	3:00 mins	7:00 mins	8:00 mins
The amount it takes for the first staffed PFD3 unit to respond after being dispatched	EMS/Rescue Response	3:00 mins	7:00 mins	8:00 mins
	Haz Mat Response	3:00 mins	7:00 mins	8:00 mins
	Public Service	3:00 mins	9:00 mins	11:00 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
FIRST *PFD3 UNIT* ON THE SCENE	Fire Response	7:30 mins	9:45 mins	12:45 mins
The amount it takes for the first staffed PFD3 unit to arrive at the emergency scene	EMS/Rescue Response	7:30 mins	9:45 mins	12:45 mins
	Haz Mat Response	7:30 mins	9:45 mins	12:45 mins
	Public Service	8:30 mins	10:45 mins	12:45 mins

'Level of Service" Element	Type of Incident	PFD3 GOAL 'Command'	PFD3 GOAL Zone 1	PFD3 GOAL Zone 2
ARRIVAL OF THE REMAINING *'EFFECTIVE RESPONSE FORCE'*	Fire Response	9:45 mins	10:45 mins	13:45 mins
The amount it takes for the remaining first –alarm assigned units to arrive at the scene	EMS/Rescue Response	9:45 mins	10:45 mins	13:45 mins
	Haz Mat Response	9:45 mins	10:45 mins	13:45 mins
	Public Service	10:45 mins	12:45 mins	14:45 mins

As such, this RFA Financial Blueprint addresses those expressed public policies with the proposed financial requirements to accomplish them.

RFA FINANCIAL BLUEPRINT

". . . . ya can't move forward successfully without a good look at where ya been . . ." *(John Wayne)*

No financial analysis is worth its weight in paper without a look at trends from the past. The following data and information is provided to offer a fuller picture of the financial commitment to providing service by PFD3:

2008-2014 Assessed Value Growth Trend

JURISDICTION	ASSESSED VALUE	LEVY RATE
2008 Prosser	$ 330,821,655	$ 2.946
2008 BCFD#3	$ 398,306,201	$ 1.033
2009 Prosser	$ 365,389,454	$ 2.892
2009 BCFD#3	$ 404,276,569	$ 1.039
2010 Prosser	$ 411,141,272	$ 2.875
2010 BCFD#3	$ 429,541,868	$ 1.001
2011 Prosser	$ 417,262,490	$ 2.933
2011 BCFD#3	$ 453,840,725	$ 0.985
2012 Prosser	$ 412,423,986	$ 3.067
2012 BCFD#3	$ 466,003,831	$ 1.013
2013 Prosser	$ 444,413,731	$ 2.915
2013 BCFD#3	$ 559,245,773	$ 0.869
2014 Prosser	$ 472,724,254	$ 2.933
2014 BCFD#3	$ 584,314,375	$ 0.852

AVERAGE AV INCREASE	
Prosser	$ 23,650,433
BCFD#3	$ 36,671,417

Table 1 Property Assessed Value History

2008-2014 PFD Operating Budget Growth Trend

Year	Ops Budget	% Change
2004	$538,500	
2005	$508,000	-5.66%
2006	$541,000	6.49%
2007	$592,500	9.42%
2008	$639,653	8.04%
2009	$664,000	6.08%
2010	$680,600	2.41%
2011	$662,700	-2.54%
2012	$654,700	-1.22%
2013	$759,400	15.99%
2014	$798,000	5.08%

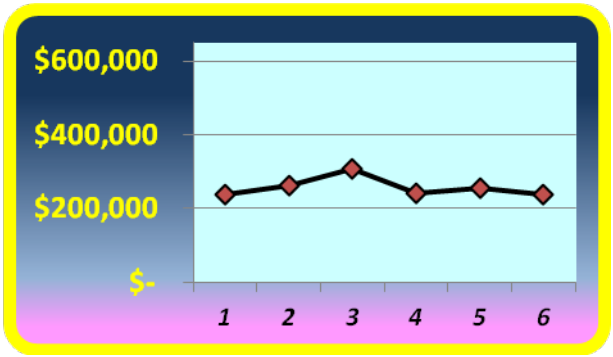
Table 2 PFD3 Budget History

Admin		
2009	$	336,868
2010	$	350,789
2011	$	363,146
2012	$	362,700
2013	$	389,900
2014	$	415,000

Table 3 PFD3 Admin Budget History

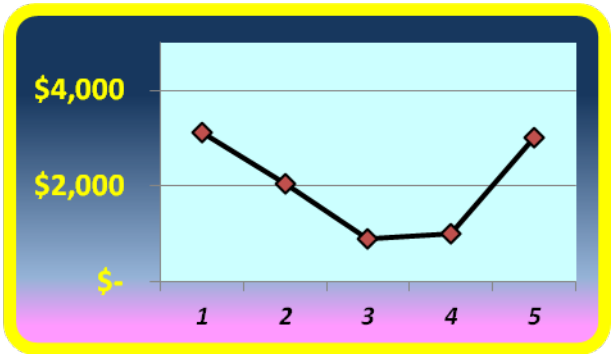
Suppression		
2009	$	237,552
2010	$	263,425
2011	$	306,500
2012	$	241,500
2013	$	257,000

Table 4 PFD3 Suppression Budget History



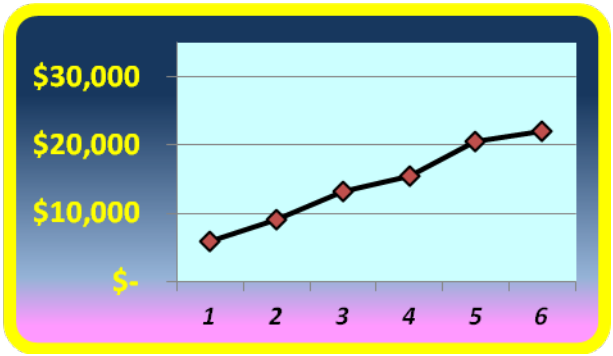
Prevention		
2009	$	3,110
2010	$	2,033
2011	$	906
2012	$	1,000
2013	$	3,000
2014	$	4,000

Table 5 PFD3 Prevention Budget History



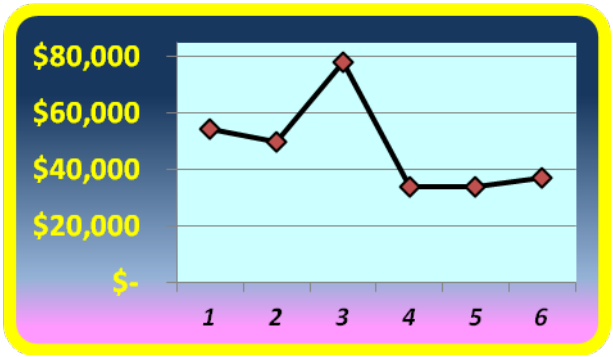
Training		
2009	$	5,793
2010	$	9,026
2011	$	13,174
2012	$	34,000
2013	$	20,500
2014	$	22,000

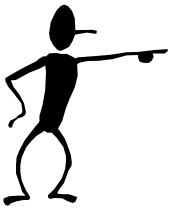
Table 6 PFD3 Training Budget History



Facilities		
2009	$	54,138
2010	$	49,986
2011	$	78,053
2012	$	34,000
2013	$	34,000
2014	$	37,000

Table 7 PFD3 Facilities Budget History





. . . . . Moving Forward . . .

Having constructed an exhaustive 'trend-line' of WEST BENTON RFA financial history, the following pages are appointed to develop a 'benchmark' for the new Regional Fire Authority by:

- Projecting AV growth
- Incorporating Task Force recommendations
- Addressing WEST BENTON RFA unfunded liabilities
- Establishing dedicated funding for capital liabilities

As a beginning point for the 2016 RFA's inaugural operating budget and funding needs, the City Finance Director assisted in developing and agreeing upon the following data:

AVERAGE AV INCREASE		
Prosser	$	23,650,433
BCFD#3	$	31,002,362
2015 Prosser (Projected)	$	496,374,687
2015 BCFD#3 (Projected)	$	615,316,737
2016 Prosser (Projected)	$	520,025,120
2016 BCFD#3 (Projected)	$	646,319,099
PROJECTED 2016 RFA AV	$	1,166,344,219

Table 8 Prosser/BCFD#3 Projected AV table

PROJECTED 2016 *PROSSER PROPERTY TAX LEVY RATE*	$2.89

2016 RFA FINANCIAL BLUEPRINT – *Overview*

Per the adopted West Benton RFA Plan, there are a number of key factors that enter in to the calculations for establishing the benchmark levy rate for the first year of collections for the RFA. Per the West Benton Regional Fire Authority Plan:

OPERATIONAL FINANCING AND RFA FUNDS.

1. *The operational and administrative budget for fiscal year 2015 for the newly formed WBRFA shall be established by the current sitting Joint Fire Board of Prosser Fire District #3 based upon current and projected services.*

2. *The funding of the WBRFA operations and administration for fiscal year 2015 (January 1st, 2015 – December 31st, 2015) shall be furnished jointly by the participating partners of the RFA with the sharing of costs the same as the current operating Interlocal Agreement -- split 40% being funded by the City of Prosser and 60% by Benton County Fire District #3.*

WBRFA REVENUES:

1. *The WBRFA shall be authorized to levy and collect taxes in accordance with RCW 52.26.050 (1) (b) subject to the following restrictions:*

    a. *The WBRFA shall be funded beginning in fiscal year 2016 by an authorized ad valorem property tax of $ 0.95 per thousand of assessed valuation. The initial levy shall serve as WBRFA's highest lawful levy under RCW 84.55.010 and shall establish the tax base for the calculation of subsequent tax levies. The WBRFA Plan shall not be construed as creating any banked capacity under RCW 84.55.010 or RCW 84.55.092. The WBRFA Governance Board shall adopt an annual budget and set its levy amount at a rate each year in accordance with state law and the adopted budget policies of the WBRFA. Any subsequent tax levies shall be limited by the limit factor under RCW 84.55.0101 unless the WBRFA voters approve a levy lid lift pursuant to RCW 84.55.050. This subsection of the plan may only be amended or revised by submission of a revised WBRFA Plan to the electorate for approval.*

2. *This Plan shall not approve the implementation of a benefit charge under RCW 52.26.050(a) but the WEST BENTON RFA Governing Board may, in the future ask the voters to approve a benefit charge consistent with the requirements of RCW 52.26.180 through RCW 52.26.270.*

3. *To the extent permitted by law, the WBRFA 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. *The WEST BENTON RFA Governing Board shall have the authority to pursue, subject to any applicable statutory voter approval requirements and 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.*

2016 RFA FINANCIAL BLUEPRINT – *Elements*

Provisions for the 2016 inaugural RFA Financial Blueprint are shaped by five specific elements which cumulatively establish the benchmark, baseline regular property levy rate for the RFA. As established by the RFA Plan, the *2015* Operating budget will be established by the current Joint Fire Board and funded in the same fashion the current ILA provides. Likewise, the current Joint Fire Board will give preliminary approval for the *2016* budget by establishing in the RFA Plan the 2016 RFA base property tax levy rate.

The five specific elements of the 2016 Financial Blueprint are as follows and specific matrices are provided in the Appendices of this report:

ELEMENT	PRIMARY USE	DESTINATION
Operating Budget	The primary use of this fund is for the specific operational divisions of the RFA. Divisions include Administration, Suppression/Rescue, Prevention/Education and Training. Considerations include: • Administrative support • EMS component • Volunteer Recruitment component • Seasonal component • Technical Rescue training component	RFA Operating and Expense Fund
Equipment Replacement	The **ERF** is a dedicated fund to set aside replacement and upgrade funds for critical fire, rescue and medical equipment with a replacement threshold *individually* or *collectively* of $2,000	Dedicated ERF Fund
Apparatus Replacement	The **ARF** is a dedicated fund to set aside replacement and upgrade funds for the replacement or upgrade of most of the RFA fleet	Dedicated ARF Fund
Facility Component Replacement	The **FCRF** is a dedicated fund to set aside replacement and upgrade funds for specific 'big ticket' building and facility components of the RFA fire stations	Dedicated FCF Fund
Contingency / Carryover	The primary use of this fund is for providing dedicated funds of no less than 10% of the annual Operating Budget to be carried over for the first five months of a fiscal year	RFA Operating and Expense Fund

This Financial Blueprint encompasses the input and direction of the Joint Fire Board through its Strategic Planning efforts; findings and recommendations of the Citizens Task Force and the specific elements of the Prosser Fire District 3 Standards of Coverage instrument. The following funding elements have been assigned levy rates based upon the recommendations put forth in the above:

ELEMENT	2016 Proposed levy rate
Operating Budget	**$ .72 per thousand**
Equipment Replacement	**$ .08** *per thousand***
Apparatus Replacement	**$ .06** *per thousand*
Facility Component Replacement	**$ .05** *per thousand*
Contingency / Carryover	**$ .04** *per thousand*

** ERF not fully funded

PROJECTED **2016** ***PROSSER FIRE 3 RFA TAX LEVY RATE***	**$.95.**

EQUIPMENT REPLACEMENT MATRIX

Asset Number	Description	Purchase Year	Exp Life (yrs)	Rem. Replcmt Year	Rem Life (yrs)	2014 Replcmt Cost	Annual % Cost Increase	Projected Replcmt Cost	Begin Balance	Annual Payment to Amortize Over Remaining Life
36	SCBA packs	2007	10	2017	3	$202,000	3.0%	$220,731	$0	$73,577
46	SCBA bottles	2007	15	2022	8	$60,000	3.0%	$76,006	$0	$9,501
1	SCBA compressor	2007	30	2037	23	$25,000	3.0%	$49,340	$0	$2,145
1	Hydraulic rescue tools	2008	20	2028	14	$40,000	3.0%	$60,504	$0	$4,322
14	Mobile radios	2005	10	2015	1	$9,800	3.0%	$10,094	$0	$10,094
3	Thermal imaging camaras	2007	10	2017	3	$33,000	3.0%	$36,060	$0	$12,020
3	Master stream devices	1998	30	2028	14	$26,000	3.0%	$39,327	$0	$2,809
7	Chain saws	2007	20	2027	13	$3,493	3.0%	$5,130	$0	$395
1	Vent saws	2007	20	2027	13	$1,400	3.0%	$2,056	$0	$158
1	Haz Mat detectors	2014	15	2029	15	$595	3.0%	$927	$0	$62
500'	LDH	2006	25	2031	17	$5,000	3.0%	$8,264	$0	$486
500'	LDH	2007	25	2032	18	$5,000	3.0%	$8,512	$0	$473
500'	LDH	2008	25	2033	19	$5,000	3.0%	$8,768	$0	$461
500'	LDH	2009	25	2034	20	$5,000	3.0%	$9,031	$0	$452
500'	LDH	2010	25	2035	21	$5,000	3.0%	$9,301	$0	$443
500'	LDH	2011	25	2036	22	$5,000	3.0%	$9,581	$0	$435
500'	LDH	2012	25	2037	23	$5,000	3.0%	$9,868	$0	$429
500'	LDH	2013	25	2038	24	$5,000	3.0%	$10,164	$0	$423
500'	LDH	2014	25	2039	25	$5,000	3.0%	$10,469	$0	$419
1	Type VI pump/tank pkgs	2001	25	2026	12	$40,000	3.0%	$57,030	$0	$4,753
1	Type VI pump/tank pkgs	2000	25	2025	11	$40,000	3.0%	$55,369	$0	$5,034
1	Type VI pump/tank pkgs	2004	25	2029	15	$40,000	3.0%	$62,319	$0	$4,155
1	Type VI pump/tank pkgs	2009	25	2034	20	$40,000	3.0%	$72,244	$0	$3,612
1	Rescue air bags	2008	20	2028	14	$2,500	3.0%	$3,781	$0	$270
5	Portable generators	2000	20	2020	6	$5,000	3.0%	$5,970	$0	$995
5	Structural PPE	2005	10	2015	1	$11,000	3.0%	$11,330	$0	$11,330
5	Structural PPE	2006	10	2016	2	$11,000	3.0%	$11,670	$0	$5,835
5	Structural PPE	2007	10	2017	3	$11,000	3.0%	$12,020	$0	$4,007
5	Structural PPE	2008	10	2018	4	$11,000	3.0%	$12,381	$0	$3,095
5	Structural PPE	2009	10	2019	5	$11,000	3.0%	$12,752	$0	$2,550
5	Structural PPE	2010	10	2020	6	$11,000	3.0%	$13,135	$0	$2,189
5	Structural PPE	2011	10	2021	7	$11,000	3.0%	$13,529	$0	$1,933
5	Structural PPE	2012	10	2022	8	$11,000	3.0%	$13,934	$0	$1,742
5	Structural PPE	2013	10	2023	9	$11,000	3.0%	$14,353	$0	$1,595
5	Structural PPE	2014	10	2024	10	$11,000	3.0%	$14,783	$0	$1,478
4	PP fans	1995	20	2015	1	$6,000	3.0%	$6,180	$0	$6,180
								$976,912	$0	$179,856

2016 ERF Levy Rate	$ 0.15

APPARATUS REPLACEMENT MATRIX

Asset Number	Description	Purchase Year	Exp Life (yrs)	Rem. Replcmt Year	Rem Life (yrs)	2014 Replcmt Cost	Annual % Cost Increase	Projected Replcmt Cost	Begin Balance	Annual Payment to Amortize Over Remaining Life
	ATV	2004	15	2019	5	$10,000	3.5%	$11,877	$10,000	$375
	Chev Tahoe	2010	12	2022	8	$50,000	3.5%	$65,840	$35,000	$3,855
	Ford Expedition	2013	20	2033	19	$50,000	3.5%	$96,125	$63,000	$1,743
	Ford 450 -- Type 6	2004	15	2019	5	$86,000	3.5%	$102,141	$45,000	$11,428
	Chevy 3500-Type 6	1989	27	2016	2	$86,000	3.5%	$92,125	$65,000	$13,563
	Ford F450 -- Type 6	2009	20	2029	15	$86,000	3.5%	$144,080	$31,000	$7,539
	Ford F450 Tpe 6	2000	20	2020	6	$86,000	3.5%	$105,716	$75,000	$5,119
	Braun Rescue	2006	20	2026	12	$245,000	3.5%	$370,212	$78,000	$24,351
								$988,117	$402,000	$67,974

2016 AV	$ 1,166,342,220
	$ 1,166,342
2016 ARF Levy Rate	$0.06

FACILITY COMPONENT REPLACEMENT MATRIX

Asset Number	Description	Purchase Year	Exp Life (yrs)	Rem. Replcmt Year	Rem Life (yrs)	2014 Replcmt Cost	Annual % Cost Increase	Projected Replcmt Cost	Begin Balance	Annual Payment to Amortize Over Remaining Life
Sta 310	Facilty roof	1997	50	2047	33	$35,000	3.0%	$92,832	$0	$2,813
Sta 310	HVAC	2013	25	2038	24	$25,000	3.0%	$50,820	$0	$2,117
Sta 310	Floor covering	1997	18	2015	1	$15,000	3.0%	$15,450	$0	$15,450
Sta 310	Interior paint	1997	18	2015	1	$2,500	3.0%	$2,575	$0	$2,575
Sta 310	Exterior paint	1997	18	2015	1	$4,500	3.0%	$4,635	$0	$4,635
Sta 310	IT system	2013	10	2023	9	$11,000	3.0%	$14,353	$0	$1,595
Sta 310	Communications	1997	20	2017	3	$10,000	3.0%	$10,927	$0	$3,642
Sta 310	App door / motors / track	1997	25	2022	8	$28,000	3.0%	$35,470	$0	$4,434
Sta 310	Emergency power	1997	20	2017	3	$16,000	3.0%	$17,484	$0	$5,828
Sta 310	Parking lot / striping	1997	18	2015	1	$15,000	3.0%	$15,450	$0	$15,450
Sta 320	Facilty roof	2001	50	2051	37	$15,000	3.0%	$44,778	$0	$1,210
Sta 320	HVAC	2001	30	2031	17	$10,000	3.0%	$16,528	$0	$972
Sta 320	Floor covering	2001	20	2021	7	$3,000	3.0%	$3,690	$0	$527
Sta 320	Interior paint	2001	20	2021	7	$1,000	3.0%	$1,230	$0	$176
Sta 320	Exterior paint	2001	20	2021	7	$4,000	3.0%	$4,919	$0	$703
Sta 320	IT system	2001	10	2011	-3	$12,000	3.0%	$10,982	$0	-$3,661
Sta 320	Communications	2001	30	2031	17	$3,000	3.0%	$4,959	$0	$292
Sta 320	App door / motors / track	2001	30	2031	17	$12,000	3.0%	$19,834	$0	$1,167
Sta 320	Emergency power	2001	30	2031	17	$9,000	3.0%	$14,876	$0	$875
Sta 320	Parking lot / striping	2001	18	2019	5	$5,000	3.0%	$5,796	$0	$1,159
								$387,587	$0	$61,959

2016 FCRF Levy Rate	$	0.05

ASSETS

The City's and BCFD#3's ownership interest each has in Prosser Fire District 3 and its assets shall be transferred to the WBRFA on the effective date. The City of Prosser shall retain ownership of the *"Fire Engine Building at City Park"* described below:

1301 Summers Avenue

Parcel No. 101843020123001

Other that the fire station provided for in the plan and as described above, no other City assets will be transferred to the WBRFA.

All assets of the BCFD#3 will be transferred to the WBFRA on the effective date.

REVENUES/DEBTS

Except for the fiscal year ending in 2015, the West Benton Regional Fire Authority Revenues shall be limited to taxes directly levied or collected by it. Beginning in 2016, the City's maximum property tax levy will be reduced by the amount of the WBRFA levee of approximately $0.95/1000 of assessed value. All revenues of BCFD#3 shall be transferred to the WBRFA on the effective date. No City revenues shall be transferred to the WBFRA. Allocation of debts shall be as provided for in the WBRFA Plan.

2016 ESTIMATED IMPACTS

Prosser Assessed Value	$	520,025,120	
BCFD#3 Assessed Value	$	646,317,099	
Combined City/BCFD#3 Assessed	$	1,166,342,219	
Prosser Regular Property tax levy	$	2.892	
Prosser Property Tax Revenue	$	1,503,913	
BCFD #3 levy rate	$	0.850	
Prosser Estimated % of 2016 PFD3 Operating Budget			
2016 PFD3 Operating Budget	$	813,960	2014 Operating Budget increased by 2%
2016 Prosser FD Budget	$	325,327	2014 Operating Budget increased by 2%
2016 Prosser %		**39.97%**	

		New Levy Rate for RFA**
BCFD#3 Property Tax Levy Rate	$	0.950
Adjusted Prosser Levy Rate	$	2.425
Maximum Property Tax Levy Rate	$	3.375
CITY PROPERTY OWNER IMPACT	**$**	**0.483**

IMPACT TO THE CITY OF PROSSER		
2016 PROSSER PROPERTY TAX REVENUE	$	1,503,913
OSSER PROPERTY TAX REVENUE WITHOUT FIRE DEPARTMENT	$	1,261,061
2016 PROSSER PROPERTY TAX (DECREASE)	$	(242,852)
2016 Prosser FD Budget	$	325,327
2016 TOTAL SAVINGS TO PROSSER GENERAL FUND DUE TO THE FORMATION OF RFA	**$**	**82,475**

Home Value		RFA IMPACT	
$	120,000	***$***	***57.96***
$	180,000	***$***	***86.94***
$	220,000	***$***	***106.26***
$	280,000	***$***	***135.24***
$	320,000	***$***	***154.56***