



**City of Kirkland
Community Safety Advisory Group
October 29, 2019**

ComSAG facilitator, Marilynne Beard's introduction of Mayor Penny Sweet:

Before I introduce Mayor Penny Sweet, I wanted to share a little bit of background information with you. Mayor Sweet served her first term on the Kirkland City Council in January 2010. She then served as Deputy Mayor from 2010-2011, and 2014-2015. In 2019, her colleagues on the City Council selected her to serve as Mayor for the remainder of former Mayor Amy Walen's term.

Earlier this year the City Council unanimously voted to have Mayor Sweet Chair this advisory group. There is no doubt that the Mayor has a passion for public safety. She is the current Chair of the Public Safety Council Committee, has served as a board member of the Emergency Management Advisory Committee for six years, is a member of King County EMS Advisory Task Force, and a Community Emergency Response Team graduate. Additionally, Mayor Sweet was very involved in shaping and adopting the 2012 Fire Strategic Plan. So without further ado, I'd like to introduce our Chair of the ComSAG, Mayor Penny Sweet.

ComSAG Chair & Mayor of Kirkland, Penny Sweet's Welcoming Remarks:

Thank you Marilynne, I am so excited to be starting a new project with your so very capable guidance.

But first, on behalf of my colleagues on the Council, I want to express my sincere gratitude to each member of this group for being willing to volunteer your time, and more importantly, your combined brainpower, as we engage on this very important next step in keeping our community safe.

Public safety is the most essential function of local government. The terrible fires consuming California even as we meet tonight are a sobering reminder of the courage and skill of our first responders and how much we rely on them to protect our lives and property. We need to provide them with the staffing, the training and the facilities to be there when we need them. I look forward to working with you over the next few months to develop recommendations on investments for our Kirkland Fire Department that will:

- improve fire and emergency medical response times throughout the City;
- seismically retrofit our aging fire stations; and
- improve the health and safety of our firefighters.

The potential ballot measure we will be discussing is Phase Two of the Proposition 1 Enhanced Public Safety initiative our voters approved last year. We are grateful for the support we received throughout our community as we made the case for approval. It is great to see the implementation of all the elements including hiring additional police officers and starting our ProACT unit, hiring and training new School Resource Officers for our middle schools, and so much more.

Phase 1 in 2018 was focused on investments in our police department. This second phase will be focused on investments in our fire department.

The role of this committee is to advise the Council on what investments our community believes are most needed. At the end of this process, you will make a recommendation to the City Council on how we should proceed. Over the next few months I ask you to engage in authentic conversation with each other, and with the Council. Ask us tough questions. Give us creative ideas. Help us keep the Kirkland Fire Department among the best in the nation.

We're going to start this process tonight by teaching you everything that we know about how our fire department functions. In future meetings you will tour fire stations and review equipment. You will learn how our budget works and see how the Council has prioritized funding firefighters and fire stations over the past decade. You will be educated on how property taxes are administered and spent, the differences between bonds and levies, and the pros and cons of different ballot measure options. As a representative of the community you'll have the critical job of taking in all this information, seeing where the opportunities are, and coming to consensus with your fellow community members on our best strategic approach forward.

I know that this work will not be easy, but there are few things more important to Kirkland than what we will do here together. And I know that each of you are up to this important task. Thank you again for your commitment to our community. I cannot express how much the Council appreciates your time and engagement.

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Meet the Team

Community Safety Advisory Group Members

Marc Allen, Community Member at Large

Kevin Leach, Northwest University

Judith Beto, Lakeview Neighborhood Association

Seri Madgett, Merrill Gardens

Santos Contreras, S. Rose Hill/Bridle Trails
Neighborhood Association

Stephanie Miller, Community Member at Large

Jen Daher, Highlands Neighborhood Association

Janelle Milodragovich, Moss Bay Neighborhood
Association

Doug Davis, Hallmark Realty

Ron Olson, Kiwanis

Mary Diehl, Community Member at Large

Lyn Osborne, Evergreen Hill Neighborhood Association

Susan Dietz, Market Neighborhood Association

Ken Popp, Kiwanis

Joe Dobner, Kirkland Indivisible

Mike Potter, Lake Washington Institute of Technology

Sue Gemmill, Carillon Point Property Manager

Cindy Randazzo, Finn Hill Neighborhood Alliance

Shairose Gulamani, Totem Lake & the Ismaili
Community

Tasnim Rehamani, Hopelink

Kevin Hanson, Evergreen Hospital

Max Reisman, Kirkland Youth Council

Tim Hickey, Kirkland Senior Council

Chrissy Roberts, Kirkland Downtown Association

Naomi Hill, Google

Cat Robinson, Lake Washington School District

Robert Iracheta, N. Rose Hill Neighborhood Association

Sharon Sherrard, Kirkland Interfaith Network

Barbara Jenson, Evergreen Hospital

Mike Wert, Juanita Neighborhood Association

John Kappler, Houghton Community Council

Paula White-Greschler, KirklandSafe

Kent Kollmorgen, Evergreen Hill Neighborhood
Association

Liz VanBemmel, Master Builders Association

Chair

Mayor Penny Sweet



Mayor Sweet began her first term on the Kirkland City Council in January 2010. She served as Deputy Mayor from 2010-2011, and 2014-2015. The Kirkland City Council selected her to serve as Mayor for the remainder of 2019. She is the current Chair of the Public Safety Council Committee, served as a board member of the Emergency Management Advisory Committee for six years, is a member of King Country EMS Advisory Task Force, and is a Community Emergency Response Team graduate. Mayor Sweet moved to Kirkland in 1985 where she and her husband, Larry Springer, have owned and operated The Grape Choice, a retail wine shop in downtown Kirkland for 31 years.

Facilitator

Marilynne Beard, MMB Consulting



Marilynne Beard is an independent consultant providing training, facilitation, community engagement and project support for public and non-profit organizations. She retired from the position of Deputy City Manager for the City of Kirkland in June 2019 after which she formed MMB Consulting LLC. Marilynne worked in local government for over 37 years and at the City of Kirkland for 31 years where she served as Finance Director prior to her move to the City Manager's Office in 2006. Marilynne graduated from the University of Oregon with a Bachelor of Arts in Education and a Master of Science in Public Administration. Marilynne is a past President of the Washington City Managers Association and is currently serving as a WCMA Senior Advisor for the Puget Sound Region of Washington State.

City of Kirkland Staff and Presenters

Joe Sanford, Fire Chief



Hired in March of 1981, Chief Sanford has 38 years of service in the City of Kirkland's Fire Department. He graduated from the University of Washington with a bachelor's degree in Communications, played Division 1 football for the Huskies and spent time in the NFL playing for the New York Giants. As the Fire Chief, he oversees the operations and administration of the Fire Department. Throughout his career, he has served as the past president of the International Association of Firefighters (IAFF) in 1987, 1988, and 1989. Chief Sanford has held every rank during his career and was awarded Fire Chief of the year in 2012 and 2014. When asked about his hobbies, he mentioned he has eight children, and ten grandchildren, "enough said!"

Tim Day, Deputy Fire Chief



Tim Day is the Deputy Chief of Operations with the Kirkland Fire Department. He has a bachelor's degree from the University of Washington, a Master's in Public Administration from Seattle University, and is a graduate of the National Fire Academy's Executive Fire Officer Program. Prior to joining the City of Kirkland in 2017, Tim worked for City of Auburn/Valley Regional Fire Authority for over 20 years as a Firefighter, Captain, Battalion Chief, and Deputy Chief. Tim has held multiple operational and administrative assignments as a fire officer. Tim and his wife, Kari, live in Bellevue and are the proud parents of two daughters aged 17 and 20.

Dave Van Valkenburg, Deputy Fire Chief



Dave Van Valkenburg began his career with the City of Bothell's Fire Department over thirty years ago. During that time, he gained experience as a Firefighter, Fire Inspector, Lieutenant, Battalion Chief, Interim Deputy Chief, and became a nationally accredited Fire Officer I and II. As a Battalion Chief assigned to the Training Division, he led a team responsible for training 150 firefighters and paramedics from three fire departments. Dave joined the management team for the Kirkland Fire Department as a Deputy Chief in 2017. In addition to his role, he is an instructor for the National Fire Academy and the Washington State Fire Academy, providing training to firefighters and fire officer across the state.

Seth Buchanan, Battalion Chief



Seth Buchanan was hired in 2001. He's worked as a Firefighter and promoted through the ranks from Lieutenant to Captain and recently promoted to Battalion Chief. He's worked at all of our stations and operated every apparatus, including our ladder truck. He is currently assigned as the Battalion Chief on B shift overseeing the operational needs of that shift and focusing on the needs of our Hazmat and Technical rescue programs.

Mark Jung, Fire Marshal



Fire Marshal Mark Jung joined the Kirkland Fire Department in 1992 and has served as firefighter, driver/operator, lieutenant, captain, and battalion chief. He has earned a Bachelor of Arts degree from Western Washington University and Master of Public Administration from Seattle University. Chief Jung has worked on teams to improve performance and efficiency of the Fire Department throughout his career. These projects include original research into the cause of injuries among firefighters, analysis and implementation of emergency medical services transport cost recovery program, and implementation of electronic records management of existing building inspection data in the Fire Prevention Division. Chief Jung maintains certifications in fire inspection, fire plan review, and fire investigation, and he is the recipient of the

Kirkland Fire Department Valor Award, Officer of the Year, Athlete of the Year, and Community Service Award.

Bill Hoover, Training Battalion Chief



Hired in 1992 as the Training Battalion Chief, Bill Hoover coordinates the delivery of training activities for the department and is a county-wide leader in technical rescue training programs. He is highly committed to firefighter health and safety and serves on the Washington State Council of Firefighter's (WSCFF) Health and Safety Committee, He co-founded the Firefighter Cancer Support Network, and was awarded the WSCFF Fully Involved award and the American Professional Management Services Meritorious award in recognition of support of fighter wellness.

Kurt Triplett, City Manager



Kurt Triplett was hired in June of 2010 as Kirkland's fourth City Manager. He has a master's degree in Public Administration from Harvard University's Kennedy School of Government, and a Bachelor of Arts in Political Science from Stanford University. He is the past chair and serves on the Board for A Regional Coalition for Housing (ARCH). He is also currently chair of the Eastside Public Safety Communications Agency (EPSCA) as well as a joint board member for the Puget Sound Emergency Radio Network (PSERN). Prior to Kirkland, he worked for King County for 17 years, including serving as the Interim County Executive in 2009, Chief of Staff to Executive Ron Sims, Deputy Director of Natural Resources and Parks, and Deputy Chief of Staff for Executive Sims and former Executive Gary Locke.

Tracey Dunlap, Deputy City Manager



Tracey Dunlap has a bachelor's degree in Industrial and Management Engineering from Rensselaer Polytechnic Institute and is a licensed Professional Engineer. During her time at Kirkland, she served as the Treasurer of NORCOM (the North East King County Regional Public Safety Communication Agency) and on the Sound Cities Association Finance Committee, the Local Government Advisory Committee of the State Auditor's Office, the King County EMS Levy Finance Subcommittee, and has been a contributor to the MRSC Finance Advisor column. Prior to joining Kirkland, she was a principal and shareholder in FCS Group, a regional financial and management consulting firm for 14 years. Tracey's experience also includes working for a large defense contractor and a major financial institution.

Andreana Campbell, Project Manager



Andreana has bachelor's degree in International Relations from the University of California, Davis, and a Master's Degree in Public Administration from California State University, Long Beach. Prior to moving to Kirkland, she worked as a Research Fellow on a successful State Legislative campaign in Southern California's 18th district. She began her professional career in Washington when she was hired by the City of Seattle as a Strategic Advisor. Currently, she works as the City of Kirkland's Project Manager overseeing the potential Fire Ballot Measure for November of 2020. In June of 2019 she graduated from the Northwest Women's Leadership Academy as a member of the inaugural cohort and serves as an Associate Board Member on the Washington City/County Management Association.

Background Materials

Helpful Links

Link to the 2018 Annual Report

<https://www.kirklandwa.gov/Assets/2018+Fire+Department+Annual+Report.pdf>

Fire Ballot 2020 Website

www.Kirklandwa.gov/FireBallot2020.com

The screenshot shows the City of Kirkland Official Site with a navigation menu (RESIDENTS, BUSINESS, GOV, SERVICES, DEPARTMENTS) and a search bar. The main content area features a sidebar with links to various community services and a main section titled "Fire & Emergency Medical Services 2020 Ballot Measure". This section includes a photograph of three red fire trucks, a video player featuring Chief Joe Sanford, and a "Helpful Links" section with a list of documents such as the 2012 Fire Department Strategic Plan, 2014 Standard of Coverage Study, and various annual reports and resolutions.

Fire & Emergency Medical Services 2020 Ballot Measure

"What is the Community Safety Advisory Group?"
The Community Safety Advisory Group (CSAG) will meet for the duration of October 2019 to March 2020 to review a menu of major investments for fire station seismic renovation, expansion, additional firefighter staffing, potential training facilities, and funding mechanisms for a November 2020 ballot measure for Fire and Emergency Medical Services. The CSAG's recommendation to the Council will be presented March of 2020. The Council will then have until July 21 to approve the ordinance placing the measure on the ballot for the November 3, 2020 General Election.

Authorized by Council's adoption of [Resolution R-5386](#) (PDF), the CSAG is comprised of representatives from nearly 40 community groups, including two positions from the community at large.

Helpful Links

- [2012 Fire Department Strategic Plan](#) (PDF)
- [2014 Standard of Coverage Study](#) (PDF)
- Community Safety Advisory Group [Resolution R-5386](#) (PDF)
- [Resolution R-5239](#) (PDF) Adopting the 2017-2018 City Work Program
- [Resolution R-5356](#) (PDF) Adopting the 2018-2019 City Work Program
- [2018 Annual Report](#) (PDF)
- [2017 Annual Report](#) (PDF)
- [2016 Annual Report](#) (PDF)
- [2015 Annual Report](#) (PDF)
- [2014 Annual Report](#) (PDF)
- [2013 Annual Report](#) (PDF)
- [2012 Annual Report](#) (PDF)

[Watch the Community Safety Advisory Group Video](#)

Link to the 2012 Fire Department Strategic Plan

<https://www.kirklandwa.gov/Assets/Fire+and+Building/Fire+PDFs/Fire+Strategic+Plan+Full+Report+2012.pdf>

Link to the Standards of Coverage Study

<https://www.kirklandwa.gov/Assets/Fire+and+Building/Fire+PDFs/SOC+study+2014+pdf.pdf>



Property Tax in Washington State

The Washington State property tax is one of the most complicated in the nation. This page provides an overview of property taxes in Washington State, including property tax limits, levy calculations, and banked capacity for local governments.

For a more comprehensive discussion of the intricacies of the property tax in Washington State, refer to MRSC's City Revenue Guide and County Revenue Guide, or the Department of Revenue's Property Tax Levies Operations Manual.

Budget-Based Property Tax

Washington State has a budget-based system of property taxation. There are three main components to the property tax:

- Levy Amount
- Assessed Value (AV)
- (AV) Levy Rate

As part of the budget process, the taxing jurisdiction establishes the amount of property tax revenue needed to fund the budget. That amount needed to fund the budget is called the levy amount, or just simply the levy. It is the total amount to be collected from the taxpayers by a taxing district.

By November 30 of each year, the amount of taxes to be levied by taxing districts are certified to the county assessor. The county assessor then calculates the levy rate necessary to raise that amount of revenue by dividing the total levy amount by the assessed value of taxable property in the district.

By law, this number is expressed in terms of a dollar rate per \$1,000 of valuation. For example, a rate of \$0.00025 is expressed as \$0.25 per \$1,000 of assessed value.

Property Tax Formula

Under the budget-based system, a taxing district establishes its desired levy amount first (subject to several restrictions), and then the assessed valuation is used to calculate the subsequent levy rate that property owners must pay. This formula is expressed as:

$$\text{Levy Amount} \div \text{Assessed Value (000s)} = \text{Levy Rate (per \$1,000 AV)}$$

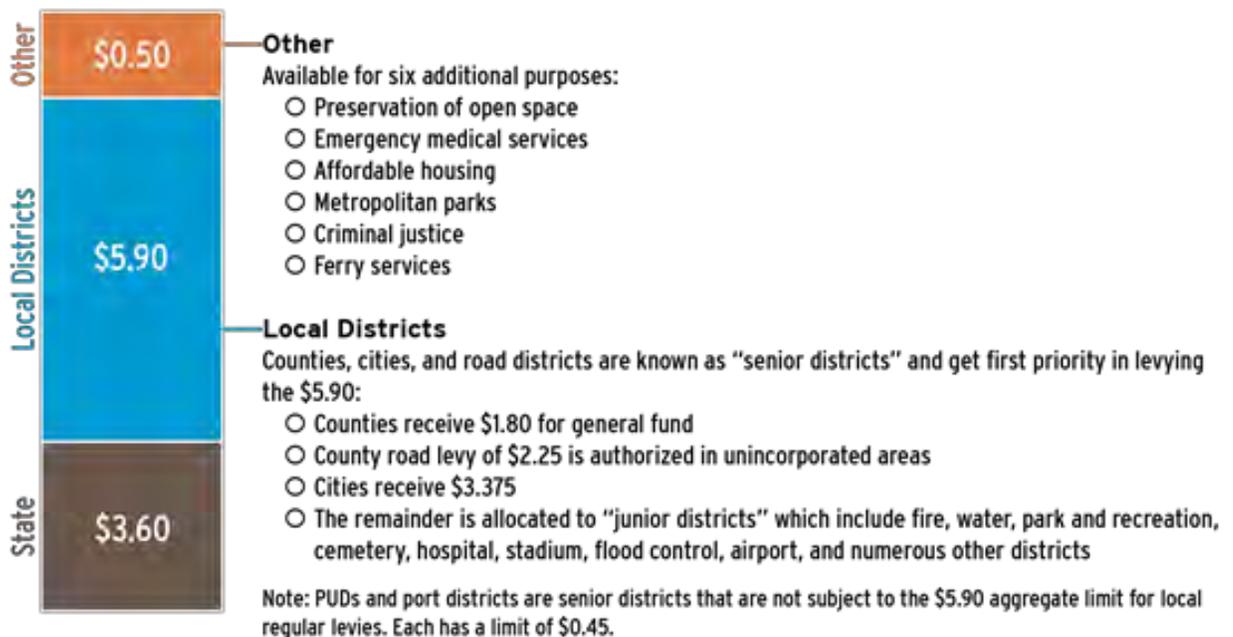
Property Tax Limits

The property tax levy is constrained by the overall limits on the regular levy rate and the limit on annual levy increases.

Regular Levy Rate Limits

The Washington State Constitution limits the annual rate of property taxes that may be imposed on an individual parcel of property to 1% of its true and fair value. Since tax rates are stated in terms of dollars per \$1,000 of value, the 1% limit is the same as \$10 per \$1,000 and is often referred to as the \$10 limit. Taxes imposed under this limit are termed "regular" levies, while those outside the limit are "excess" or "special" levies.

The following chart shows how the \$10 limit is allocated. The aggregate limit for cities, counties and most special districts is \$5.90 per \$1,000 assessed value.



Special Considerations Relating to Levy Rate Limitations

What if the sum of the levy rates imposed by the various taxing authorities goes over the limit?

It's complicated. First, there are two limits:

- One is the 1% constitutional limit.

- The other is the \$5.90 limit on cities, counties and junior taxing districts.

If either of those limits are exceeded, then the junior taxing district levies involved must be reduced through prorationing. See [RCW 84.52.010](#).

Which levies are lowered in prorationing, by how much and in what order, depends upon whether the \$5.90 limit or the 1% limit has been exceeded. The Department of Revenue Property Tax Levies Operations Manual and [WAC 458-19-075](#) include step by step instructions for calculating prorationing. The Department of Revenue has developed Prorationing Worksheets for both the \$5.90 Aggregate Limit ([REV 64 0097](#)) and the 1% Aggregate Limit ([REV 64 0096](#)) to help in making these calculations.

Can a county raise its regular general fund (current expense) levy rate above \$1.80?

A county can raise its general fund levy rate up to \$2.475 per \$1,000 AV, provided the total of the levy rates for the general fund and road fund do not exceed \$4.05 per \$1,000 AV and the increase in the general fund levy does not result in a reduction in the levy of any other taxing district through prorationing. See [RCW 84.52.043](#).

What if my city has a firefighters' pension fund?

If your city has a pre-LEOFF firefighters' pension fund, it can levy an additional \$0.225 per \$1,000 assessed valuation, resulting in a maximum levy rate of \$3.60 per \$1,000 AV (if it is not annexed to a fire or library district) or, if it is annexed, a maximum rate of \$3.825 minus the fire/library district levy rates (see below). See [RCW 41.16.060](#).

What if my city belongs to a fire and/or library district?

For cities that belong to a fire district and/or a library district, the rules are a little more complicated. Nominally they have a maximum rate of \$3.60 per \$1,000 assessed value (or \$3.825 if they also have a pre-LEOFF firefighters' pension fund as described above). But, they can never collect that much because the levy of the special districts must be subtracted from that amount ([RCW 27.12.390](#) and [52.04.081](#)).

If no one in your city hall knows what rate the special districts are currently levying, your county assessor can help you.

Levy Increase Limit

In addition to the limit on the overall levy rate, there is a 1% limit on the amount an individual taxing district can increase the property tax levy (the total amount of taxes that will be collected) each year.

In Washington, property tax increases are not based on the increasing value of properties, but rather the amount of the property taxes that were assessed in the prior year. Each year's levy may be increased by no more than 1%, unless the public votes for a greater increase (commonly called a

"levy lid lift") or the jurisdiction uses banked capacity (see levy. Taxes on new construction, changes in value of state-assessed utility property, and newly annexed property (hereafter referred to as "add-ons") are exempt from the limit factor for taxing districts of any size and may be added to the tax levy that is requested under the limit factor. See [RCW 84.55.010](#) and [WAC 458-19-035](#).

Calculating the Property Tax Levy

The complexity of the property tax means that year-to-year changes in collected taxes may not be intuitive. Glenn Olson, former Deputy County Administrator of Clark County, developed the below examples of how property tax bills may change based on various factors.

Example #1

Imagine a county that has only one parcel and one house that is brand new. This property is worth \$100,000. As its only property, its value is also the entire assessed value of the county. Suppose further that the levy rate in that county is \$2.00. That means this property owner must pay \$2.00 for each \$1,000 that his or her property is worth.

In the first year after its construction, the taxes on that home would be calculated as follows: The only time taxes are calculated this way is for new construction – i.e. the first year after the home is built. In every following year it works differently.

In Year 2 the county may only increase its levy by 1%. So following our example:

Last year's levy (\$200) + Additional 1% (\$2.00) = Tax bill and Year 2 levy (\$202.00)

Let's assume the value of this county's one home doubled from \$100,000 in Year 1 to \$200,000 in Year 2. Its tax bill would still be \$202.00. No matter how much the assessed value in the county increases, its levy may increase only 1%. So the county adjusts the levy rate to make it fit the new assessed value:

New levy amount (\$202.00) ÷ New assessed value in thousands (\$200) = New levy rate (1.01)

Any new homes that might be built in Year 2 would be taxed at this new levy rate.

Example #2

Now suppose our imaginary county had started with two new homes, but that each one was worth only \$50,000. The assessed value would still total \$100,000 in year 1.

With the same \$2.00 levy rate, the levy in the first year would still be \$200. But instead of one home paying the entire levy, the two equal-value homes would split the levy equally and pay \$100 each. In year 2 the levy would still increase by only 1% to \$202. And if the value of both homes together increased to \$200,000, the levy rate would still drop to 1.01.

But suppose to get to that \$200,000 value, one home tripled in value to \$150,000 and the other stayed the same at \$50,000. Then their respective tax bills would look like this:

Year 1

	Home 1	Home 2	Countywide Total
AV (in thousands)	\$50	\$50	\$100
Times the levy rate	x \$2.00	x \$2.00	x \$2.00

Year 2

	Home 1	Home 2	Countywide Total
AV (in thousands)	\$150	\$50	\$200
Times the levy rate	x \$1.01	x \$1.01	x \$1.01

The total levy is still \$202, but more of it is borne by the home that increased in value and less of it by the home that did not increase. The total countywide levy increased the maximum 1%, but the tax bill for Home 1 increased by 52% while the tax bill for Home 2 decreased by 50%. Assessed value only determines a home's share of the levy. If all home values were to change by the same percentage, then each home's share of the levy would stay the same and everyone's taxes would increase by exactly 1%.

Complications

The above examples are extremely simple. In reality, one home is usually in several taxing districts that overlap. Voted levies, levy shifts, excess levies, or levy lid lifts may be in effect, or a jurisdiction may be tapping its "banked" capacity (see below). And finally fees for numerous things from improvement districts to utilities may show up on a tax bill. These all affect what looks like our property tax bill.

But at the core of our property tax system, taxes may only increase by 1% per year unless local governments (1) tap banked capacity, or (2) seek voter approval through a levy lid lift or excess levy.

What is Banking Levy Capacity?

Some taxing districts have levied less than the maximum amount allowed over the years. [RCW 84.55.092](#) allows these districts to retain the right to use that "banked" capacity at some future date. Thus when comparing a district's current year levy to their prior levy it may reflect a change of more than 1% if they are using their banked capacity or less than 1% if they don't feel they need the levy increase. Many districts have never used that capacity even though they could have done so at any time. Here are two examples:

- Assume that for this year a city had the assessor set a tax rate that resulted in the same levy as last year plus add-ons. (It did not take the allowable 1% increase.) When doing the budget for next year, however, the city realizes that it needs more revenue from the property tax because sales tax receipts have fallen off. [RCW 84.55.092](#) allows the city to ask the assessor to set a tax rate for next year that raises the levy by 1% and then 1% again $1.01 \times 1.01 = 1.0201$ for a compounded increase of over 2% (assuming that it does not put the city over the statutory levy rate limit.)
- Now, let's examine a more complicated case where a city actually lowers its tax rate. Assume that during the current year (2018), a city has experienced a revenue windfall and has more money than it needs to fund the 2019 budget. It could put the excess funds in a contingency fund or a "rainy day" fund, but the city council decides to give the taxpayers a break by lowering the property tax for 2019. During 2019 it receives no revenue windfall and it needs more property tax revenue for the 2020 budget. [RCW 84.55.092](#) allows it to levy the maximum amount that it could have levied in 2019, plus an additional 1% unless that puts the city over the maximum statutory rate. In 2019 it didn't use its maximum taxing capacity, but it didn't lose it because it can "bank" the extra capacity.

How do we bank capacity?

The statutory authority for banking capacity is provided in [Chapter 84.55 RCW](#). The chapter provides procedures for two different classifications that are defined in [RCW 84.55.005](#) as taxing districts with populations less than 10,000 and all others (meaning 10,000 or more in population).

Assuming that you have held your public hearing on revenue sources for the general fund as required by [RCW 84.55.120](#) and the legislative body has determined that they do not need the entire 1% increase as allowed by law, you must adopt an ordinance or resolution specifically stating what the increase, if any, may be. This must be stated in terms of both dollars and percentage. Even if you are not increasing your property tax levy, you should adopt an ordinance/resolution saying that you are increasing your levy by \$0.00 which is a 0% increase. This will bank the unused capacity of your levy.

Below are the most important procedures that jurisdictions must follow. The Department of Revenue provides detailed guidance on procedures related to increasing property tax revenue.

Taxing Districts with Populations Under 10,000

The taxing district must adopt an ordinance or resolution for increasing property tax revenue, and levying a percentage increase less than 1% will automatically "bank" capacity. Without the resolution, the district cannot bank excess levying capacity.

Taxing Districts with Populations of 10,000 or More

Taxing districts with a population of 10,000 or more may only increase their levy by 1% or the implicit price deflator, whichever is less. If the implicit price deflator, released each year in late September, is greater than 1%, then the procedures are the same as those for populations less than 10,000.

However, if the implicit price deflator is less than 1%, the jurisdiction may not increase its levy (or bank the capacity) beyond the IPD rate. For instance, if the IPD is 0.5% and the jurisdiction chooses not to increase its levy, it may only bank a 0.5% increase for that year under the normal procedures.

But there is an exception – if the IPD falls below 1%, the jurisdiction may increase its levy beyond the IPD rate and up to the full 1% by adopting an ordinance or resolution making a finding of "substantial need." If the jurisdiction chooses not to increase its levy, it may bank the excess capacity beyond the IPD rate and up to the full 1% by adopting an ordinance or resolution making a finding of "future substantial need" (see example 2).

Using Banked Capacity

While jurisdictions may bank capacity for later use, they are still limitations on its use based on the maximum allowable levy, which can be obtained from the assessor. Below is an example of the procedures for using banked capacity.

Assume that the maximum allowed levy amount is \$110,000 for the levy you made in 2017 for 2018 and the city only levied \$100,000 for 2018. When making a levy for 2019, the assessor will raise the maximum allowable levy by 1% to \$111,100 ($\$110,000 \times 1.01$) exclusive of add-ons. If the city increases its current levy by 1%, it would be \$101,000 ($\$100,000 \times 1.01$) plus add-ons, so it has \$10,100 of banked capacity.

In this example, the city wants to increase the levy by \$7,000. When you write your resolution/ordinance to satisfy the requirement for [RCW 84.55.120](#), you put \$7,000 in the blank that gives the dollar amount of the increase over the actual levy from the previous year – 2018 (excluding "add-ons") – representing a percentage increase of 7% ($\$7,000/100,000$). \$1,000 of the increase comes from your 1% annual limit. For the other \$6,000, you have used banked capacity. When you complete the levy certification form, you put in \$107,000 plus the dollar amount of "add-ons" as the amount of the regular property tax levy in the levy certification form.

COMMUNITY SAFETY ADVISORY GROUP

October 29, 2019

6:00 pm to 9:30 pm

City Council Chamber

- 6:00 Dinner
- 6:20 Agenda Overview and Welcome
 - Agenda Overview -- Marilynne Beard, Facilitator
 - Welcome -- Penny Sweet, Mayor
- 6:30 History of the Kirkland Fire Department
 - Joe Sanford, Fire Chief
- 7:00 Break Out Sessions
 - Staffing and Deployment – Deputy Chief Tim Day
 - Response Times – Deputy Chief Dave Van Valkenburg
 - Station Life & Training – Battalion Chiefs Seth Buchanan and Bill Hoover
 - Serving an Evolving Kirkland – Fire Marshal Mark Jung
- 9:00 Reconvene and Wrap-up
 - New Questions from Break-out Sessions
 - Revelations and “Aha” Moments
 - Critical Information for the Public
- 9:30 Adjourn

Next Meeting: Thursday, November 7, 6:00 – Station Tours

	<i>History of Kirkland Fire Department</i>	<i>Serving and Evolving Kirkland</i>	<i>Response Times</i>	<i>Station Life and Training</i>	<i>Deployment and Staffing</i>	<i>Wrap-up</i>
	Council Chamber	Houghton Room	Highlands Room	Rose Hill Room	Council Chamber	Council Chamber
6:30	All					
7:00		Engines	Ladder Trucks	Aid Cars	Watercraft	
7:30		Watercraft	Engines	Ladder Trucks	Aid Cars	
8:00		Aid Cars	Watercraft	Engines	Ladder Trucks	
8:30		Ladder Trucks	Aid Cars	Watercraft	Engines	
9:00						All



**CITY OF KIRKLAND
FIRE DEPARTMENT**

History of the Kirkland Fire Department

Joe Sanford, Fire Chief



Overview

- History of the Kirkland Fire Department
- Where are we today?
- Meeting the needs of the community
- Challenges
- Looking to the future



Fire Department History

Kirkland founded in 1888

Great Seattle Fire in 1889

Ellensburg and Spokane





Formed in 1890

Bucket brigades
Hose carts
Horse drawn steam pumper





Electric Siren
June 1923

Operated by telephone operator
Replaced bell on the wharf





All Volunteer Fire Department

1890 - 1969

Lake Street Fire

June 1955





Consolidation
1968-1970





Houghton Fire Department



Kirkland Fire Department



King County Fire District No. 41
Juniper - Park Hill - Rose Hill Areas

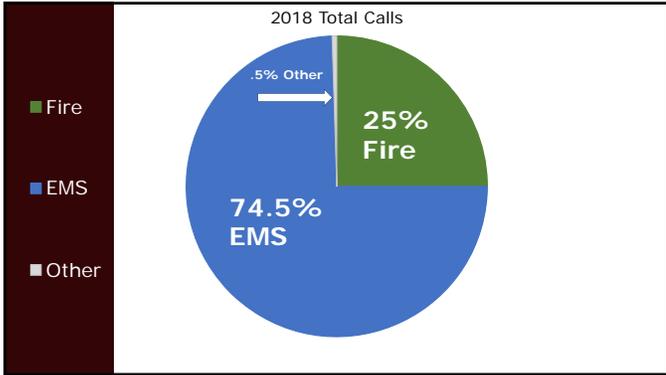


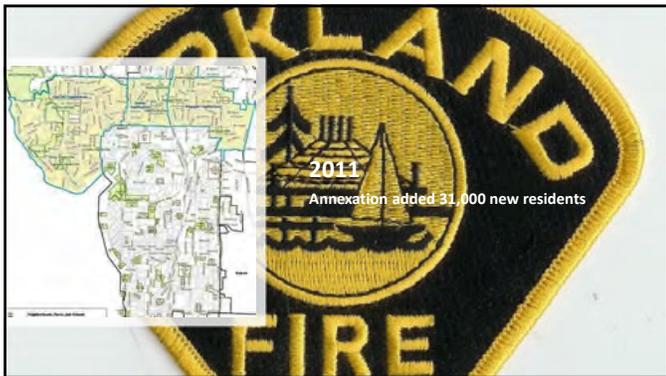



1968-1970
Consolidation
First paid employee of the Kirkland Fire Dept.

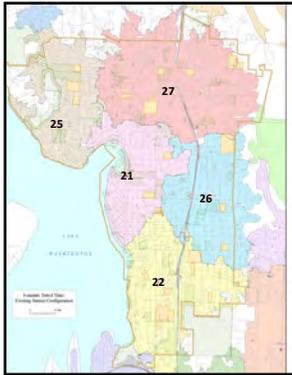
1968
Fire Chief Bob Ely

1969
Hired 2 professional firefighters
Maintained 30 volunteers

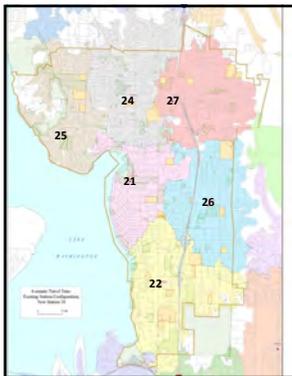




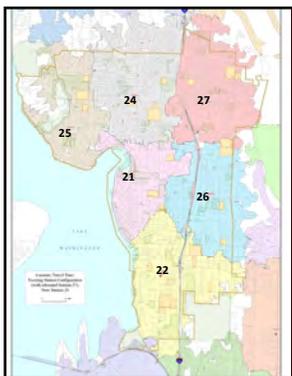




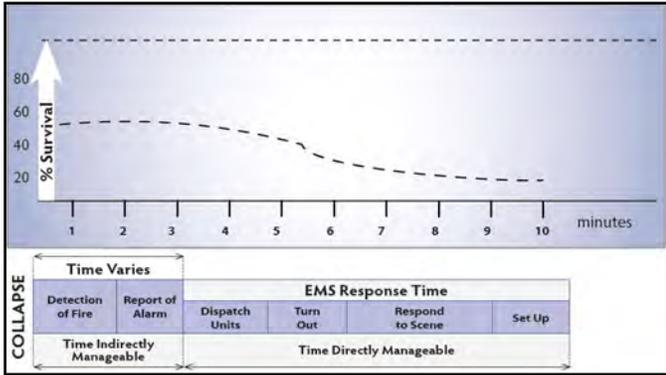
**Current
Station
Coverage**

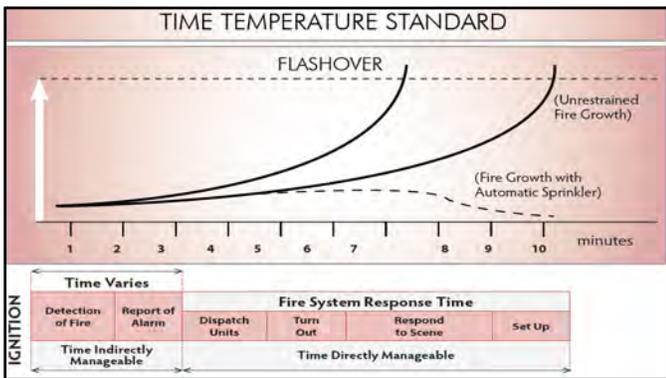


**Station 24
Added**



**Relocated
Station 27**





Why station location matters

Comparison of Room Furnishings

Legacy Room Modern Room

Underwriters Laboratories
00:45

Why station location matters

















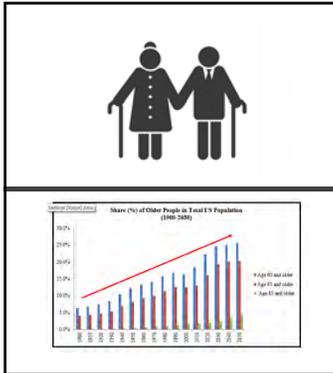






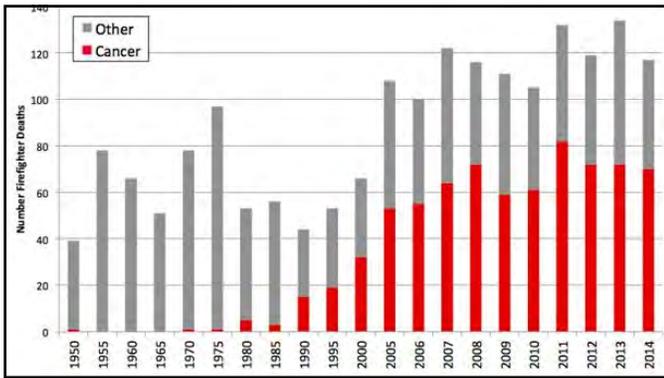


- History of the Kirkland Fire Department
- Where are we today?
- Meeting the needs of the community
- Challenges
- Looking to the future











Kirkland Fire and Building Department
Kirkland, Washington



Organizational Evaluation, Future Planning,
Feasibility of Cooperative Service Delivery and
Organizational Strategic Plan

August 2012





Protection Class Report for:

KIRKLAND

Effective Date: January 1, 2014

Prepared By:

Washington Building and Rating Bureau
2717 40 Avenue, Suite 300
Issaquah, WA 98029
P 206.217.8775
F 206.217.8822
WWW.WB&RB.COM









Calibrating Services for a changing Kirkland – Where we need help....

- Critical Operational Needs
 - Staffing – North End dedicated Aid Unit
 - Staffing – South End dedicated Aid Unit

Calibrating Services for a changing Kirkland – Where we need help....

- Remaining Strategic Plan and WSRB Recommendations
 - Public Educator/Public Information
 - New staffing for additional Fire Insp

Calibrating Services for a changing Kirkland – Upgrades

- Service Upgrades – Operations
 - 4th Firefighter at Station 26
 - 4th Firefighter at Station 21
 - 2nd Training Captain
 - Battalion Aide Staffed Full Time



Calibrating Services for a changing Kirkland – Upgrades

- Service Upgrades – Capital
 - Apparatus Storage
 - Logistics Center
 - Training Building
 - Training Facility Props





- Response times
- Seismically sound fire stations
- Firefighter health & safety









- History of the Kirkland Fire Department
- Where are we today?
- Meeting the needs of the community
- Challenges
- Looking to the future



- Staffing & Deployment
- Response Times
- A day in the life of a firefighter & Training
- Serving an evolving Kirkland

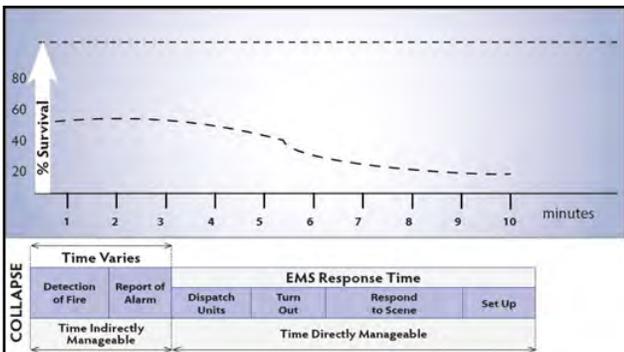


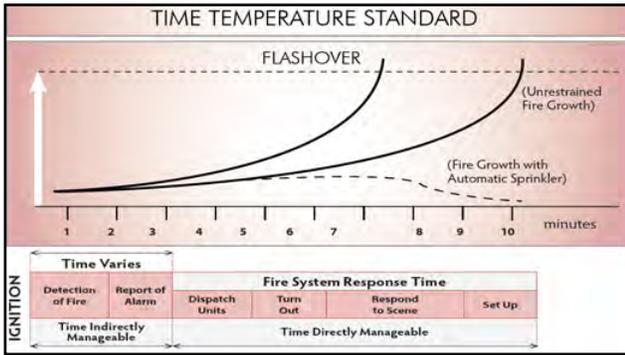
CITY OF KIRKLAND
FIRE DEPARTMENT

Response Times

Deputy Chief Dave Van Valkenburg





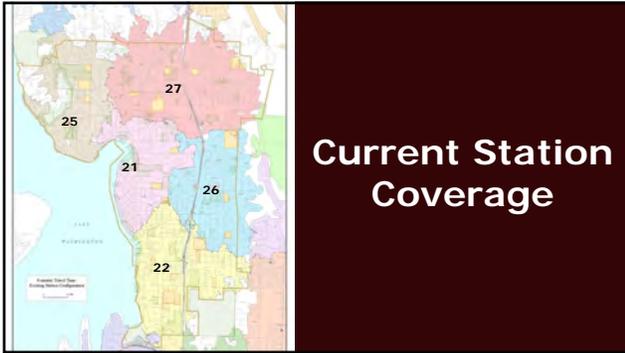








Guiding Documents















Impacts to Total Response Times

- Training
- Firefighter outreach
- Cross staffing
- Concurrent calls
- Traffic patterns
- Automatic aid



Cross staffing

- Response times
- Cross staffing
- Effective firefighting force



Cross Staffing





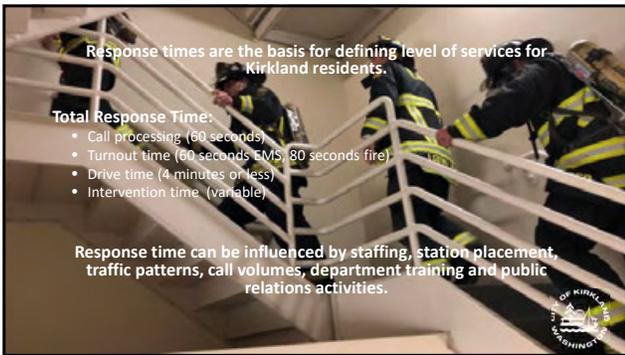














**CITY OF KIRKLAND
FIRE DEPARTMENT**

Deployment and Staffing

Deputy Chief Tim Day





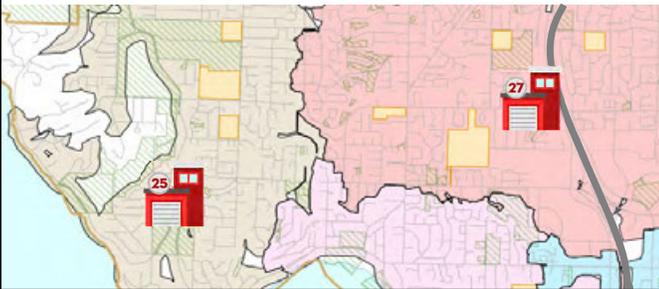
Distribution and Concentration

Distribution is the strategic placement of fire stations, apparatus, and firefighter/EMTs throughout the community.

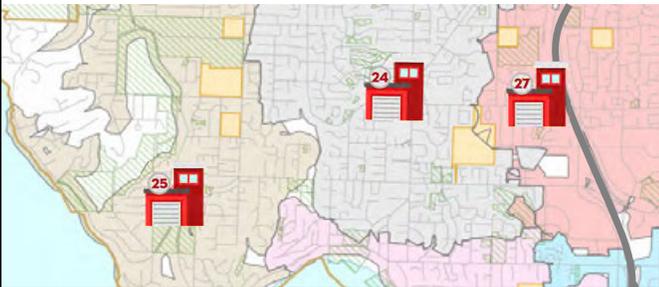
Ideal **distribution** provides for a 4 minute drive time, 90% of the time, to a majority of the community.



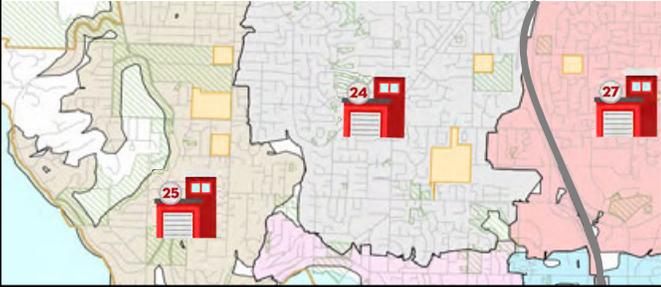
Distribution and Concentration



Distribution and Concentration



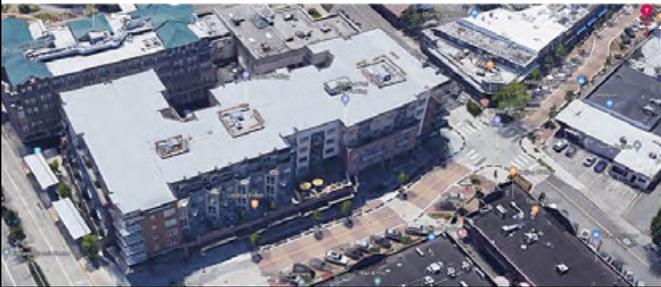
Distribution and Concentration



Distribution and Concentration



Distribution and Concentration





Deployment

- Distribution and Concentration
- Deployment
- Schedule and Staffing



Deployment

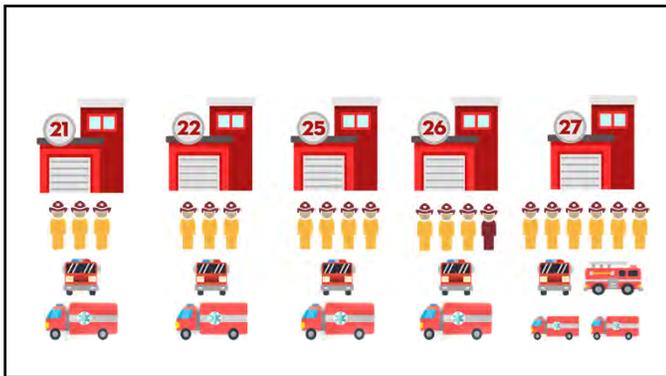
- Cross staffing
- Firefighter/EMTs and apparatus
- Summary of on duty resources

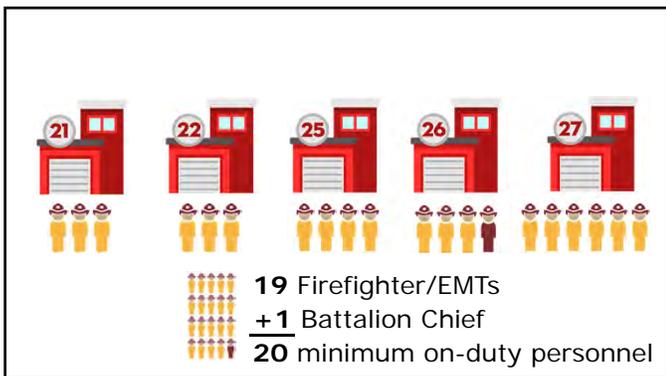


Cross Staffing

- We cross staff our engines and our ladder trucks with aid cars
- Firefighter/EMTs will 'jump' from an engine or ladder to the aid car if dispatched to a medical call (jump crews)
- Aid cars allow us the option to transport patients to the hospital







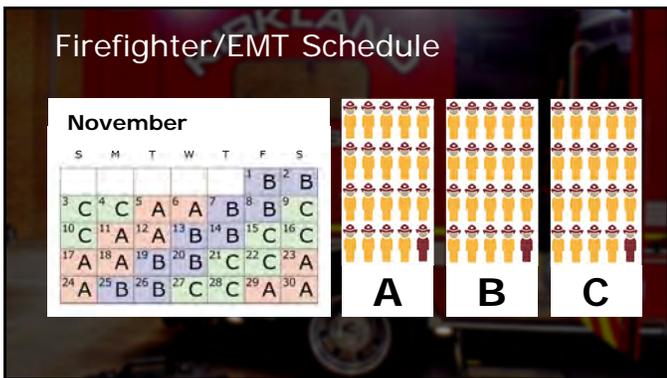
	PERSONNEL	APPARATUS			
	On-Duty Firefighter / EMTs	Engine	Ladder	Aid Car	Command
Station 21	3	1		1	
Station 22	3	1		1	
Station 25	4	1		1	
Station 26	3 + 1 BC	1		1	1
Station 27	6	1	1	2	
TOTAL	19 + 1 BC	5	1	6	1











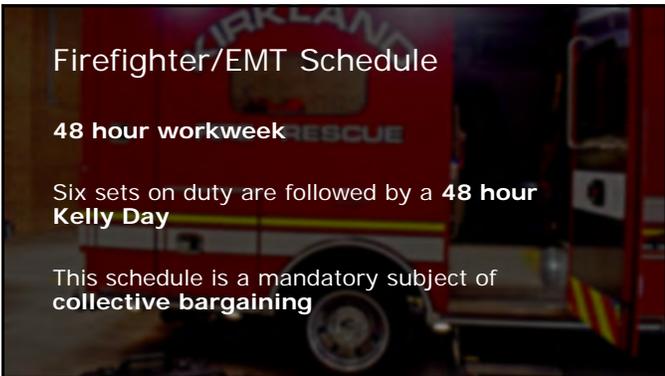


Firefighter/EMT Schedule

Each firefighter/EMT assigned to **one of the three shifts**

'48/96' – **48 hours on, 96 hours off**

One 48 hour shift is known as a **'set'**



Firefighter/EMT Schedule

48 hour workweek

Six sets on duty are followed by a **48 hour Kelly Day**

This schedule is a mandatory subject of **collective bargaining**



Scheduling and Staffing

Firefighter/EMT Schedule

Kelly Days

Two Ratios

Kelly Days

Recognized in **Federal Fair Labor Standards Act (FLSA)**

Pre-scheduled off-duty days

Provided to maintain no more than an annual average of a **48 hour workweek**

Used **industry-wide**

Kelly Days Example (A shift)

November

S	M	T	W	T	F	S
					1	2
3	C	C	5	A	7	B
10	C	A	12	A	13	B
17	A	A	19	B	21	B
24	A	B	26	B	28	C

December

S	M	T	W	T	F	S
1	B	2	B	3	C	4
8	B	9	C	10	C	11
15	C	16	C	17	A	18
22	C	23	A	24	A	25
29	A	30	A	31	B	

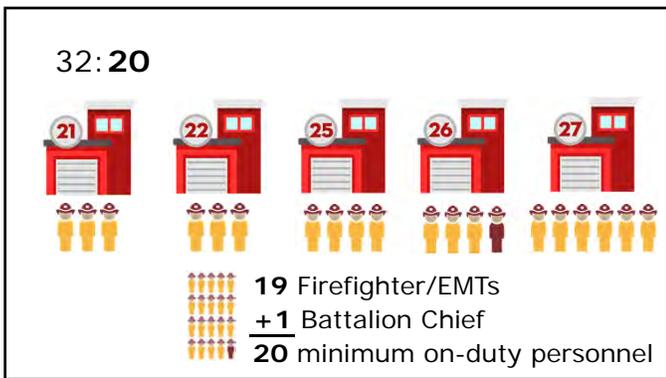
Scheduling and Staffing

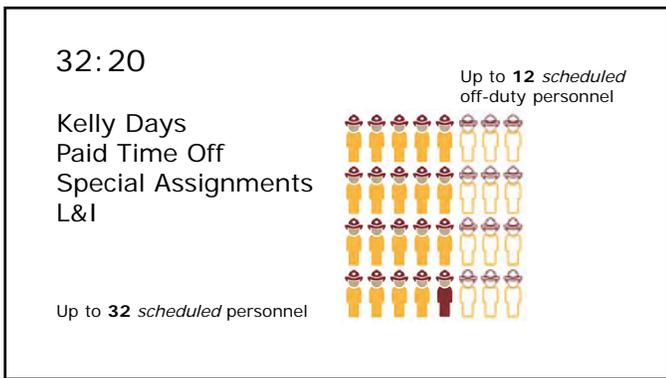
Firefighter/EMT Schedule

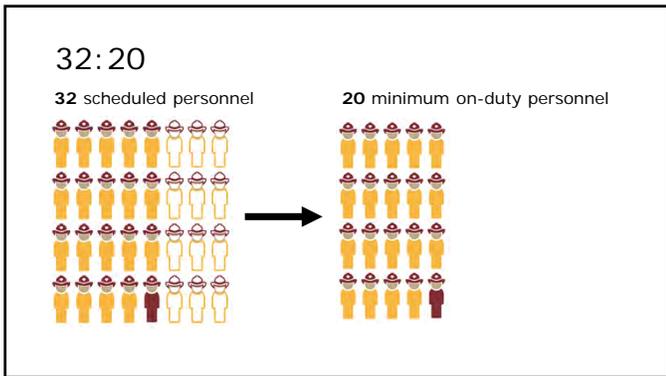
Kelly Days

Two Ratios









32:20

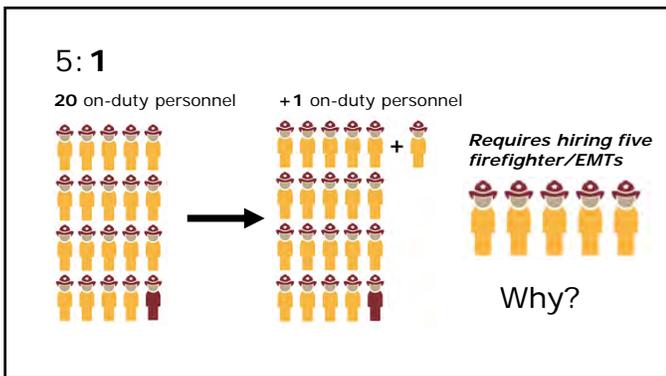
KIRKLAND

Negotiated leave levels in **Collective Bargaining Agreement**

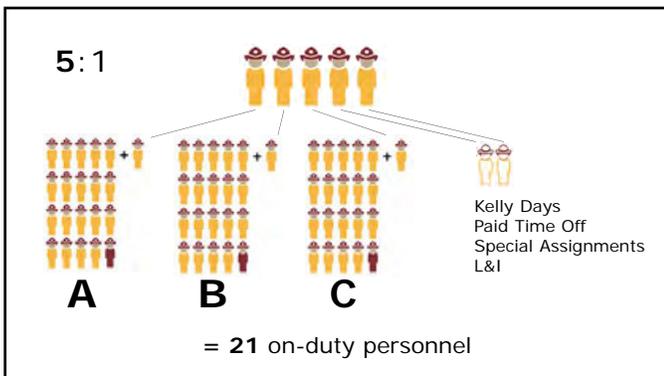
Federal requirement to provide paid time off

Must maintain **annual average workweek** via **Kelly Days**: up to five per set

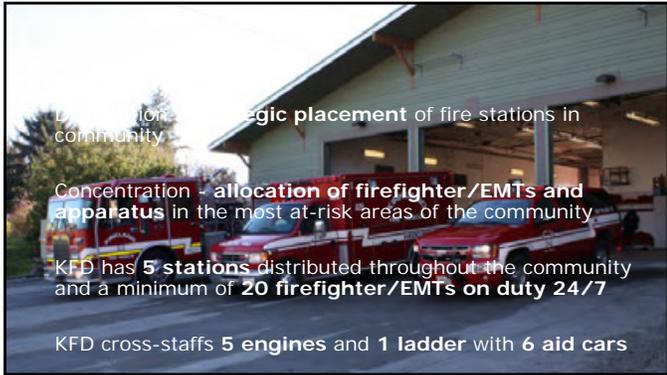
Ratio used **industry-wide** in departments with same shift arrangement

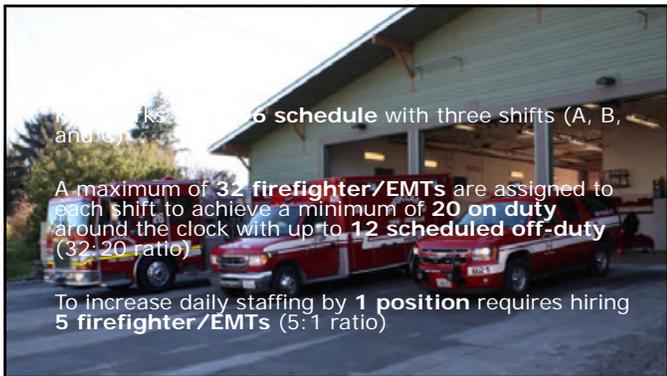














**CITY OF KIRKLAND
FIRE DEPARTMENT**

Serving an Evolving Kirkland

Fire Marshal, Mark Jung



Overview

- Fire Prevention
- A brief history of Kirkland's infrastructure
- Looking forward

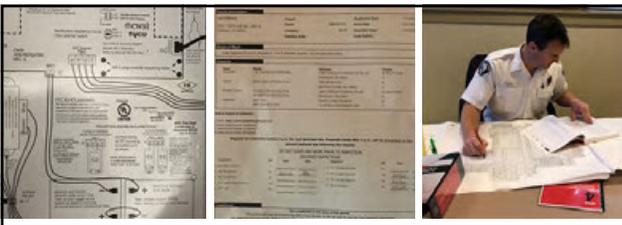


Fire Prevention

- Development review
- Construction permitting and inspection
- Existing building inspection
- Fire investigation
- Public education
- Code interpretation and development



Development Review



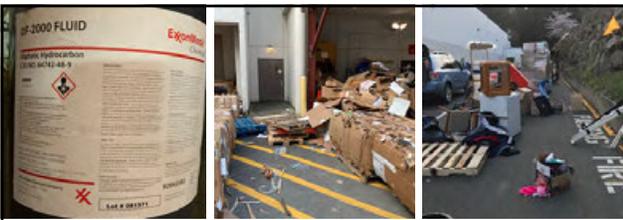
Construction Plan Review



Construction Inspection



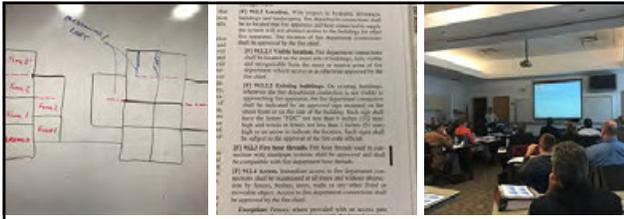
Fire Investigation



Existing Building Inspection



Public Education



Code Interpretation and Development



A brief history of Kirkland's infrastructure

- Fire Prevention
- A brief history of Kirkland's Infrastructure
- Looking forward



Kirkland's Evolving Infrastructure

- **Prior to 1990**
 - Typical 1 and 2 story
 - Small rooms
 - Dimensional lumber construction
 - Light fuel loads (legacy fuels)
 - Low density (ample access)
 - Easy to evacuate
 - Easy to confine fire



Kirkland's Evolving Infrastructure

- **1995 -2001**
 - Larger structures
 - Larger rooms
 - More difficult access
 - Lightweight construction
 - Increase in synthetic furnishings





Kirkland's Evolving Infrastructure

- **2004 - 2009**
 - > 100 unit buildings more common
 - 5 story podium buildings
 - More difficult access
 - Lightweight construction
 - Higher fuel loads
 - More sophisticated fire protection systems





Kirkland's Evolving Infrastructure

- **2014 – Present**
 - Larger / taller buildings constructed over parking garage and commercial space
 - 7 story podium buildings
 - High rise
 - Increasing pace of construction
 - Vertical response time
 - More sophisticated fire protection systems
 - High fuel loads
 - Closely spaced structures





- Fire Prevention
- A brief history of Kirkland's infrastructure
- Looking forward

KIRKLAND

2035

YOUR VOICE.
YOUR VISION.
YOUR FUTURE.

HOW SHALL WE GROW INTO OUR FUTURE?

- 2035 Planning process
 - 13,000 new residents
 - 8,400 new housing units
- Since 2016
 - 900 new multi family units complete
 - 2,700 units currently under construction
 - 1,100 units in review



What Drives Calls for Emergency Services?

Emergency Medical Services

- Trauma
 - falls
 - vehicle collisions
 - Accidents
 - Injury
- Contagious disease



Emergency Medical Services

- Chronic medical conditions
 - Heart Disease
 - Stroke
 - Diabetes
 - Mental Illness
 - Drug Dependence
- Vulnerable populations
 - Aging
 - Poverty



Fire / Rescue / Hazardous Materials

- False alarms
- Fires
- System failure / malfunction
- Hazardous materials
- Rescue







 **CITY OF KIRKLAND**
FIRE DEPARTMENT

Station Life & Training

Battalion Chiefs Bill & Seth's Excellent Adventure



Overview

- Mixed Use
- Life at the station
- Training requirements
- Where we train
- How we train



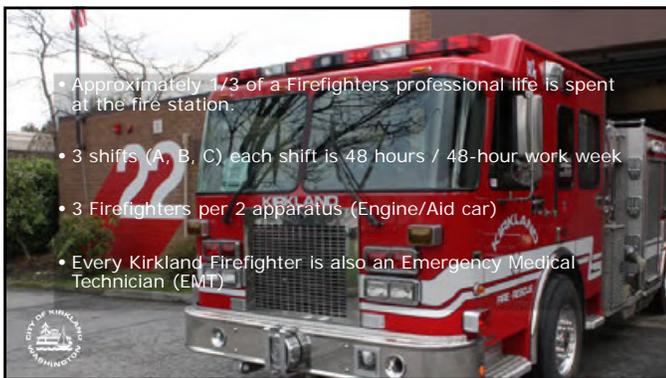
Mixed Use



























Egg drop at local elementary schools





Inspections





Annual DUI drill at Kirkland High Schools



Assessing the patient and stabilizing the vehicle









Firefighting training of all types



Technical Rescue training



Hazardous Materials



Trench and Confined space



Rope Rescue



Vehicle Extrication



CPR and EMT refresher training



Training scenarios prepares us for real life incidents



**CITY OF KIRKLAND
FIRE DEPARTMENT**

Station Life & Training

Battalion Chiefs Bill & Seth's Excellent Adventure







County Fire Chiefs Association

East Metro Training Group

NFPA 1001 Standard for Fire Fighter Professional Qualifications 2019

Required Training

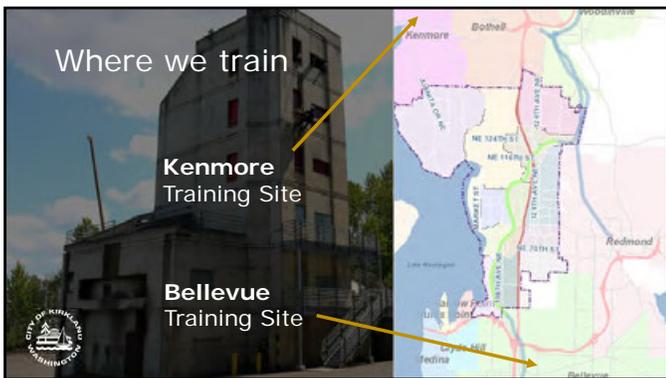


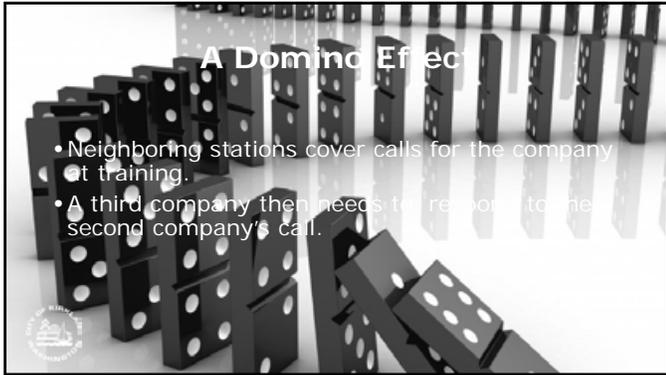
Required Training

- New Members**
 - Probationary Firefighter
 - Professional Development
 - Driver Operator
 - Acting Officer
- Fire Fighting**
 - Skills refreshers
 - Tools and Equipment
 - Multiple Company Operations
 - Wildland Firefighting
- Medical Training**
 - Emergency Medical Technician (EMT)
 - Mass Casualty Incidents
 - Terrorist Incidents / WMD
 - City Emergency Drills
 - Policies – Human Resources
 - Work Place Safety
- Specialized Training**
 - Water Rescue
 - Technical Rescue
 - Hazardous Materials
 - Automobile Extrication
 - Wellness / Fitness
 - Disease Prevention
 - Behavioral Health
 - Carcinogen Exposure Reduction
 - Physical Fitness









A Domino Effect

- Neighboring stations cover calls for the company at training.
- A third company then needs to respond to the second company's call.





Where we train

- Fire engines in the City
 - Significant alarms - Available
 - System impacts reduced
- More training equals better performance
- Training multiple Kirkland companies together = Better performance





How we train

- Mixed Use
- Life at the station
- Training requirements
- Where we train
- How we train



Fire Department Training



The arrangement of these houses prevents easy fire spread. And they are smaller buildings
= **Less Fire**



The arrangement of these houses promotes fire spread. And they are larger buildings
= **More Fire**

Fire Department Training



A company can extend a hose straight from the engine and then start to fight fire



Companies have to attach to interior built in systems and wait for another company to start to fight fire





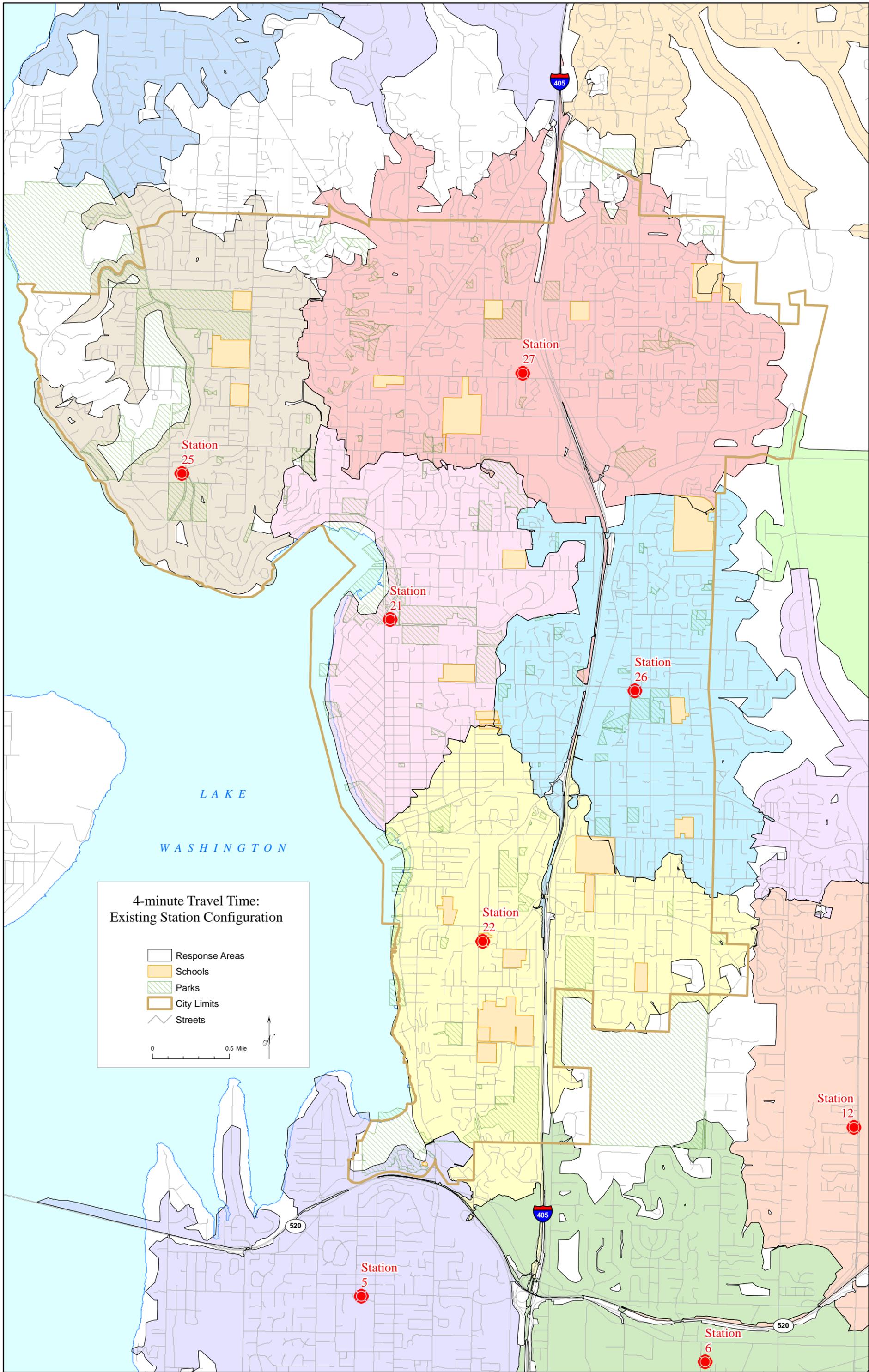
summary

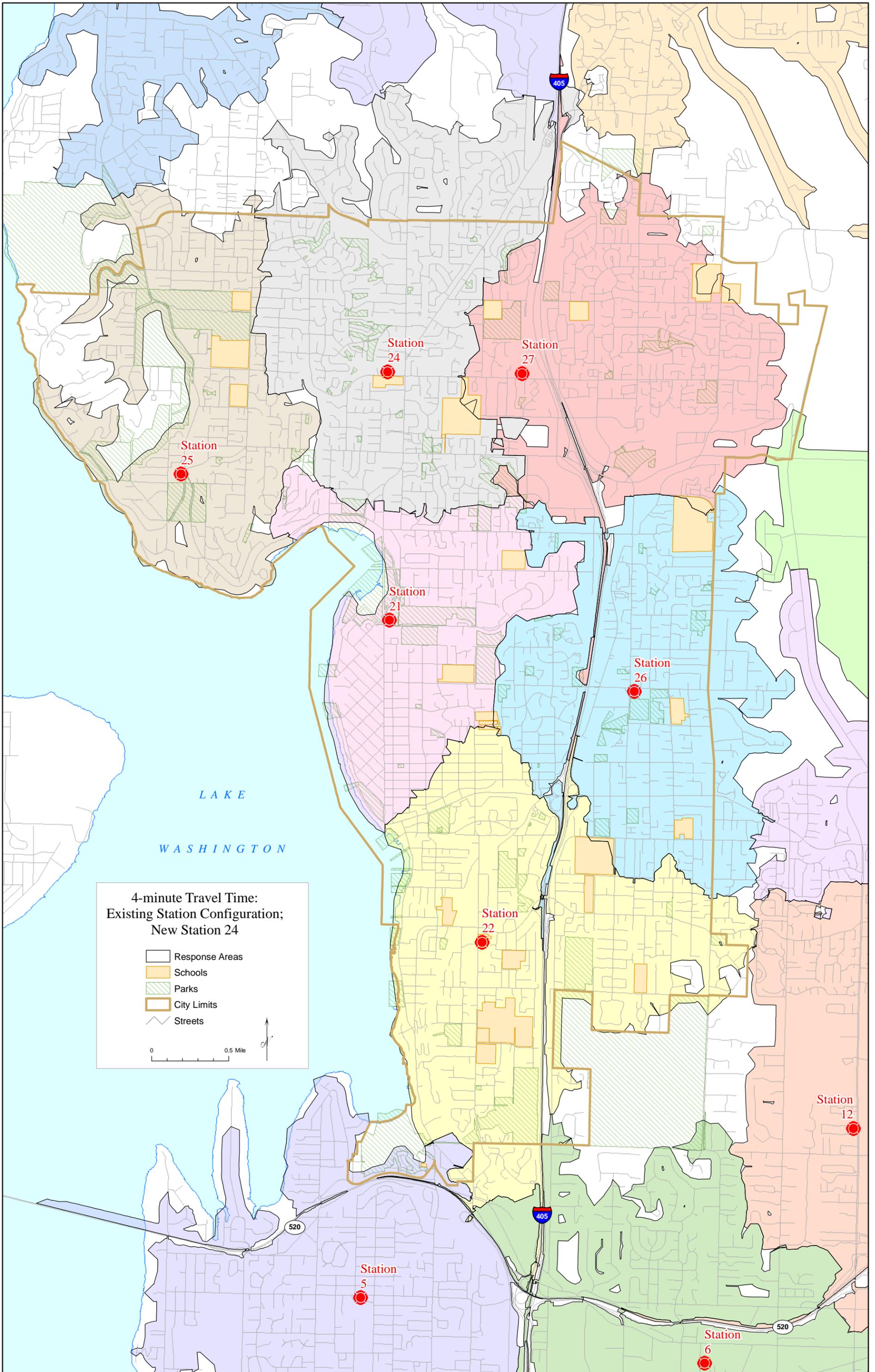
- Firefighters do a lot of required training
- Firefighters need to train as a team
- Due to a changing Kirkland landscape there is now additional training required
- There are system impacts to training outside Kirkland

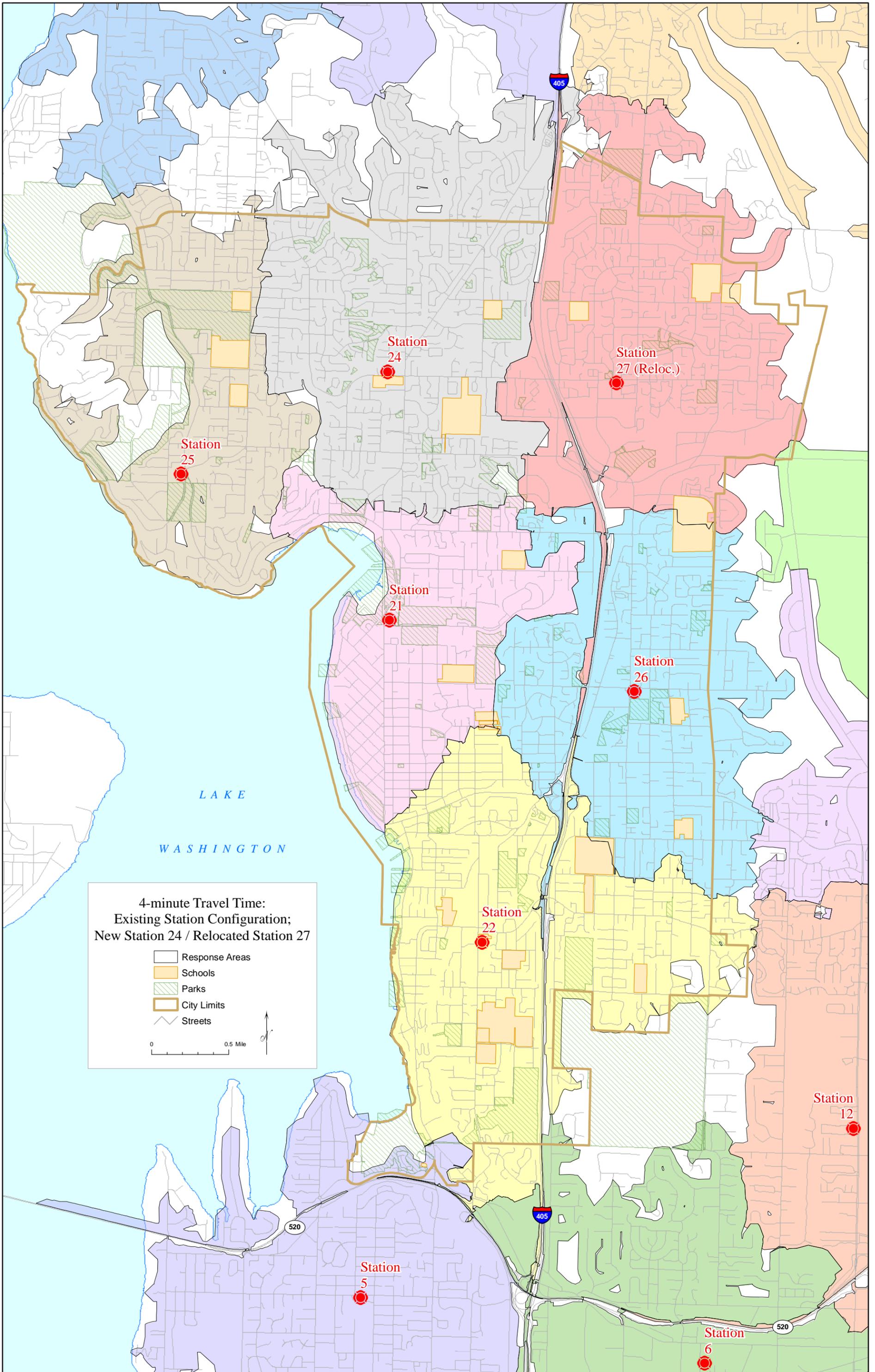
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Definitions

Aid Car/Aid Unit - Fire Department emergency medical services unit staffed with Kirkland Firefighters. Used to provide basic life support treatment and transport services.

Advanced Life Support (ALS) - Paramedic services provided primarily by Redmond Fire Department. Paramedics have greater training and capabilities than EMTs.

Ambulance - Transport units for stable patients to area hospitals. Ambulances are operated by private companies, Americanisms Medical Response (AMR), Tri-Med and Faulk Ambulance.

Automatic Aid - Fire Department units are dispatched to an emergency in neighboring/adjoining jurisdictions without regard to jurisdictional boundaries. The closest unit responds to the call regardless of where it is located.

Backdraft - A phenomenon in which a fire that has consumed all available oxygen, appears to have burned out then suddenly explodes when more oxygen is made available, typically because a door or window has been opened introducing oxygen.

Basic Life Support (BLS) - Emergency Medical Technicians (EMTs) provide initial care and transport of patient with non-life threatening illness or injury.

Battalion Chief - Ranking officer responsible for a shift or division within KFD. Battalion Chiefs assigned to shift supervise the activities of all fire stations or fire companies.

Companies - Sometimes referred to as "crews." Common KFD terminology for a group of Firefighters assigned to work as a team.

Competency Based Training (CBT) - Training model utilized by Kirkland Firefighters to maintain their Emergency Medical Technician certifications.

Cross Staffing - A deployment model where crews (jump crews) staff multiple apparatus types. Today at KFD, crews cross staff engines and our ladder with aid cars.

Emergency Medical Technicians (EMT) - Certified by Washington State Department of Health, Kirkland Firefighters are EMT and can provide care and treatment for injured or ill patients. EMT can administer Epinephrine, Narcan and utilize defibrillation units in cardiac arrest situations.

Fire Engine - A fire department vehicle that carries water and fire hose. Utilized for fire suppression, but may also provide medical services, respond to motor vehicle accidents and general public assistance requests.

Flashover - When certain organic materials are heated, they undergo thermal decomposition and release flammable gases. Flashover occurs when most of the exposed surfaces in a space are heated to their autoignition temperature, emit flammable gases and then ignite.

Intervention time - Time when unit arriving at the scene engage to stop the emergency. For EMS calls normally expressed as “patient contact”. For fire responses, this time is when extinguishing agent (water) is applied to the fire.

Jump Crew - A three-person crew assigned to a fire station housing multiple unit. Jump crews respond in the unit dispatched based on the nature of the call. Same as Cross Staffing.

Ladder Truck - A fire department vehicle that carries extension ladders, rescue equipment and has a hydraulic ladder.

Northeast King County Regional Public Safety Communications Agency (NORCOM) - The 911/dispatch center for Kirkland Police and Kirkland Fire Department.

Paramedic/Medic – In addition to what EMT’s are licensed to do, Medics provide IV fluid therapy, advance airway management through intubation and drug intervention therapies for heart attack, stroke, diabetes and other medical emergencies.

Self-Contained Breathing Apparatus (SCBA) - A device worn by firefighters, to provide breathable air in an *immediately dangerous to life or health* atmosphere (IDLH).

Washington Survey and Rating Bureau (WSRB) - Third party source of property underwriting and rating information for the insurance industry. WSRB rates fire departments performance on a 1-10 scale. Kirkland is currently related as a class four fire department.

Zone 1 - Counties in the State of Washington are divided into “zones” as part of the state-wide fire protection plan. Kirkland is one of nine Zone 1 departments in King County.