





CITY COUNCIL WORKSHOP MEETING AGENDA
Monday, June 19, 2017, 4:30 PM
City Hall, 616 NE 4th Avenue

I. CALL TO ORDER

II. ROLL CALL

III. PUBLIC COMMENTS

IV. WORKSHOP TOPICS

- A. Assessment of the Emergency Medical Services (EMS) Delivery System
Details: Representatives from Emergency Services Consulting International (ESCI) will present the findings from the Assessment of the EMS Delivery System.
Presenter: John Stouffer, ESCI Project Manager
Recommended Action: This item is for Council's information only.
-  [EMS Delivery System Assessment](#)
[Camas-Washougal EMS Presentation Handout](#)
- B. Library Department Position Revisions
Details: Staff will present proposed changes to the Library's organizational chart. Three positions have been retitled, with duties updated to better reflect the needs of the Library and its community. Revisions to the represented positions (Programming and Outreach Coordinator; Administrative Support Assistant) are minimal; the management position has been more thoroughly revamped in order to provide more specialized expertise to the citizens of Camas.
Presenter: Connie Urquhart, Library Director
Recommended Action: Staff recommends this item be placed on the July 3, 2017 Consent Agenda for Council's consideration.
-  [Library Memo to Council](#)
[Library Organizational Chart](#)
[Technology and Collections Manager \(Library\)](#)
[Programming and Outreach Coordinator \(Library\)](#)
[Administrative Support Assistant \(Library\)](#)
- C. Green Mountain Park Development Agreement (DA)
Details: Presentation of a draft DA regarding the construction, maintenance and funding of a new City of Camas neighborhood park within the Green Mountain Planned Residential Development (PRD).
Presenter: Phil Bourquin, Community Development Director
Recommended Action: This item will be placed on a future agenda for Council's consideration.

 [Green Mountain Park Developer Agreement](#)

[Exhibit A](#)

[Exhibit B 1 of 3 Park layout and phasing](#)

[Exhibit B 2 of 3 Green Mountain Neighborhood Park Plan 2017.02.13](#)

[Exhibit B 3 of 3 Green Mountain Neighborhood Park Cost 2017.02.13](#)

D. Community Development Miscellaneous and Updates

Details: This is a placeholder for miscellaneous or emergent items.

Presenter: Phil Bourquin, Community Development Director

E. Interlocal Agreement with Clark County for Roadway Improvement Projects

Details: The Camas School District is currently developing three separate parcels within the City limits that front a roadway, or public right-of-way, adjacent to the City limits but located within Clark County. The roads are located within the City of Camas Urban Growth Area (UGA) and the City has intent to annex the roadways. The school district has received land use approval through the City's development process and is required to make improvements to the adjacent roadways. The attached Interlocal Agreement will allow the right-of-way and roadway improvement projects to be processed through the City, including design and engineering plan review, permitting, construction oversight, operations, and maintenance of the new and existing public use facilities which are partially located within County right-of-way. The exhibits to the agreement include a description of the work to be completed and a map depicting the locations.

Presenter: Steve Wall, Public Works Director

Recommended Action: This item has also been placed on the June 19, 2017

Regular Meeting Agenda for Council's consideration.

 [Interlocal Agreement with Clark County](#)

[Interlocal Agreement with Clark County Exhibits](#)

F. Public Works Miscellaneous and Updates

Details: This is a placeholder for miscellaneous or emergent items.

Presenter: Steve Wall, Public Works Director

G. City Administrator Miscellaneous Updates and Scheduling

Details: This is a placeholder for miscellaneous or scheduling items.

Presenter: Peter Capell, City Administrator

V. COUNCIL COMMENTS AND REPORTS

VI. PUBLIC COMMENTS

VII. ADJOURNMENT

NOTE: The City welcomes participation of its citizens in the public meeting process. Effort will be made to ensure anyone with special needs can participate. For more information call 360.834.6864.



Camas-Washougal Fire Department
East County Fire & Rescue

ASSESSMENT OF THE EMS DELIVERY SYSTEM

John Stouffer, Project Manager



Emergency Services Consulting International

Purpose of the Study

Evaluate the current emergency medical services delivery system...



...with an emphasis on alternative methods for continuing ambulance service.



Emergency Services Consulting International

Emergency Medical Transport Options

- **Option A:** Maintain status quo
- **Option B:** In-House Medic Services with Contracted Transport
- **Option C:** Contracted Medic Services & Transport
- **Option D:** Combined In-House Medic Services/Contracted ALS Service & Transport



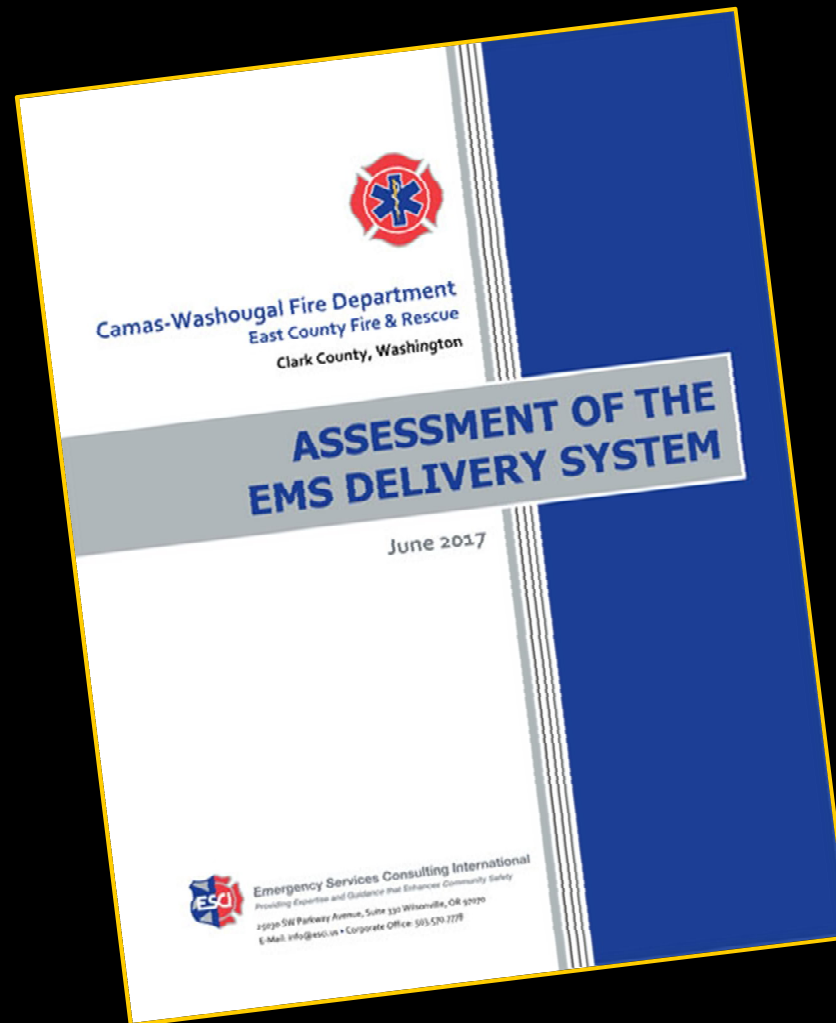
Options Details

For each option, the following was addressed:

- Operations & deployment details
- Staffing details
- Financial impacts
- Advantages
- Disadvantages
- Other issues



Status of the Final Report



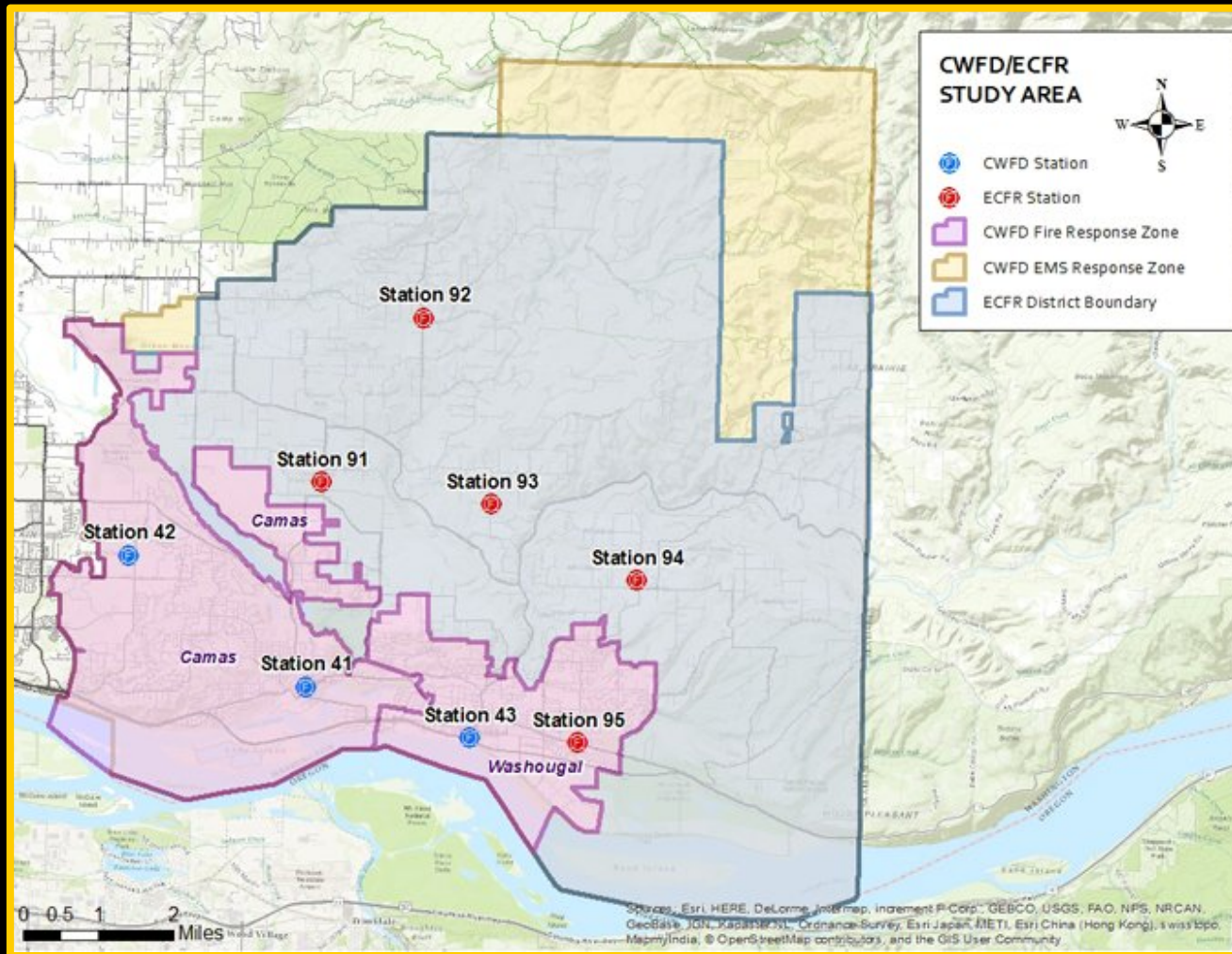
Emergency Services Consulting International

Why so much detail in the report?

- EMS is a **system** comprised of numerous components that must work effectively to produce the best patient outcomes
- Modifications to the EMS system can have an impact on the department's ability to provide other emergency services.
 - Necessary for ESCI to look at how changes would effect CWFD's ability to provide fire suppression, rescue, and other services.
 - Also, how it would impact ECFR and the citizens it serves.



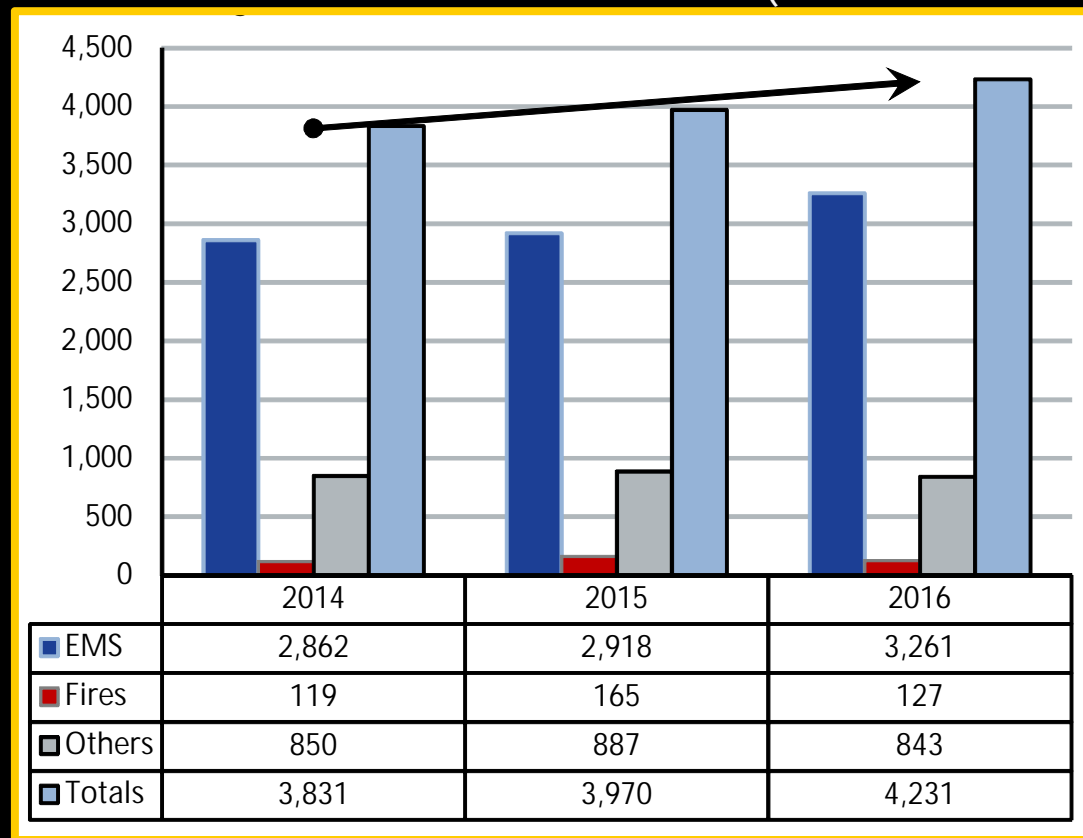
Study Area



Service Delivery & Performance

CWFD Service Demand Study

CWFD Historical Service Demand (2014–2016)



Service-Delivery & Performance

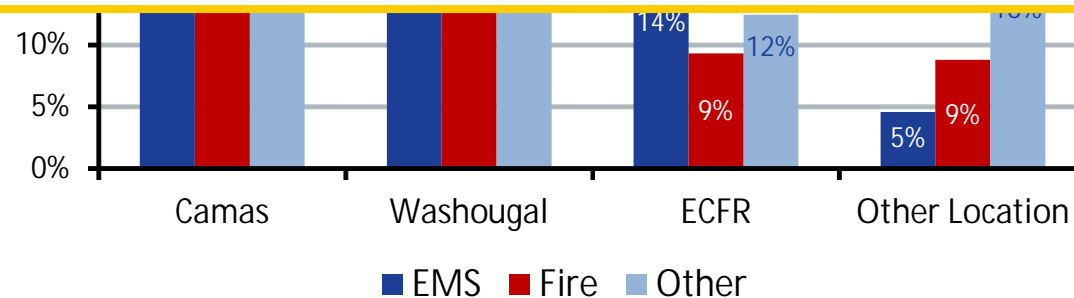
CWFD Service Demand Study continued

Figure 1: CWFD Service Demand by Incident Type & Location (2014–2016)

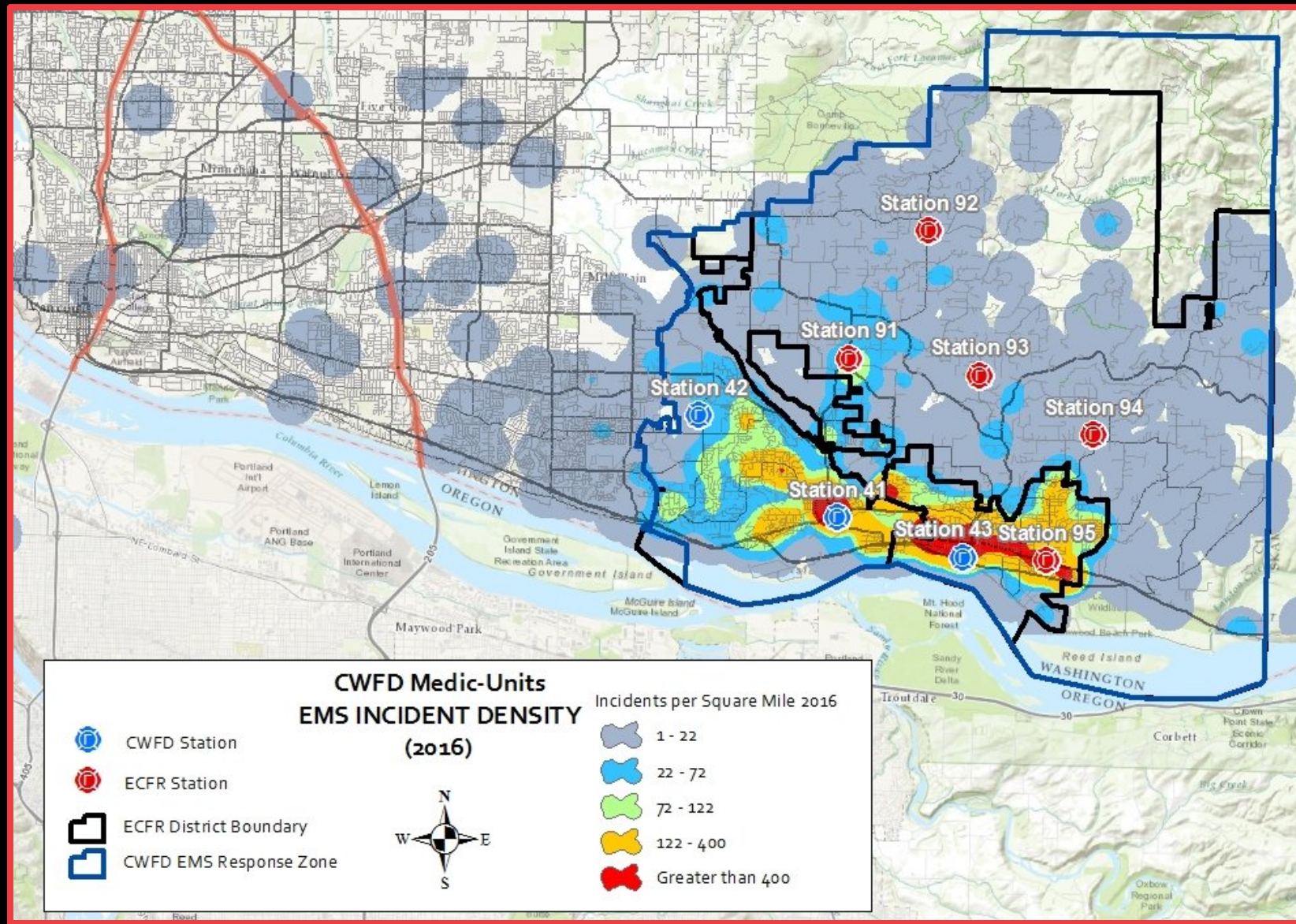
Medic Unit (only) Service Demand by City Location

| City | 2014 | 2015 | 2016 | COMBINED |
|------------|------|------|------|----------|
| Camas | 45% | 45% | 45% | 45% |
| Washougal* | 47% | 48% | 49% | 48% |
| Vancouver | 9% | 6% | 6% | 7% |

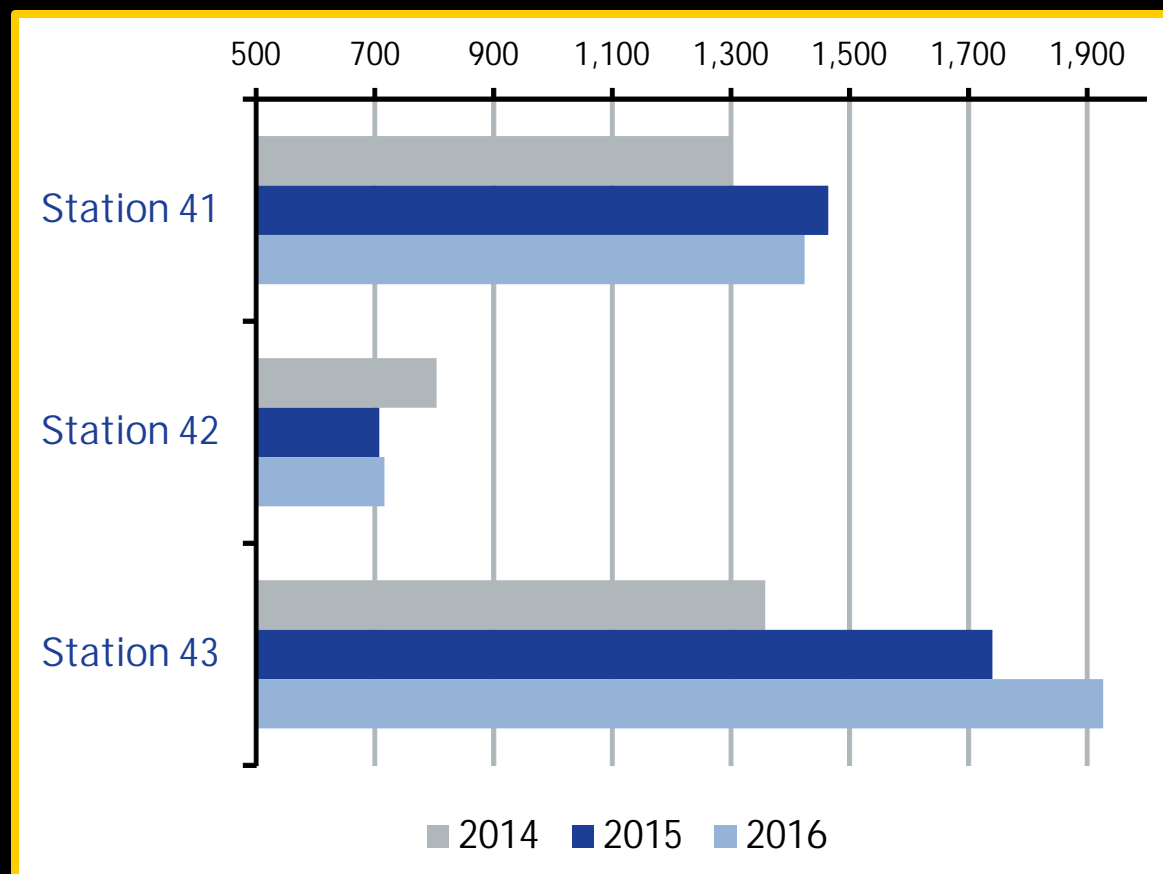
*Calls with Washougal addresses located within the ECFR response zone were excluded



CWFD Medic Unit EMS Incident Density (2016)



CWFD Service Demand by Station (2014–2016)



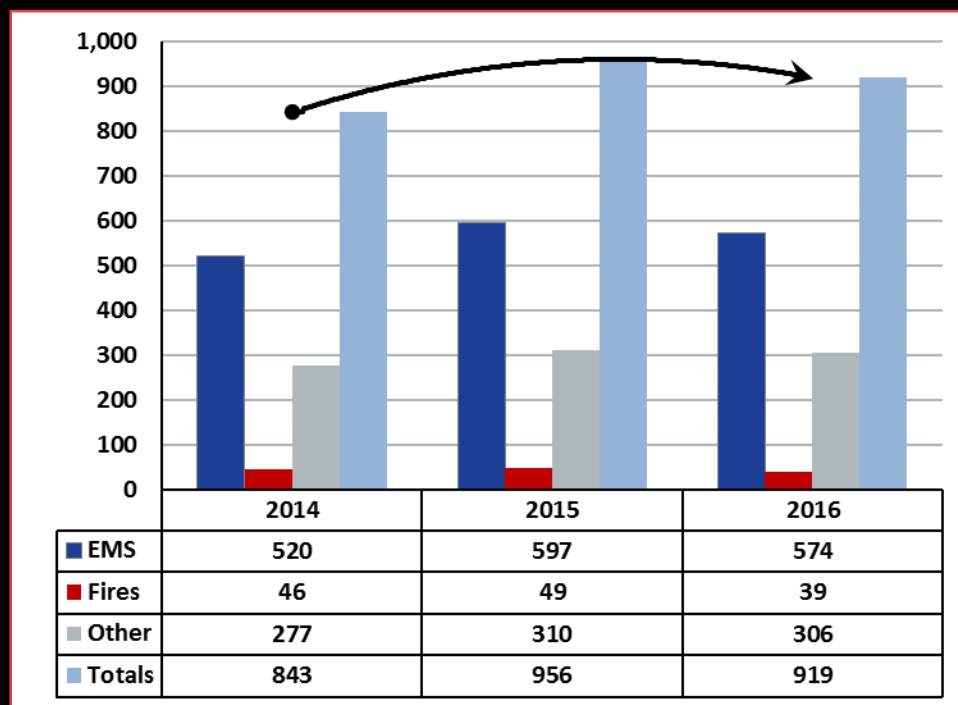
- Represents all incident types
- Station 43 (in Washougal) busiest, then Station 41

Service Demand in ECFR

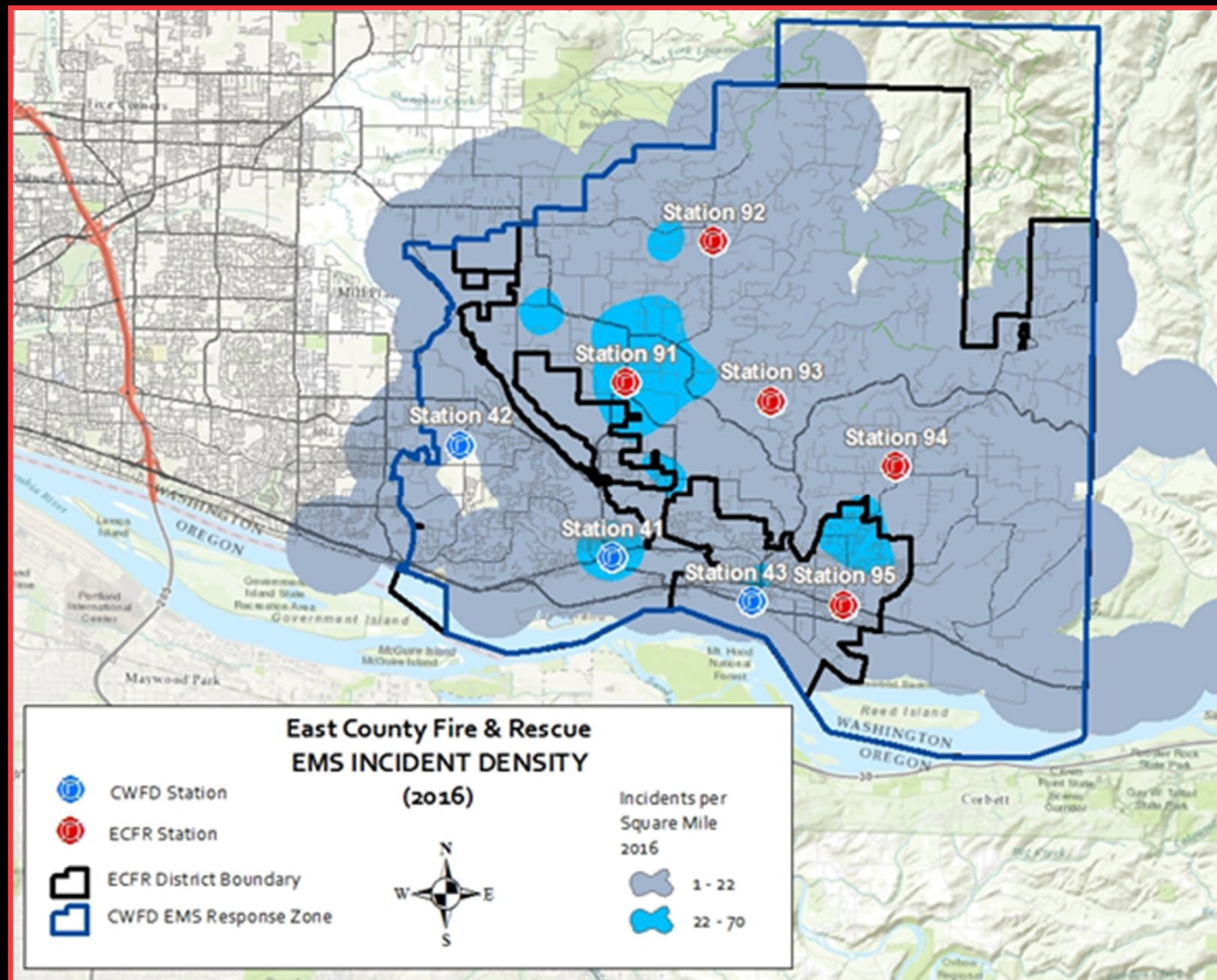
CWFD EMS Service Demand in ECFR District (2014–2016)

| Year | CWFD Medic Unit Calls | Increase from Previous Year |
|------|-----------------------|-----------------------------|
| 2014 | 386 | Not available |
| 2015 | 456 | 17.5% |
| 2016 | 478 | 5.5% |

ECFR Historical Service Demand (2014–2016)



ECFR EMS Incident Density (2016)



Apparatus Drawdown & Concurrent Calls

CWFD Engine & Medic Unit Drawdown (2016)

| Incident Type | One Apparatus | Two | Three | Four or More |
|----------------|------------------|------|-------|-----------------|
| EMS Incidents | 99.7% | 0.3% | 0.0% | 0.0% |
| Fires & Others | 96.5% | 3.5% | 0.0% | 0.0% |
| Overall | 98.1% | 1.9% | 0.0% | 0.0% |

| Concurrent Incidents | Percent |
|----------------------|---------|
| Single Incident | 57.0% |
| Two Incidents | 31.4% |
| Three Incidents | 9.6% |
| Four or more | 2.0% |

- Does not include

- Two or more calls occurred simultaneously 43% of the time

CWFD Engine & Medic Unit Commit Times

CWFD Apparatus Average Time & Total Time Committed by Type (2016)

| Apparatus | Fires & Other Incident Types | | EMS Incidents Only | |
|-----------|------------------------------|------------------------|----------------------|------------------------|
| | Total Time Committed | Average Time Committed | Total Time Committed | Average Time Committed |
| Medic 41 | 29:43:51 | 0:14:09 | 1381:57:01 | 1:11:51 |
| Medic 42 | 12:01:09 | 0:12:01 | 526:05:31 | 1:16:59 |
| Medic 43 | 49:14:58 | 0:16:14 | 1508:53:35 | 1:09:55 |
| Medic 44 | 5:53:27 | 0:15:22 | 316:07:25 | 1:25:50 |
| Engine 41 | 101:05:54 | 0:20:55 | 339:41:16 | 0:25:08 |
| Engine 42 | 51:43:55 | 0:20:25 | 63:36:00 | 0:27:15 |
| Engine 43 | 135:22:22 | 0:19:07 | 494:05:16 | 0:25:20 |

- Medic units averaged 1 hour, 13 minutes to complete an EMS incident
 - 24 minutes, 59 seconds for fires & other non-EMS calls
- Engines averaged nearly 26 minutes for EMS calls
 - 33 minutes for fires & other non-EMS calls

Unit Hour Utilization (UHU)

- A calculation that measures productivity.
- Measures percentage of on-duty time consumed by emergency operations.
- A **unit-hour (UH)** is defined as one hour of service by a fully equipped unit available for dispatch or assigned to a call.
- Fire-based services may choose a target of **0.15–0.25 (15–25%)** in order to maintain effective response times.



CWFD Medic Unit & Engine Unit Hour Utilization (2016)

| Apparatus | Fires & Others | | EMS Only | |
|---------------------|----------------|-------|----------|--------|
| | UHU | UHU % | UHU | UHU % |
| Medic 41 | 0.0034 | 0.34% | 0.1578 | 15.78% |
| Medic 42 | 0.0014 | 0.14% | 0.0601 | 6.01% |
| Medic 43 | 0.0056 | 0.56% | 0.1722 | 17.22% |
| Medic 44 | 0.0007 | 0.07% | 0.0361 | 3.61% |
| Engine 41 | 0.0115 | 1.15% | 0.0388 | 3.88% |
| Engine 42 | 0.0059 | 0.59% | 0.0073 | 0.73% |
| Engine 43 | 0.0155 | 1.55% | 0.0564 | 5.64% |
| Medic 42/Engine 42* | 0.0073 | 0.73% | 0.0673 | 6.73% |

*Calculated as total hours committed for both units combined

Patient Transport Analysis

Average Transport Times by Medic Unit (2014–2016)

| CWFD Medic Unit | Average Transport Time |
|-----------------|------------------------|
| Medic 41 | 23 minutes |
| Medic 42 | 24 minutes |
| Medic 43 | 27 minutes |
| Medic 44 | 22 minutes |
| Overall Average | 26 minutes |

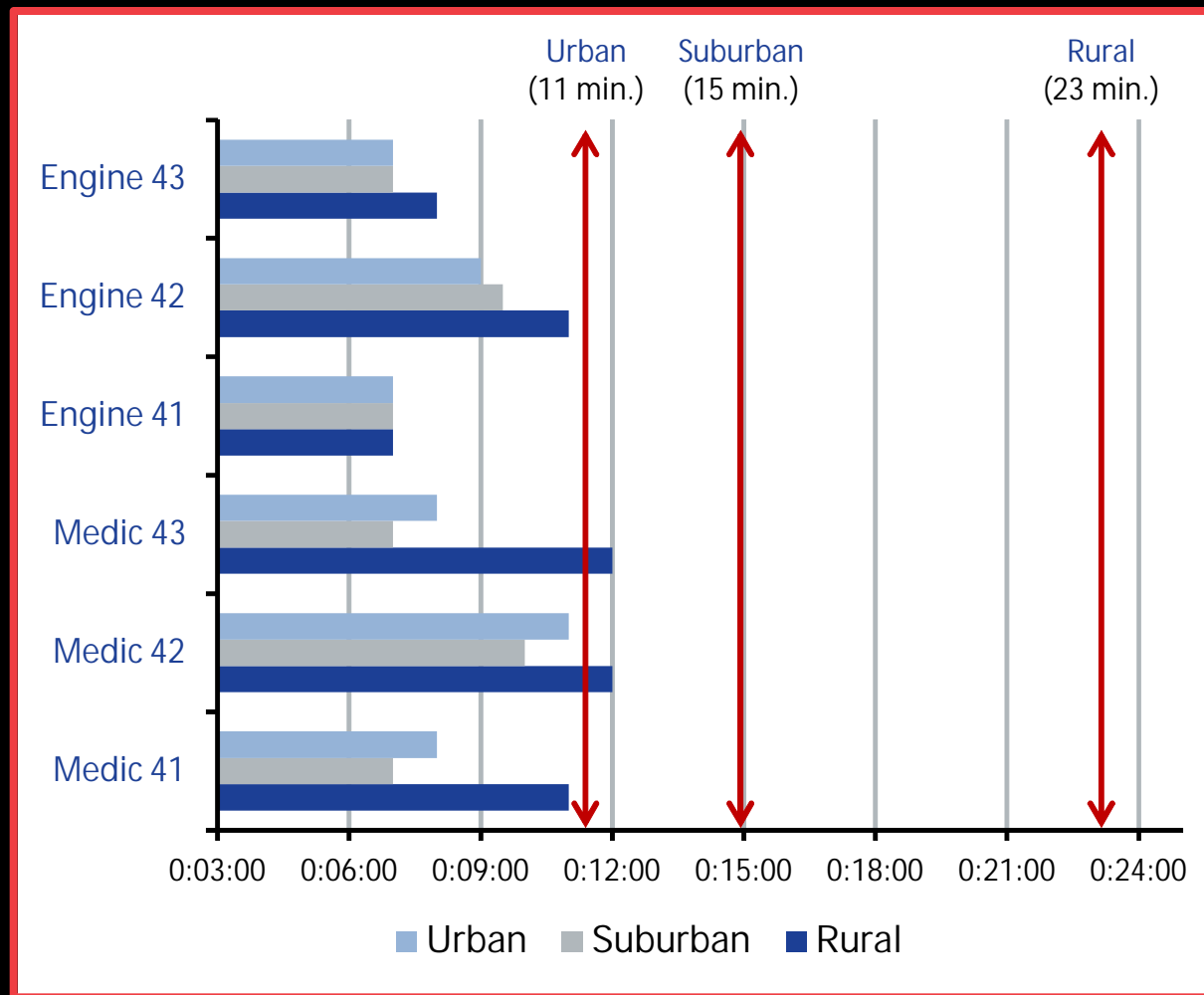
- Time-interval between beginning transport & arrival at the hospital

Average Hospital Turnaround Times (2014–2016)

| CWFD Medic Unit | Average Turnaround Time* |
|-----------------|--------------------------|
| Medic 41 | 39 minutes |
| Medic 42 | 38 minutes |
| Medic 43 | 41 minutes |
| Medic 44 | 40 minutes |
| Overall Average | 39.5 minutes |

- Time-interval between arrival at hospital & return to service

CWFD Response Time Performance by Population Density (2016)



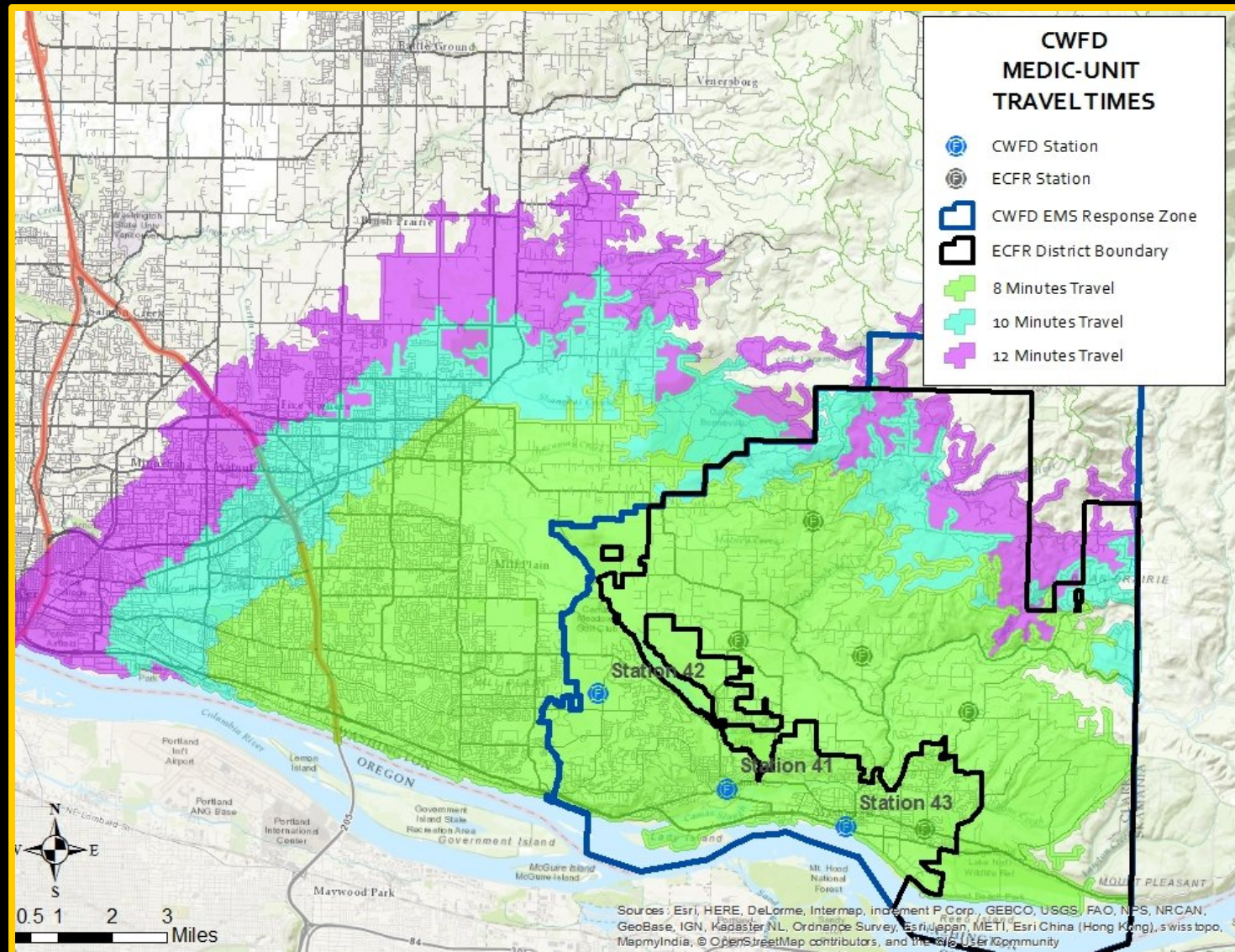
CWFD Medic Unit Performance at 90% Compared to Other Standards (2016)

| Population Density ¹ | CWFD Medic Actuals ² | CWFD SOC ^{3, 4} | WA Trauma Standards ^{3, 5} | NFPA Standards ³ |
|---|---------------------------------|--------------------------|-------------------------------------|-----------------------------|
| Urban | 0:08:00 | 0:11:00 | 0:10:00 | 0:09:00 |
| Suburban | 0:07:30 | 0:15:00 | 0:20:00 | 0:09:00 |
| Rural | 0:12:00 | 0:23:00 | 0:45:00 | 0:14:00 |
| ¹ Based on Washington trauma verification definitions ² All at 90% ³ Excluding alarm-handling time ⁴ Includes turnout time ⁵ Requires response times to be met at 80% | | | | |

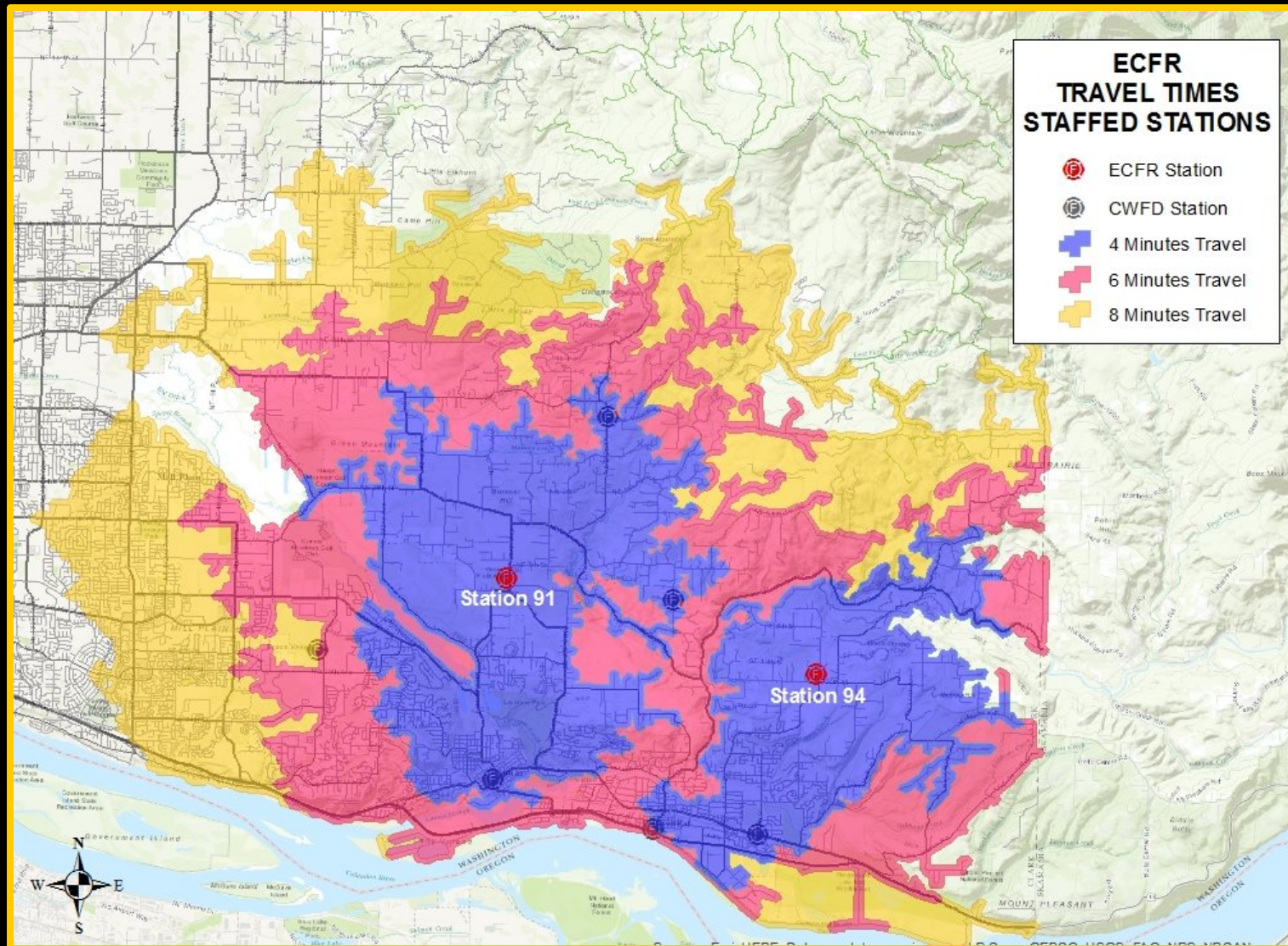
Response Time Performance Criteria in Accordance with Vancouver Ambulance Contract

| PRIORITIES 1 & 2 | Time Life Priority \geq 90% Compliance | | |
|---|--|--------------------------------|-------------------|
| | High Call Density (Urban) | Low Call Density (Suburban) | Remote (Rural) |
| ALS Ambulance: | \leq 9:59 minutes | \leq 19:59 minutes | Best effort |
| | | | |
| PRIORITIES 3 & 4 | Emergent \geq 90% Compliance | | |
| | High Call Density (Urban) | Low Call Density (Suburban) | Remote (Rural) |
| ALS Ambulance: | \leq 12:59 minutes | \leq 19:59 minutes | Best effort |
| Note: Priorities 5 & 6, and "routine" criteria have been excluded Source: City of Vancouver Ambulance Services Agreement with AMR (2014) | | | |

CWFD Medic Unit Travel Time Capability



ECFR Travel Time Capability from Stations 91 & 94



Ambulance Service Outsourcing

- American Medical Response (AMR) currently under contract to provide ambulance service in Vancouver and west side areas.
 - City of Vancouver manages the contract through an interlocal agreement with EMS District #2.
- Easiest option would be to negotiate participation in the ILA; but attempt to get the best terms possible.
 - VFD Fire Chief & AMR management believes this to be best option.
 - Alternatively, an offer of a financial subsidy to ensure more desired service-levels could be considered.
- AMR unwilling to provide estimated deployment & service-level model.
 - Concern they would be at a disadvantage in the event of a competitive bid process.



Alternative: Competitive Bid Process

- Initiate a competitive bid process for ambulance service.
 - Consistent with franchise models seen in many systems.
 - Could be done jointly within an ILA, or put out separate bids.
 - One jurisdiction could participate in the Vancouver ILA and the others go out to bid...
- Competitive bid would entail additional expenses & produce some potential complexities.
- Would anticipate AMR being the only bidder (only speculation).



Financial Analysis

Overview

- Total estimated 2016 EMS expenses were \$6.3 million
 - CWFD EMS = \$4.9 million or 54.5% of total; Fire 41.5% & Prevention 4%
 - ECFR EMS = \$1.4 million or 75% of expenses (excluding CWFD payment)
 - Roughly 82% of expenses were personnel-related
- Funding for CWFD in 2016 was 49% Camas, 30% Washougal, 13% Ambulance Fees, 5% ECFR and 3% Other
- Estimated CWFD expense increase between 2015 and 2018 budget is an average annual increase of 3.7%
 - Assumes status quo staffing
- ECFR's total property tax levy in 2017 was roughly the same as its total levy in 2009—no increase in 8 years



Financial Analysis continued...

Observation Summary

- High levels of overtime in 2015 & 2016 unusual and caused by unique events in those years
 - Significant fire activity in 2015 with wildland deployments
 - Five vacancies and very high injury leave in 2016
 - Overtime expense through May 2017 is **under budget**
- ECFR payments for EMS/Transport services in 2016 appear to be below the estimated cost associated with CWFD EMS responses to ECFR
- Transport fees and collection rates are reasonable, but higher fees and collection rates might be achievable
- Report includes other observations on the Camas/Washougal cost-sharing framework



Financial Analysis continued...

Financial Forecast to 2021

- Expenses assumed to increase roughly 4% annually, and revenues assume current funding framework continues
- Significant increases in EMS levies at renewal due to substantial increases in assessed values in recent years
 - Stable to declining Camas and Washougal General Fund requirements for CWFD operations compared to 2016–2017
- Additional improvement over baseline from new Medicaid reimbursement program (\$150,000), overtime at historical levels (\$100,000), increase in ECFR EMS levy/payments (\$125,000) & other recommendations (\$100,000+)



Recommended System Enhancements

Service Delivery Recommendations

- Continue with **Option A: Status Quo**
- Rationale
 - Medical transport service would likely decline (longer response times; no ambulances located in Camas & Washougal, etc.).
 - Staffing reductions would reduce CWFD's ability to provide fire protection mitigate other non-EMS incidents; more reliance on mutual aid
 - No net cost-savings through reduction of Firefighter FTEs; over \$1 million in transport revenue lost; ECFRs EMS contribution eliminated.
 - If Camas, Washougal & ECFR were to participate in current ILA, response-time standards would probably be longer.



System Enhancements continued...

Service Delivery Recommendations

- Option A: Status Quo Rationale continued...
 - Small subset of critical patients (severe trauma, strokes, certain cardiac events) benefit from immediate transport to specialized facilities—transport delays can impact outcomes.
 - Participation in the ILA would limit control by Camas, Washougal, and ECFR over ambulance service in their communities.
 - CWFD would need to spend additional staff time conducting some form of clinical and operational oversight to ensure contractual requirements are being met.
 - Financial options and projections indicate potential expense reductions and revenue enhancement to continue current service.



System Enhancements continued...

Service Delivery Alternative Option

- Should Camas elect to discontinue medical transport by CWFD, ESCI recommends:
- **Option B: In-House Medic Services with Contracted Transport**
 - Cities and ECFR should pursue participation in the interlocal agreement with Vancouver and EMS District #2.
 - Consider a minimum daily staffing of 9 firefighters and 1 Battalion Chief.
 - Maintain three-person engine companies at each CWFD station.
 - ECFR should consider hiring Firefighter/Paramedics with revenue not paid to Camas.



System Enhancements continued...

Alternative Option B Financial Impacts

Option B Reductions—Three-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|---------------------------|---------------|---------------|---------------|---------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$498,000 | \$528,000 | \$560,000 | \$594,000 |
| Net Financial Gain/(Loss) | (\$1,351,000) | (\$1,354,000) | (\$1,482,000) | (\$1,485,000) |

Option B Reductions—Two-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|---------------------------|---------------|---------------|---------------|---------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$996,000 | \$1,056,000 | \$1,120,000 | \$1,188,000 |
| Net Financial Gain/(Loss) | (\$853,000) | (\$826,000) | (\$922,000) | (\$891,000) |



System Enhancements continued...

Financial Recommendations

- Continue with existing funding framework, but consider modifications after considering EMS system enhancements
- Washougal
 - EMS levy at \$0.50 in 2018
 - Lid lift at \$0.10 in 2021; option to consider ambulance utility
- Camas
 - EMS levy renewal in 2019
 - Need to discuss implication of higher EMS levy revenue
- ECFR
 - Increase EMS levy in 2020 to fully fund CWFD EMS/transport costs
 - Consider lid-lift in interim/future for EMS and/or other services



System Enhancements continued...

General Recommendations

- Station 41 EMS Incident Deployment
- Engine Company Staffing
- Overtime & Elective Leave
- Administrative Staff Enhancements
- Vehicles & Capital Equipment
- Records Management
- EMS Quality Management
- Emergency Communications
- CWFD Turnout Times



Future Considerations

- Fire District?
 - Annex Camas & Washougal into ECFR.
 - Restructure to a seven-member Board.
 - Good idea from an operational and administrative perspective.
 - Not financially feasible at present; possibly in a couple of years.
 - ESCI **does not** recommended pursuing at present.
- Functional Consolidation
 - Recommend pursuing this option.
 - First step already taken with one Fire Chief for CWFD & ECFR.
 - Would be some challenges, but likely feasible.



Future Considerations continued...

Functional Consolidation Staffing & Deployment

- Units Staffed:
 - 2 dedicated engine companies
 - 2 dedicated medic units
 - 2 cross-staffed engine/medic units
- CWFD Stations 41, 42, & 43: Current staffing (minor changes)
- ECFR Station 91: Change to 2-person, cross-staffed ALS medic unit/engine
- ECFR Station 94: Career staffing discontinued
- Ensure proper roles and employment of ECFR command & administrative staff.
- Peak-Activity Unit: When funding available and service-demand increases, consider adding 10- or 12-hour unit during times of peak activity





QUESTIONS?



HANDOUT MATERIALS



Camas-Washougal Fire Department
East County Fire & Rescue
Clark County, Washington

**Presentations to the
Camas & Washougal City Councils**

ASSESSMENT OF THE EMS DELIVERY SYSTEM

Washougal: June 17, 2017
Camas: June 19, 2017



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety

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E-Mail: info@esci.us • Corporate Office: 503.570.7778

TABLE OF CONTENTS (Draft—Not for Distribution)

| | |
|---|--|
| Acknowledgements | |
| Executive Summary | |
| Introduction | |
| EMS System Overview of Clark County | |
| Service Areas | |
| The EMS System | |
| Emergency Operations in East Clark County | |
| Staffing & Personnel Management | |
| CWFD Staff Allocations | |
| ECFR Staff Allocations | |
| Staffing Discussion | |
| Other EMS System Components | |
| EMS Quality Management | |
| EMS Training & Continuing Medical Education | |
| Injury/Illness Prevention & Public Education | |
| Records Management & Data Collection | |
| Financial Analysis | |
| Camas-Washougal Fire Department Financial Summary | |
| East County Fire & Rescue Financial Summary | |
| Fiscal Analysis Observations | |
| Baseline Financial Forecast | |
| Financial Management Options | |
| Capital Assets & Improvement Programs | |
| East County Fire & Rescue Stations | |
| Vehicles & Capital Equipment Discussion | |
| Service Delivery & Performance | |
| Service Demand Study | |
| Response Reliability Study | |
| Response Performance Study | |
| Mutual Aid Activity | |
| Patient Transport Analysis | |
| Comparative Review of Fire-Based Transport | |
| Comparison of Fire Department Characteristics | |
| Financial Comparisons | |

| | |
|--|--|
| Ambulance Service Outsourcing Considerations | |
| Current Vancouver/Clark County Ambulance Contractor | |
| Competitive Bid Option for Ambulance Service | |
| Emergency Medical Transport Options | |
| Option A: Maintain Status Quo | |
| Option B: In-House Medic Services with Contracted Transport | |
| Option C: Contracted Medic & Transport Services | |
| Option D: Combined In-House/Contracted ALS Service & Transport | |
| Recommended EMS System Enhancements | |
| Service Delivery Recommendations..... | |
| EMS System Funding Framework | |
| General Recommendations..... | |
| Future Considerations..... | |
| Conclusion | |
| Appendix A: Table of figures | |
| Appendix B: Detailed Comparative Analysis Results | |
| Appendix C: Functional Consolidation Strategies..... | |
| Appendix D: References | |

EMERGENCY MEDICAL TRANSPORT OPTIONS (Draft—Not for Distribution)

The following is a summary of some of the features of the various transport options.

Option A: Status Quo

Option C: Contracted Medic & Transport Services

Option B: In-House Medic w/Contracted Transport

Option D: Combined In-House/Contracted Transport

| DESCRIPTION | EMERGENCY MEDICAL TRANSPORT OPTIONS | | | |
|---|-------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | Option A | Option B | Option C | Option D |
| Deployment & Staffing | | | | |
| CWFD operations personnel | No change | FF layoffs | FF layoffs | FF layoffs |
| CWFD medic units (minimum) | 4 | 0 | 0 | 0 |
| CWFD engines | 3 | 3 | 3 | 3 |
| ECFR engines | 2 | 2 | 2 | 2 |
| CWFD minimum daily staffing ¹ | 11 | 9 or 10 | 9 or 10 | 9 or 10 |
| CWFD minimum daily paramedics | 4 | 0 | 3 | 3 |
| ECFR minimum daily staffing | 2 ² | 3 ³ | 3 ³ | 3 ³ |
| Service Features | | | | |
| Transport-unit response times | No change | Longer | Longer | Longer |
| Camas/Washougal transport-unit performance criteria | Urban | Likely suburban (possibly urban) | Likely suburban (possibly urban) | Likely suburban (possibly urban) |
| ECFR transport-unit performance criteria | Urban & suburban | Rural & some suburban | Rural & some suburban | Rural & some suburban |
| Camas/Washougal access to ALS | No change | No change | Longer | No change |
| ECFR community access to ALS | No change | Longer | Much longer | Longer |
| Overall emergency services capabilities | No change | Service decline | Significant decline | Service decline |
| Financial Impacts | | | | |
| CWFD operations | No change | Lose transport & ECFR funds | Lose transport & ECFR funds | Lose transport & ECFR funds |
| ECFR | No change | Retain EMS levy | Retain EMS levy | Retain EMS levy |
| Net operating cost to CWFD | None | \$850,000–\$1.35 mil. loss | \$640,000–\$1.27 mil. loss | \$850,000–\$1.35 mil. loss |
| Net operating cost to ECFR | None | \$450,000 gain | \$450,000 gain | \$450,000 gain |
| Capital replacement | No change | Lower | Lower | Lower |
| Firefighter salaries, benefits, etc. ⁴ | No change | \$500,000–\$1.0 million gain | \$600,000–\$1.2 million gain | \$500,000–\$1.0 million gain |

¹Minimums include firefighters and one Battalion Chief ²Four firefighters daily when using part-time and volunteer personnel

³Represents an additional full-time firefighter using retained EMS levy funds ⁴Estimated; assumes layoffs, if transport is contracted

Details of the Transport Options

The following section is a detailed review of each of the four alternative service-delivery options described in the RFP. Since any changes to the system could impact service to ECFR, it has been included in the descriptions.

Option A: Maintain Status Quo

This option assumes that CWFD continues with its current operational, deployment, and financial model, but may include some modifications. This maintains the operation of two ALS medic units operating 24 hours daily from Stations 41 and 43. A third medic unit continues to be cross-staffed with an engine at Station 42, operating 24 hours daily. The Engine 41 crew cross-staffs a fourth medic unit deployed from Station 41 if it is the next closest unit. ECFR continues to provide medical first-response at the BLS level.

Advantages/Disadvantages of Option A

The following entails a description of the potential advantages and disadvantages of Option A:

Advantages

- Communities on the east side of Clark County maintain uninterrupted emergency services, medical first-response, emergency medical transport, and early prehospital patient care at the ALS level.
- City maintains direct operational and administrative control of EMS delivery system.
- Citizens of East County Fire & Rescue continue to receive ALS emergency medical transport in a timely manner.
- City continues current minimum staffing, maintaining CWFD's capability to mitigate some (but not all) of the larger incidents, such as residential fires, major motor vehicle accidents, and multi-casualty incidents.
- No firefighter layoffs.

Disadvantages

- At minimum staffing, two-person engine crews at Stations 41 and 43 are not ideal. A two-person engine limits the crew's ability to conduct fire suppression, rescues, and other typical engine company operations. In addition, this potentially endangers both the firefighters and public.
- As described above, the same is true at Station 42, with a two-person cross-staffed engine/medic unit. This may be more critical due its location from other CWFD resources and mutual aid.
- The current staffing and deployment model can only maintain the status quo for a limited time. EMS call-volume will increase due to an aging population and population growth, and eventually require additional resources.

Financial Impact

- Option A represents the status quo, and has no financial impact over the baseline forecast presented earlier in this report (only model in which City collects transport revenue).

Option B: In-House Medic Services with Contracted Transport

The following represents the basic configuration of Option B as described in the RFP:

- CWFD continues to provide ALS using paramedics in a medical first-response capacity.
- ECFR provides medical first-response at the basic life support level using EMT-Basics.
- All emergency and non-emergency transport would be provided by an external ALS-level ambulance service (e.g., private ambulance provider) through a contractual arrangement with the cities of Camas, Washougal, and the ECFR fire district.

Operations & Deployment Details

- Emergency and non-emergency ambulance service would be provided by an external provider operating at the ALS level.
- All CWFD first-due engine companies would be equipped with a full complement of advanced life support equipment.
- The closest engine would be dispatched in a medical first-response capacity to provide BLS and ALS until arrival of the ambulance transport provider.
- CWFD would no longer provide emergency medical transport to ECFR (although they could provide ALS medical first-response on high-acuity patients until arrival of the ALS ambulance).
- ECFR would continue to provide BLS medical first-response until arrival of the ambulance transport provider.

Staffing Details

- This option assumes a minimum staffing level of three firefighters per station and engine company. However, the city would have the option of reducing staffing levels further.
- A minimum of one paramedic would be assigned to each engine company.
- Daily minimum staffing in operations of nine firefighters and one Battalion Chief (total of 10 minimum daily staffing).
- Increased staffing coverage by 3–4 firefighters at ECFR (see “Option B Advantages”).

Financial Impact

- Reduction in CWFD expenses associated with the potential elimination of four firefighters and their associated salaries, benefits, and other operating costs. This reduction in expenditures assumes CWFD deploys a minimum staffing of nine firefighters and a Battalion Chief.
- A revenue reduction for CWFD equivalent to the current and projected revenue from ambulance billing, including the projected increase in revenue from the Washington State implementation of the Medicaid supplemental reimbursement program.
- A revenue loss for CWFD equivalent to the ECFR EMS levy funds currently paid to Camas for EMS and transport services.
- An operating revenue increase for ECFR due to retention of its EMS levy funds.

A summary of the estimated financial impacts of Option B to CWFD is provided in the following figure (assumes a minimum staffing of 10 per day; nine firefighters and one Battalion Chief):

Figure 1: Option B Reductions—Three-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$498,000 | \$528,000 | \$560,000 | \$594,000 |
| Net Financial Gain/(Loss) | (\$1,351,000) | (\$1,354,000) | (\$1,482,000) | (\$1,485,000) |

If CWFD elected to keep the current two-person minimum staffing at Station 42, instead of three, an additional four firefighter positions could be eliminated, and the estimated financial impact to CWFD would be as shown in the following figure (assumes a minimum staffing of nine per day; eight firefighters and one Battalion Chief):

Figure 2: Option B Reductions—Two-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$996,000 | \$1,056,000 | \$1,120,000 | \$1,188,000 |
| Net Financial Gain/(Loss) | (\$853,000) | (\$826,000) | (\$922,000) | (\$891,000) |

Advantages/Disadvantages of Option B

The following entails a description of the potential advantages and disadvantages of Option B:

Advantages

- Reduction in annual maintenance and operation costs of providing emergency medical transport.
- Elimination of capital equipment replacement costs (e.g., medic units, stretchers, etc.).
- Reduction in firefighter salaries and benefit costs if firefighter positions are eliminated through layoffs.
- Reduced staff time devoted to EMS and transport-related administrative and logistical functions.
- Additional space available for other apparatus in fire station bays.
- Decrease in CWFD EMS service-demand due to discontinuing medic-unit responses to ECFR.
- ECFR could increase its staffing by 4–5 career firefighters (or one additional minimum staffing position) through the retention of their EMS levy funds currently paid to the City of Camas.

Disadvantages

- A net loss of ambulance transport revenue exceeding potential cost savings (from possible firefighter lay-offs) by up to approximately \$1.4 million annually.
- Operational management and control of ambulance transport would be minimized (e.g., no ability for on-duty BC to move ambulances or add transport resources during times of increased service-demand).
- Ambulance response times to Camas, Washougal, and ECFR may increase substantially if a commercial provider is utilized (assuming they are assigned as suburban and rural areas).
 - CWFD currently operates two medic units with 24-hour dedicated staffing, and another two medic units that are cross-staffed with engines. In contrast, a commercial ambulance provider would have to weigh the operating costs versus revenues for each additional ambulance deployed.
 - If the contracted ambulance-service provider is only required to meet the suburban and rural response-time standard in accordance with the existing ILA, this could result in longer response times.
- The potential of longer ambulance response times would result in extended on-scene times of CWFD and ECFR first-response apparatus while waiting for patient transport. This would also contribute to the inability of these apparatus to respond to other incidents.
- The opportunity for CWFD paramedics to perform complex advanced life support skills would decline, since patient care would be transferred to the contracted ambulance paramedics upon their arrival at the scene. This could impact long-term skills proficiency among the firefighter/paramedics.
 - Continuing medical education, clinical skills practice, and scenario-based training may need to be increased beyond the minimums, so as to ensure competency among the paramedics.
- Potential firefighter layoffs.
 - In the event of firefighter layoffs and reduced minimum daily staffing, diminished capability to mitigate the more frequently occurring daily incidents, as well as other more significant events.
- In times of excessive EMS system demand or major events occurring in Vancouver or other areas on the west side of Clark County, ambulance resources may be drawn from the east side—resulting in delays in acquiring ambulance service to Camas, Washougal, and ECFR.
- Potentially more incidents in which first-response is delayed due to multiple responses from the same station.
- Would require additional staff time to monitor contract compliance of the ambulance service provider, and address any incidents, complaints, and interactions between the contractor and CWFD.

Option C: Contracted Medic & Transport Services

The following represents the basic configuration of Option C as described in the RFP:

- CWFD eliminates the provision of patient-care at the advanced life support level.
- CWFD provides basic life support in a medical first-response capacity.
- ECFR continues to provide medical first-response at the basic life support level.
- All emergency and non-emergency transport would be provided by an external ALS-level ambulance service through a contractual arrangement with the cities of Camas, Washougal, and the ECFR fire district.
- Advanced life support would be provided solely by the medical transport provider.

Operations & Deployment Details

This option assumes a similar configuration as Options B, but CWFD would no longer provide advanced life support services utilizing paramedics.

- Emergency and non-emergency ambulance service would be provided by an external provider operating at the ALS level.
- The closest engine would be dispatched in a medical first-response capacity to provide basic life support until arrival of the ambulance transport provider.
- CWFD would discontinue response to ECFR.
- ECFR would continue to provide BLS medical first-response until arrival of the ambulance transport provider.

Staffing Details

- This option assumes a minimum staffing level of three firefighters per station and engine company. However, the city would have the option of reducing staffing levels further.
- All firefighters trained and certified to at least the EMT-Basic level. Daily minimum staffing in operations of nine firefighters and one Battalion Chief (total of 10 minimum daily staffing).

Financial Impact

- An expense reduction for CWFD associated with the elimination of four Firefighter/Paramedic positions, and the reclassification of 14 Firefighter/Paramedic positions to Firefighter, with a reduction equivalent to the related salaries, benefits, and associated operating costs. This expense reduction assumes CWFD deploys a minimum staffing of nine plus a Battalion Chief.
- A revenue reduction for CWFD equivalent to the current and projected revenue from ambulance billing, including the projected increase in revenue from the Washington State implementation of the Medicaid supplemental reimbursement program.
- A revenue loss for CWFD equivalent to the ECFR EMS levy funds currently paid to Camas for EMS and transport services.
- An operating revenue increase for ECFR, due retaining its EMS levy.

A summary of the estimated financial impacts of Option C to CWFD is provided in the following figure (assumes a minimum staffing of 10 per day; nine firefighters and one Battalion Chief):

Figure 3: Option C Reductions—Three-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$583,000 | \$618,000 | \$655,000 | \$694,000 |
| Net Financial Gain/(Loss) | (\$1,266,000) | (\$1,264,000) | (\$1,387,000) | (\$1,385,000) |

If CWFD elected to keep the current two-person minimum staffing at Station 42, instead of three, an additional five firefighter positions could be eliminated, and the estimated financial impact to CWFD would be as shown in the following figure (assumes a minimum staffing of nine per day; eight firefighters and one Battalion Chief):

Figure 4: Option C Reductions—Two-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$1,206,000 | \$1,278,000 | \$1,355,000 | \$1,436,000 |
| Net Financial Gain/(Loss) | (\$643,000) | (\$604,000) | (\$687,000) | (\$643,000) |

ECFR's retention of its EMS levy would provide an additional \$450,000 in 2018, increasing to \$600,000 in 2021. This would enable the District to pay for an additional 4–5 new firefighter positions. In turn, this would increase minimum daily staffing by one full-time firefighter.

Advantages/Disadvantages of Option C

The following entails a description of the various advantages and disadvantages of Option C as identified by ESCI.

Advantages

- Elimination of the cost of ALS supplies and durable equipment.
- Reduction in costs to provide CME and skills maintenance at the ALS level, including overtime required to attend classes mandated by the Clark County Medical Program Director.
- Elimination of capital equipment replacement costs (e.g., medic units, stretchers, etc.).
- Reduction in annual maintenance and operation costs of providing emergency medical transport.
- Reduction in annual firefighter overtime costs.

- Reduction in firefighter salaries and benefit costs if firefighter positions are eliminated through layoffs.
- Reduction in salary costs resulting from the elimination of paramedic pay differentials.
- Reduced staff time devoted to EMS and transport-related administrative and logistical functions (even more than with the other options, as CWFD would no longer provide ALS).
- Additional space available for other apparatus in fire station bays.
- Decrease in CWFD EMS service-demand due to discontinuing medic-unit responses to ECFR.
- ECFR could increase its staffing by 4–5 career firefighters (or one additional minimum staffing position) through the retention of their EMS levy funds currently paid to the City of Camas.

Disadvantages

- A net loss of ambulance transport revenue exceeding potential cost savings (from possible firefighter lay-offs) by approximately \$1.4 million annually.
- Operational management and control of ambulance transport would be minimized (e.g., no ability for on-duty BC to move ambulances or add transport resources during times of increased service-demand).
- Ambulance response times to Camas, Washougal, and ECFR may increase substantially if a commercial provider is utilized (assuming they are assigned as suburban and rural areas).
 - CWFD currently operates two medic units with 24-hour dedicated staffing, and another two medic units that are cross-staffed with engines. In contrast, a commercial ambulance provider would have to weigh the operating costs versus revenues for each additional ambulance deployed.
 - If the contracted ambulance-service provider is required to meet the suburban and rural response-time standard in accordance with the existing ILA, this could result in longer response times.
- The potential of longer ambulance response times would result in extended on-scene times of CWFD and ECFR first-response apparatus while waiting for patient transport. This would also contribute to the inability of these apparatus to respond to other incidents.
- Potential firefighter layoffs.
 - In the event of firefighter layoffs and reduced minimum daily staffing, diminished capability to mitigate the more frequently occurring daily incidents, as well as other more significant events.
- In times of excessive EMS system demand or major events occurring in Vancouver or other areas on the west side of Clark County, ambulance resources may be drawn from the east side—resulting in delays in acquiring ambulance service to Camas, Washougal, and ECFR.
- Would require additional staff time to monitor contract compliance of the ambulance service provider, and address any incidents, complaints, and interactions between the contractor and CWFD.
- Potentially more incidents in which first-response is delayed due to multiple responses from the same station.

- Would require additional staff time to monitor contract compliance of the ambulance service provider, and address any incidents, complaints, and interactions between the contractor and CWFD.
- Patients would *not* receive immediate first-response advanced life support, since CWFD apparatus would only be equipped to provide basic life support. ALS would not be initiated until the arrival of the ambulance service provider.
 - Potential increase in mortality and morbidity among high-acuity patients (strokes, STEMI, major trauma, critical respiratory/airway, etc.) requiring immediate ALS intervention.

Option C Discussion

Decreasing CWFD's service-level from ALS to BLS would produce a variety of challenges. In Washington State, paramedics are certified by the Department of Health (DOH). Paramedics (as well as EMTs) are obligated to practice in accordance with local protocols at the level of their certification. Employers do not own or control the "licenses" of its EMS providers. That authority remains only with the Washington State DOH in association with the Medical Program Director. A paramedic does have the option of re-certification at a lower level, should they choose to do so.

In the event that CWFD were to provide BLS-only, it would be necessary for the department to remove all ALS equipment and supplies from its apparatus. Otherwise, firefighters who remain as certified paramedics would be obligated to practice at the ALS level.

The current agreement between the City of Camas and the bargaining unit includes salary differentials between paramedics and non-paramedics. Should CWFD discontinue ALS, undoubtedly this would bring about issues concerning paramedic pay. It is beyond the scope of this report to address this in detail, but changes in working conditions may need to be bargained with the union. It would be appropriate to seek legal counsel to determine a proper course.

Option D: Combined In-House/Contracted ALS Service & Transport

The following entails the basic description of Option D as described in the RFP:

- CWFD continues to provide ALS using paramedics in a medical first-response capacity.
- In cases of high-acuity patients (Priority 1 and Priority 2 cases), CWFD paramedics would retain management of patient-care and accompany the patient during transport to the hospital. In cases of low-acuity patients, the CWFD paramedics would relinquish patient-care to the transport paramedics.
- ECFR provides medical first-response at the basic life support level using EMT-Basics.
- All emergency and non-emergency transport would be provided by an external ALS-level ambulance service (e.g., private ambulance provider) through a contractual arrangement with the cities of Camas, Washougal, and the ECFR fire district.

Operations & Deployment Details

This option assumes a similar configuration as Option B, but with one exception.

- All CWFD first-due engine companies would be equipped with a full complement of advanced life support equipment.
- The closest engine would be dispatched in a medical first-response capacity to provide BLS and ALS until arrival of the ambulance transport provider.
- In cases of Priority 1 and 2 patients (high-acuity), a CWFD paramedic would retain the responsibility for patient care for high-acuity patients, and accompany patients through transport to the hospital.
- CWFD would discontinue response to ECFR.
- ECFR would continue to provide BLS medical first-response until arrival of the ambulance transport provider.

Staffing Details

- This option assumes a minimum staffing level of three firefighters per station and engine company. However, the city would have the option of reducing staffing levels further.
- A minimum of one paramedic would be assigned to each engine company.
- Daily minimum staffing in operations of nine firefighters and one Battalion Chief (total of 10 minimum daily staffing).

Financial Impact

- An expense reduction for CWFD associated with the elimination of four firefighters with a reduction equivalent to the related salaries, benefits, and associated operating costs. This expense reduction assumes CWFD deploys a minimum staffing of nine and a Battalion Chief.
- A revenue reduction for CWFD equivalent to the current and projected revenue from ambulance billing, including the projected increase in revenue from the Washington State implementation of the Medicaid supplemental reimbursement program.

- A revenue reduction for CWFD equivalent to the ECFR EMS levy currently paid by ECFR for EMS and transport services.
- An operating revenue increase for ECFR due retaining its EMS levy funds.

Figure 5: Option D Reductions—Three-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$498,000 | \$528,000 | \$560,000 | \$594,000 |
| Net Financial Gain/(Loss) | (\$1,351,000) | (\$1,354,000) | (\$1,482,000) | (\$1,485,000) |

If CWFD elected to keep the current two-person minimum staffing at Station 42, instead of three, an additional five firefighter positions could be eliminated, and the estimated financial impact to CWFD would be as shown in the following figure (assumes a minimum staffing of nine per day; eight firefighters and one Battalion Chief):

Figure 6: Option D Reductions—Two-Person Staffing at Station 42 (2018–2021)

| Reductions | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Reduction | (\$1,849,000) | (\$1,882,000) | (\$2,042,000) | (\$2,079,000) |
| Expense Reduction | \$996,000 | \$1,056,000 | \$1,120,000 | \$1,188,000 |
| Net Financial Gain/(Loss) | (\$853,000) | (\$826,000) | (\$922,000) | (\$891,000) |

ECFR's retention of its EMS levy would provide an additional \$450,000 in 2018, increasing to \$600,000 in 2021. This would enable the District to pay for an additional 4–5 new firefighter positions. In turn, this would increase minimum daily staffing by one full-time firefighter.

Advantages/Disadvantages of Option D

The following entails a description of the various advantages and disadvantages of Option D as identified by ESCI.

Advantages

- Reduction in annual maintenance and operation costs of providing emergency medical transport.
- Some reduction in some capital equipment replacement costs (e.g., medic units, stretchers, etc.).
- Reduction in firefighter salaries and benefit costs if firefighter positions are eliminated through layoffs.
- Reduced staff time devoted to EMS and transport-related administrative and logistical functions.

- Additional space available for other apparatus in fire station bays.
- Decrease in CWFD EMS service-demand due to discontinuing medic-unit responses to ECFR.
- ECFR could increase its staffing by 4–5 career firefighters (or one additional minimum staffing position) through the retention of their EMS levy funds currently paid to the City of Camas.

Disadvantages

- A net loss of ambulance transport revenue exceeding potential cost savings (from possible firefighter lay-offs) by up to approximately \$1.4 million annually.
- Operational management and control of ambulance transport would be minimized (e.g., no ability for on-duty BC to move ambulances or add transport resources during times of increased service-demand).
- Ambulance response times to Camas, Washougal, and ECFR may increase substantially if a commercial provider is utilized (assuming they are assigned as suburban and rural areas).
 - CWFD currently operates two medic units with 24-hour dedicated staffing, and another two medic units that are cross-staffed with engines. In contrast, a commercial ambulance provider would have to weigh the operating costs versus revenues for each additional ambulance deployed.
 - If the contracted ambulance-service provider is required to meet the suburban and rural response-time standard in accordance with the existing ILA, this could result in longer response times.
- The potential of longer ambulance response times would result in extended on-scene times of CWFD and ECFR first-response apparatus while waiting for patient transport. This would also contribute to the inability of these apparatus to respond to other incidents.
- The opportunity for CWFD paramedics to perform complex advanced life support skills would decline, since patient care would be transferred to the contracted ambulance paramedics upon their arrival at the scene. This could impact long-term skills proficiency among the firefighter/paramedics.
 - Continuing medical education, clinical skills practice, and scenario-based training may need to be increased beyond the minimums, so as to ensure competency among the paramedics.
- Potential firefighter layoffs.
 - In the event of firefighter layoffs and reduced minimum daily staffing, diminished capability to mitigate the more frequently occurring daily incidents, as well as other more significant events.
- In times of excessive EMS system demand or major events occurring in Vancouver or other areas on the west side of Clark County, ambulance resources may be drawn from the east side—resulting in delays in acquiring ambulance service to Camas, Washougal, and ECFR.
- Potentially more incidents in which first-response is delayed due to multiple responses from the same station.
- Would require additional staff time to monitor contract compliance of the ambulance service provider, and address any incidents, complaints, and interactions between the contractor and CWFD.

- Would likely meet resistance from the external ambulance service provider, who maintains responsibility and liability for patients being transported in their vehicles.
- Challenges in having CWFD paramedics (and EMTs) working in another agency's ambulance. Would require advanced "training" sessions to familiarize all firefighters with different equipment and supplies, as well as where they are located in the ambulance.
- The availability of first-response ALS in east Clark County would be diminished more often.
 - Unnecessarily takes the CWFD paramedic out-of-service in cases of high-acuity patients. If an engine company is staffed with a single paramedic, it cannot provide ALS service until the paramedic returns.
 - Demand would increase on the other engine companies.
 - In critical cases, a CWFD firefighter (sometimes two), would likely need to accompany the patient during transport. However, this would not necessarily always require a paramedic.
- No clinical advantage to patients, as paramedics practicing in Clark County have the same training and continuing medical education requirements, and operate in accordance with the same prehospital care protocols.

PROJECT TEAM BACKGROUNDS & QUALIFICATIONS

John A. Stouffer

Project Manager/Associate Consultant



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Project Manager/Associate Consultant, Emergency Services Consulting International
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Russell A. McCallion

Associate Consultant



Summary of Qualifications

Mr. McCallion started his public safety career working as an EMT and paramedic for 9-1-1 private ambulance providers. The S.F. Department of Public Health Paramedic Division hired Mr. McCallion in 1983. He worked as a field paramedic, field training officer, field supervisor, and finally, director of training. He was a key figure in the implementation of a merger of the Paramedic Division into the San Francisco Fire Department in 1997. After the merger, he served as the SFFD EMS Operations Chief, supervising 300 paramedics working in the field and in the 9-1-1 dispatch center. Mr. McCallion is passionate about EMS education and training and was the founding director of the San Francisco Paramedic Association, a large, 501(c)3 non-profit educational organization which provided BLS, ACLS, PALS, and EMT courses to fire departments, hospitals and individuals throughout the Bay Area.

In 2003, Mr. McCallion became an assistant chief for East Pierce Fire & Rescue, a combination fire department providing ALS and BLS transport to a community of 90,000 located east of Tacoma, Washington. In the past 13 years, he has overseen the Finance, Operations, Training, and EMS Divisions. Mr. McCallion serves on a number of regional and state EMS and healthcare committees, and was the lead in developing statewide EMS Key Performance Indicators used by agencies to benchmark performance. He also chairs the WA State Mobile Integrated Healthcare Committee which is developing “best practice” models for program implementation.

Professional Experience

Assistant Chief, Emergency Medical Services & Public Education—East Pierce Fire & Rescue (WA)

- EMS Operations Section Chief—San Francisco Fire Department (CA)
- Director of Education & Training—San Francisco Department of Public Health, Paramedic Division (CA)
- Paramedic Captain/Field Supervisor—San Francisco Department of Public Health, Paramedic Division (CA)
- Field Paramedic—San Francisco Department of Public Health, Paramedic Division (CA)

Educational Background & Certifications

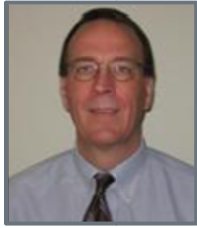
- Daniel Freeman Hospital Paramedic Training Program, Los Angeles
- California State University, San Luis Obispo
- U. S. Naval Academy, Annapolis, MD
- American Heart Association ECC Committee Member and Regional Faculty for BLS, ACLS and PALS

Associated Professional Experience & Accomplishments

- Chair, WA State Mobile Integrated Healthcare/Community Paramedic Committee
- Chair, WA State Dept. of Health Prehospital Technical Advisory Committee (TAC)
- WA Fire Chiefs representative, WA State EMS & Trauma Steering Committee
- WA Fire Chiefs representative, WA State Cardiac & Stroke Technical Advisory Committee (TAC)
- Chair, Pierce County EMS Quality Improvement Committee
- Chair, Pierce County EMS Operations Committee
- Member, EMS Section Conference Planning Committee, Fire-Rescue Med IAFC
- Executive Director, San Francisco Paramedic Association (SFPA)
- Member, International Association of Fire Chiefs (IAFC), Washington Fire Chiefs (WFC) Association

Paul N. Lewis

Associate Consultant/Financial Analyst



Summary of Qualifications

Mr. Lewis has over 24 years' experience providing financial analysis and consulting services to state and local governments and not-for-profit organizations. Paul's primary practice areas include financial planning, feasibility studies, and fiscal impact analyses. Prior to returning to consulting in 2004, Paul worked in local government in Clark County, Washington for more than ten years, most recently serving as the City of Vancouver's Finance Director. He has also worked in the State and Local Government consulting practice of Deloitte & Touche in Seattle before moving to Clark County.

Mr. Lewis has extensive experience analyzing and forecasting revenues and expenses for local governments including special purpose districts. Many of Paul's engagements include using scenarios and alternative assumptions to better understand the potential risks and returns associated with major policy decisions. He works with the various stakeholders to set key assumptions, establish scenarios and review results. Recent and relevant experience includes a financial assessment of a proposed merger of the fire departments in the cities Camas and Washougal in Southwest Washington. Project tasks included working with Fire Department staff, city administrators, and others to review organization and staffing proposals, project operating costs, and estimate potential revenue sources associated with consolidation options. Assessment results were presented to elected officials, union representatives, fire chiefs, and city administrators. Additionally, Paul drafted the interlocal agreement formalizing the merger which was approved by both city councils. Other relevant projects include organization, operations, and performance reviews for special purpose districts, and government programs and departments.

Educational Background

- Master's Degree in Business Administration, Public Policy and Management from the Wharton School of Business at the University of Pennsylvania
- Bachelor's Degree in Economics from Carleton College
- Cascade Public Executive Program, University of Washington, Graduate School of Public Affairs

Professional Experience

- Independent Management Consultant: 2004 to present
- Finance Director/Budget and Planning Manager, City of Vancouver: 1999–2004
- Operations Review Manager, Clark County Auditor's Office: 1994–1998
- Manager, Public Sector Consulting, Deloitte & Touche Seattle, WA: 1989–1994

Community Activities

- Board Member, Clark County Public Facilities District: 2007–present
- President, Ridgefield Public Schools Foundation: 2009–present

Note: This is a brief summary of Mr. Lewis' CV. A complete version can be made available on request.

Melissa Northey

GIS Analyst/Associate Consultant



Summary of Qualifications

Ms. Northey's GIS career focuses on governmental applications. She is currently the GIS Coordinator for the City of Ocala, Florida, where she applies over 17 years of experience ranging from technical analysis, programming, database administration, and project management.

She has worked on projects for departments such as water utilities, growth management, property appraiser, E-911 Addressing, and the fire service. She has managed small teams and given trainings and presentations to other local governments, as well as at GIS trade conferences. She is well versed in ESRI's Local Government Information Model, ArcGIS Online solutions, Python Scripting, and GIS Database management (SQL, Postgres, and Oracle).

While at the Alachua County Property Appraiser's Office in Gainesville, Florida, Melissa was an integral part of the team that received a SAG (Special Achievement in GIS) award from Jack Dangermond, President of ESRI. The award-winning project was a combination of utilizing ESRI's software in the Amazon cloud to overcome hurdles faced with sharing GIS data between government agencies. The cloud implementations were innovative and successful; saving Alachua County tax dollars and enhancing communications throughout the county's agencies.

Ms. Northey worked with the fire service in Marion County, Florida on many projects including: hydrant inventory, locating new fire stations, hurricane preparedness maps, and determining coverage areas based on travel time. She has an Associate's Degree in Information Technology, as well as an A+ and GISP (Geographic Information Systems Professional) certifications.

Note: This is a brief summary of Ms. Northey's CV. A complete version can be made available on request.

Rob Strong

Project Associate—GIS Specialist



Summary of Qualifications

Rob Strong has been involved in emergency services in Oregon over 30 years. Mr. Strong has 13 years of experience performing geographic information system (GIS) analysis and cartography work while serving as a fire captain/paramedic with the Bend Fire Department in Bend, Oregon. Rob retired as a fire captain/paramedic in 2006 after 26 years with the Bend Fire Department. He continues to work part time as a GIS and statistical analyst for the Department.

Mr. Strong's GIS duties at the Bend Fire Department have included developing a GIS data set to replace hand drawn map books, integrating fire department GIS data with a regional 911 communication center's data, and GIS analysis of the local road network to support a proposed fire station location. He performed GIS analysis as part of a deployment plan written by the Bend Fire Department and adopted by the Bend city council. Additionally, he has worked with a private vendor—Alsea Geospatial, Inc.—to develop a mobile mapping GIS data set that is used on both fire and police department mobile data terminals. Mr. Strong is responsible for GIS analysis of incident data and makes recommendations concerning staff and apparatus placement to insure compliance with department response goals.

Educational Background

- Data Analysis & Presentation for the fire service using Microsoft Excel, Center for Public Safety Excellence
- Associate of Applied Science—Structural Fire Science, Central Oregon Community College, Bend Oregon
- 35 quarter credit hours course work—GIS, Central Oregon Community College, Bend Oregon
- GIS Specialist for Incident Management Teams, National Wildfire Coordination Group – Department of Public Safety Standards and Training, Salem Oregon
- EMT-Paramedic, Central Oregon Community College, Bend Oregon

Professional Experience

- Associate Consultant, Emergency Services Consulting International
- GIS Analyst, Bend Fire Department
- Fire Department Consultant, Alsea Geospatial, Inc., Corvallis Oregon
- Fire captain/Paramedic, Bend Fire Department
- Flight Medic, Air Life of Oregon, Bend Oregon
- Fire engineer/Paramedic, Bend Fire Department
- Volunteer Firefighter, Hoodland Fire Protection District, Welches Oregon

Professional Accomplishments

- GIS Specialist, Oregon State Fire Marshal-Incident Management Teams
- Successful Department of Homeland Security Grant Process—resulted in the purchase of mobile data terminals and software for Bend Fire Department.
- Implementation of GIS position and purchase of GIS software and hardware for Bend Fire Department

Melissa Swank

Technical Proofer & Quality Assurance Manager



Summary of Qualifications

Melissa Swank joined the ESCI team in 2013 as a Project Assistant. Responsibilities included support in administrative functions of project-related assignments including overall planning, tracking, and documentation of several projects from the project proposal (RFP) phase to project closeout.

Ms. Swank's professional experience, keen eye for detail, and training qualify her to provide the highest level of project support. She has a passion for accuracy and fact-checking that permeates all aspects of her professional tasks.

Experience

- Adjunct Research Assistant at Portland State University, December 2015–Present
- Technical Proofer and Quality Assurance Manager at ESCI, March 2015–Present
- Freelance Virtual Assistant, December 2014–Present
- Project Assistant at Emergency Services Consulting International, September 2013–June 2014
- Project Assistant/Fact Checker at Oregon Encyclopedia Project, September 2011–June 2013
- Project Assistant at "The Confluence Project," June 2012–November 2012
- Project Assistant at "Chinook Oral History Project," October 2011–April 2012

Education

- Portland State University MA, Public History/Native American History, 2010–2013
- Portland State University BA, History, 2007–2009



MEMORANDUM

TO: City Council

FROM: Connie Urquhart, Library Director

RE: Library Department position revisions

June 19, 2017

On the July 3, 2017 regular meeting agenda, there will be a resolution revising position descriptions for three positions within the Library Department. All are part of an organizational restructure intended to provide more comprehensive, value-added service to the citizens of Camas.

The revisions to current positions are as follows:

Technology & Collections Manager (currently Assistant Library Director)

Historically, the Library has employed both a Director and Assistant Director. However, the overlap in duties created inefficiencies in some places and gaps in others. The duties of the Technology & Collections Manager would require specialization in specific subject areas and allow the Library to progress in areas of automation, digital delivery, and utilizing new technologies to improve service. This is a non-represented position.

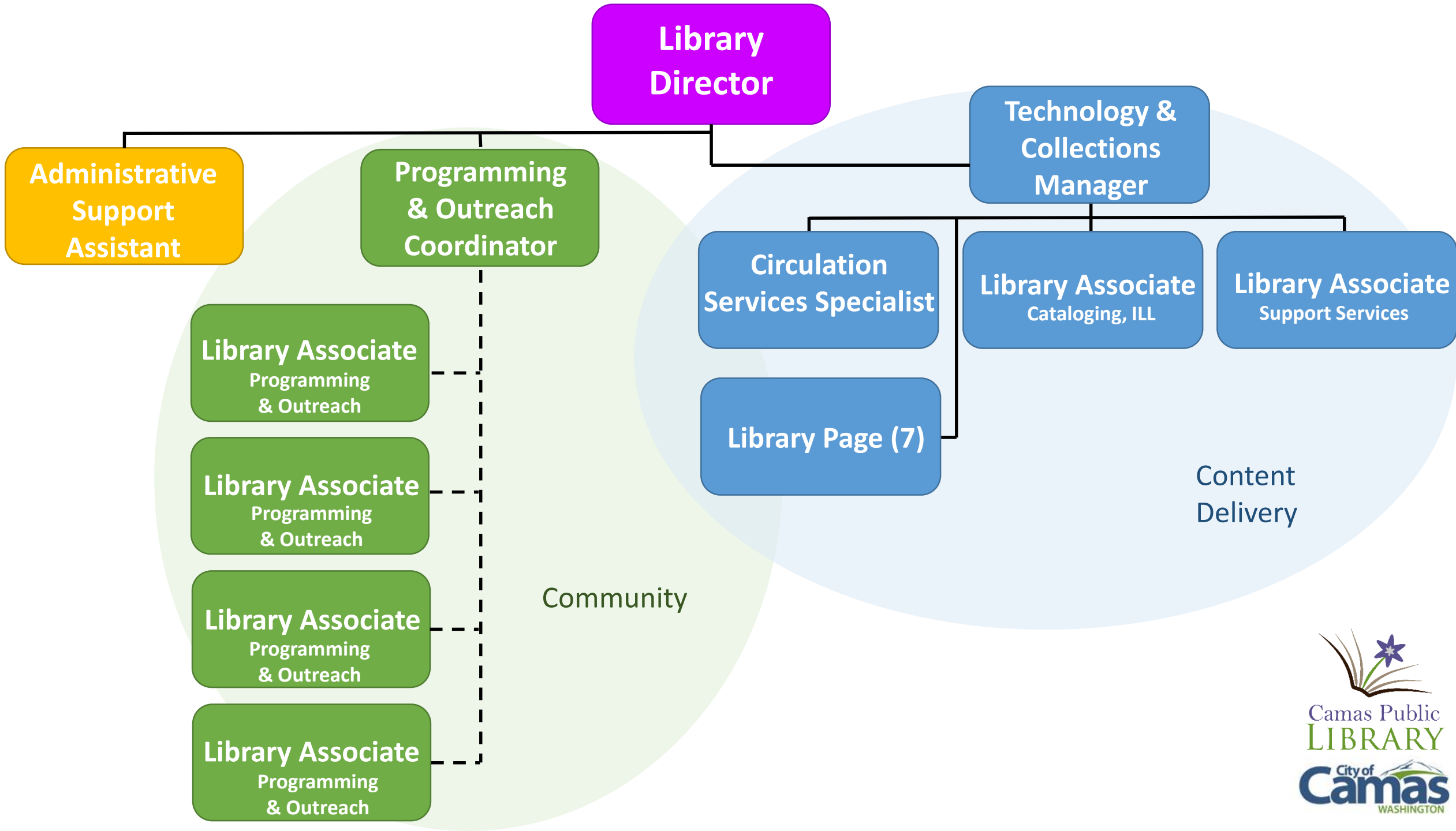
Programming & Outreach Coordinator (currently Youth Services Librarian)

The position's responsibilities will remain largely the same. Some duties have changed to allow for this position to more frequently engage with the community outside of the Library. This is a represented position within the OPEIU Local 11 bargaining unit and the revisions to the position have been reviewed by its representatives.

Administrative Support Assistant (currently Library Support Assistant)

This position description has been revised to more accurately reflect the duties and responsibilities of the current position. The title has been changed to achieve consistency with similar positions within the City of Camas. This is a represented position within the OPEIU Local 11 bargaining unit and the revisions to the position have been reviewed by its representatives.

All of these position revisions were considered in the salary study and the resulting salary recommendations are accurate for the changes in responsibilities.



TECHNOLOGY AND COLLECTIONS MANAGER

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

JOB OBJECTIVES

Under the guidance of the Library Director, the Technology and Collections Manager plans, directs, supervises and coordinates the activities and operations of the Information Delivery department, which includes: collection management; cataloging, acquisitions, and oversight of the Library's integrated library system (ILS); circulation and reference services; readers advisory; development, implementation and maintenance of new technologies for staff and patrons; coordination of assigned activities with other departments and outside agencies; provision of highly responsible and complex administrative support to the Library Director.

ESSENTIAL FUNCTION STATEMENTS

The following tasks are typical for positions in this classification. Any single position may not perform all of these tasks and/or may perform similar related tasks not listed here:

Assume management responsibility for services, activities, and staff within the Information Delivery department of the Library.

Participate in the development, recommendation and implementation of goals, objectives, policies and procedures of the Library, including strategic plans and departmental plans of service.

Select, supervise, motivate, and evaluate Library personnel; provide staff training; coordinate and review the work plan for assigned staff; appraise work performance and create improvement plans; address complaints and resolve personnel issues; implement discipline and termination procedures.

Review existing and emerging technologies for work flow, efficiency, and relevancy; communicate with vendors to evaluate their products for addition to the Library; determine best practices for implementing technologies in a customer-focused environment.

Manage all collections of the Camas Public Library; direct the evaluation and selection of all print and digital materials for addition to and deletion from the Library; review Library's collection policy annually to ensure it reflects current professional standards and trends regarding overall makeup, content, and content delivery.

Administer all modules of the Library's integrated library system, including acquisitions, cataloging, circulation, serials, and reports.

Oversee functions of the Library's service desk, services of which include circulation, reference and readers' advisory.

Represent the Library in all matters regarding information delivery with other City departments, partner agencies, outside organizations, or as assigned by the Library Director.

Coordinate and implement content and design changes to the Library's portion of the City's website.

Assist in the preparation and administration of the library budget; submit budget recommendations; monitor expenditures; review and approve budget requests.

Attend and participate in professional events; stay abreast of new trends and innovations in the field of library administration, technology, and collection management.

Provide responsible staff assistance to the Director and act as the Director in the absence of same.

AUXILIARY FUNCTION STATEMENTS

Follow all safety rules and procedures established for work area.

Perform related duties and responsibilities as required, which are logical assignments for the position and directly related to management's needs of the position.

QUALIFICATIONS

General Knowledge of:

Principles and practices of library administration, organization and management

Principles of supervision, training and performance evaluation

Practices of collection development, maintenance and management, including cataloging practices and procedures

Best practices for a customer-focused approach to innovative services

Technical Knowledge of:

Integrated library systems

Microsoft SQL Server

Web design and usability

Productivity suites

Content management systems

Self-checkout and RFID software

Public computer time and print management software

Ability to:

Utilize data to make systems flow better and more efficiently

Embrace and lead others in positive change

Prioritize multiple projects and deadlines

Navigate existing and emerging hardware, software, applications, and operating systems

Create a positive work atmosphere through flexibility, diplomacy, teamwork and humor

Achieve success in both independent work and collaborative team environments

Translate technical knowledge into better and more convenient services for our patrons

Skills:

Clear and tactful communication

Conflict resolution

Leadership, coaching, and mentoring

Significant scripting using advanced techniques; database design

Operational characteristics, services and activities of a comprehensive public library.

Education and Experience Guidelines

Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education:

Masters degree in Library Science or Library and Information Science from an ALA-accredited college or university.

Experience:

Five years of increasingly responsible professional librarian experience, including two years of administrative and supervisory responsibility.

Professional experience working with public library patrons.

License or Certificate

Possession of a Washington State Librarian's Certificate (as required by state law RCW 27.04.055)

Possession of an appropriate, valid driver's license.

PHYSICAL DEMANDS AND WORKING CONDITIONS

The physical demands herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential job functions.

Environment: Library environment; extensive public contact.

Mobility: Incumbents require sufficient mobility to work in a library setting, operate office equipment; extensive and recurring walking, standing, bending, crouching, stooping, and reaching; regular lifting of moderately heavy items.

Vision: Vision sufficient to read small print, computer screens and other printed documents and to operate assigned machinery and equipment.

Hearing and Speech: Sufficient clarity of speech and hearing to be able to communicate effectively.

Other Factors: Incumbents may be required to work extended hours including evenings and weekends. Incumbents may be required to travel outside city boundaries to attend meetings.

PROGRAMMING AND OUTREACH COORDINATOR

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

JOB OBJECTIVES

Under direction, this position will plan, supervise, coordinate and evaluate the activities and operations of the city library's programming and outreach team, as well as provide a full range of exceptional public service.

ESSENTIAL FUNCTION STATEMENTS

The following tasks are typical for positions in this classification. Any single position may not perform all of these tasks and/or may perform similar related tasks not listed here.

Develop, plan, publicize and evaluate traditional and innovative programs that serve the needs of the community; includes but not limited to the summer reading programs; weekly story times; events for teens; school visits; informative, entertaining and/or participatory programs for adults; outreach in the community for all ages.

Develop and maintain strong and effective relationships with outside agencies to introduce and promote library services and programs to Camas citizens of all ages; identify emerging community issues and determine their relevance to library services and collections.

Foster relationships with community educational organizations, promoting early literacy and lifelong learning at every turn.

Partner with the Friends and Foundation of the Camas Library to seek grants and alternate funding sources for initiatives which support the Library's mission and strategic plan.

Recommend and assist in the formulation and implementation of the library's strategic plans, goals, and objectives for services for all ages.

Provide lead supervision and training for staff and volunteers. Coordinate and review the work of assigned staff and volunteers; assign work and projects; monitor workflow; review and evaluate work products, methods and procedures; meet with staff to identify and resolve problems.

Maintain awareness of trends in book and electronic publishing through reading appropriate library related media.

Provide a full range of services to the public, in person at public service desks, by e-mail, and by phone, while ensuring the highest standard of customer satisfaction. This includes: provide reference and reader's advisory service to library patrons; teach children and adults how to use the library resources

and technology available to them; conduct library tours; check out materials, issue library cards, and perform other circulation duties.

Attend and participate in professional meetings; stay abreast of new trends and innovations in the field of programming and outreach.

Respond to and resolve difficult and sensitive customer service issues regarding materials, services, or programs.

Provide assistance to the Technology and Collections Manager and Library Director.

Contribute to the library website, social media, and other public relations tools.

Represent the library in community activities.

AUXILIARY FUNCTION STATEMENTS

Follow all safety rules and procedures established for work area.

Perform related duties as required which are logical assignments for the position and directly related to management's needs of the position.

QUALIFICATIONS

Knowledge of:

Public library services and functions

Principles and practices of professional youth services

Principles and practices of professional adult services

Childhood development and literacy skills development

Computerized cataloging, bibliographical and circulation systems, the Internet and electronic resources; includes structure and search techniques

Practices of collection development, maintenance and management

English usage, spelling, grammar and punctuation

Pertinent federal, state and local laws, codes and regulations

Reference question interview process

Contemporary reference tools and information resources.

Ability to:

Provide lead supervision, motivate, direct, and coordinate the work of assigned staff and volunteers

Conduct research using reference sources and the Internet

Creatively develop and energetically provide children's and teen programs and special events

Promote the library through the use of displays, tours, exhibits and other media

Assist patrons in response to reference, reader's advisory and directional library questions

Operate a variety of office equipment including projectors, photocopiers, and computers in a networked Windows environment.

Work competently with MSOffice applications, library applications and technological innovations in a variety of formats

Communicate clearly and concisely, both orally and in writing with clientele from diverse ethnic, socio-economic and cultural backgrounds

Establish and maintain effective relationships with those contacted in the course of the work

Create a positive work environment through flexibility, diplomacy, and humor

Problem solve and make informed decisions

Handle multiple competing priorities and tasks, adapt to change, and work effectively in a fast-paced environment

Provide quality public service through innovation, co-operation, and teamwork

Lead and work effectively and positively in a collaborative team environment

Explore electronic resources to find new means of providing resources and services to youth

Creatively promote a love of reading

Strongly defend intellectual freedom

Education and Experience Guidelines

Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education:

Masters degree in Library or Library and Information Science from an ALA accredited college or university; a Bachelor's degree and experience may be substituted.

College level course work in child development, children's literature and storytelling

Experience:

Two years' successful experience in a public library providing services to youth and supervision to employees, in a variety of library positions.

Professional experience working with young people and their caregivers

Desired qualifications:

Strong leadership skills

Creative, energetic and articulate professional who enjoys working in a dynamic team-focused environment where change and growth are constants

Positive and enthusiastic approach to public service

Initiates and uses effective problem solving techniques

Excellent interpersonal skills

Self starter

A working knowledge of a language other than English is an asset

Experience building relationships with community organizations

PHYSICAL DEMANDS AND PHYSICAL CONDITION

The physical demands herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential job functions.

Environment: Library environment; extensive public contact

Mobility: Incumbents require sufficient mobility to work in a library setting, operate office equipment; extensive and recurring walking, standing, bending, crouching, stooping, and reaching; regular lifting of moderately heavy items.

Vision: Vision sufficient to read small print, computer screens and other printed documents

Hearing and Speech: Sufficient clarity of speech and hearing to be able to communicate effectively.

Other factors: Incumbents may be required to work extended hours including evenings and weekends. Incumbents may be required to travel outside city boundaries to attend meetings.

ADMINISTRATIVE SUPPORT ASSISTANT (LIBRARY)

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

JOB OBJECTIVES

Under general supervision, to perform a variety of administrative and clerical support functions within the Library, including record keeping, typing, file maintenance, answering phones and responding to the general public; to provide information and assistance to the public regarding policies and procedures; to promote the Library's activities and services via social media and other forms of marketing; and to perform a variety of tasks relative to assigned areas of responsibility.

ESSENTIAL FUNCTION STATEMENTS

The following tasks are typical for positions in this classification. Any single position may not perform all of these tasks and/or may perform similar related tasks not listed here:

Perform a variety of administrative support and clerical functions for the Library, including answering a multi-line phone system and routing calls to appropriate personnel as needed; receive and respond to general questions, inquiries and requests from the public; accounts payable and receivable, payroll.

Compile statistics on meeting room usage, program attendance and various other metrics.

Type, proofread and word process a variety of documents and forms as requested, including general correspondence, press releases, invoices and minutes; distribute information as appropriate. Enter work orders into the system for any work that the IT Department or Public Works needs to do at the Library.

Attend staff and Board of Trustee meetings; prepare and compile agenda packets; take and transcribe minutes from meetings and distribute information as appropriate. Add minutes to web page.

Operate a variety of office equipment including copiers, facsimile machine, cash register, vend stations, printers and computers; input and retrieve data; organize and maintain disk storage and filing; basic troubleshooting of the machines; maintaining and ordering machine supplies as needed and calling for repair on machines as needed.

Process purchase orders and invoices: input accurate invoice data and account codes into electronic purchasing system for payment; check monthly statements for accuracy; maintain files for accounts payable and receivable.

Compile payroll information for Library employees. Calculate, review and verify for accuracy all employee time sheets and staff entries in payroll software; enter information into computer for processing by City's Payroll Department. Maintain accurate and detailed payroll records, including filling out personnel change forms.

Receive, sort and distribute incoming and outgoing mail and package deliveries as needed; distribute as appropriate.

Maintain inventory of a variety of forms, office and building supplies for the Library; order and store supplies as needed.

Administrative Support Assistant (Library) (Continued)

Maintain Library's revolving fund account; reconcile bank statements, write checks as needed, request reimbursement of the account as needed; balance cash register and vend stations as needed.

Schedule and maintain meeting room calendar in Outlook; maintain meeting room application notebook; answer public and city department inquiries, send out and receive applications; make out invoices and accept payments for room usage; post schedules and instructions for appropriate staff concerning room usage; compile statistics on room usage. Distribute Library equipment as needed, making sure hold harmless agreements are filled out and equipment is returned in good shape.

Maintain electronic lock system for building; set up special programming for doors (ie holidays, workmen or staff); add and delete key cards when needed; assign keys to staff; program all the electronic door locks; change batteries in locks when needed. Maintain key lockbox and records of all keys pertaining to the Library building.

Maintain building repair list; contact appropriate city department or contractor to arrange for repairs or maintenance as needed; maintain light bulb inventory and schedule bulb changes as needed.

Update web page as needed using appropriate software.

Promote the Library's services and activities via social media and other marketing tools. Assist Library staff with marketing their programs by helping to create flyers or other promotional aids when necessary.

Assist Library support groups (i.e. Friends & Foundation of the Camas Library, Second Story Gallery Society) as needed; maintain records of donations, expenses, artists and supporters; enter invoices into the online system for payment, working with CPA when needed; order supplies and prizes for Library programs.

Maintain records for Fort Vancouver Regional Library patron refunds; record patron ID on appropriate form; request reimbursement from City's Finance Department and send refund check with appropriate information to FVRL's accounting department.

Collect and input data of Library events into reader board software for display on electronic outdoor sign.

Clean out Lost & Found on a regular basis; maintain database for lost valuables and turn items over to the Camas Police Department when not claimed.

AUXILIARY FUNCTION STATEMENTS

1. Provide assistance in a variety of special projects as assigned.
2. Follow all safety rules and procedures established for work area.
3. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Modern office procedures, methods and computer equipment.

Methods and techniques of proper phone etiquette.

Basic principles and procedures of filing and record keeping.

Administrative Support Assistant (Library) (Continued)

English usage, spelling, grammar and punctuation.

Principles of business letter writing and basic report preparation.

Operations and activities of assigned department or program.

Basic mathematical principles.

Library's automation system (SirsiDynix).

Marketing concepts and social media platforms.

Ability to:

Perform general clerical work including maintaining files and compiling information for reports.

Maintain confidential records and reports.

Type and/or enter data on a computer at a speed necessary for successful job performance.

Effectively respond to requests and inquiries from the general public.

Learn the Library's automation system. Learn the electronic lock system.

Operate office equipment including computers and supporting word processing applications.

Communicate clearly and concisely, both orally and in writing.

Understand and carry out oral and written instructions.

Establish and maintain effective relationships with those contacted in the course of work.

Prepare a variety of reports and correspondence.

Correctly interpret and apply City policies and procedures.

Respond to and resolve difficult and sensitive citizen inquiries and complaints.

Work independently in the absence of supervision.

Education and Experience Guidelines

Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education:

Equivalent to the completion of the twelfth grade supplemented by training in applicable computer software, administrative support skills or other specialized area of assignment.

Experience:

Two years of clerical or administrative support experience related to area of assignment.

PHYSICAL DEMANDS AND WORKING CONDITIONS

The physical demands herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential job functions.

Administrative Support Assistant (Library) (Continued)

Environment: Office environment; exposure to computer screens.

Mobility: Sitting for prolonged periods of time; extensive use of computer keyboard.

Vision: Visual acuity to review written materials.

Other Factors: Incumbents may be required to work extended hours including evenings and weekends. Incumbents may be required to travel outside City boundaries to attend meetings.

After recording, return to:

RANDALL B. PRINTZ
Landerholm, Memovich,
Lansverk & Whitesides, P.S.
P.O. Box 1086
Vancouver, WA 98666-1086

Space Above for Recording Information Only

DEVELOPMENT AGREEMENT

This Development Agreement (the “Agreement”) is made and entered into by and between the CITY OF CAMAS, a Washington Municipal Corporation (hereinafter referred to as the “City”) CLB Washington Solutions LLC, a Delaware LLC. and Green Mountain Land LLC (hereinafter referred to as the “Owner”) (and collectively referred to as “Parties”).

RECITALS

WHEREAS, Owner owns or controls certain real property which is located within the City’s municipal boundary and which is more fully described in the attached Exhibit “A”, (hereinafter referred to as the “Property”); and,

WHEREAS, the City and the Owner recognize the area of the City known as the North Urban Growth Area (“NUGA”), will develop over a period of many years and the City desires to have parks, trails and open space amenities in the NUGA; and,

WHEREAS, the City’s Parks, Recreation and Open Space Plan (PROS) identifies a “Proposed Neighborhood Park (NP-16)”, which provides: “The City should identify a new neighborhood park to serve future growth within this area of Camas. This location presents an opportunity for a larger neighborhood park that includes a wider range of facilities. In particular, the City should make use of the unique topography of Green Mountain for views of Lacamas Lake and most of northern Camas. The City should develop this site to support trail activities and take maximum advantage of the views.”; and,

WHEREAS, the PROS provides: “There are several areas of planned development in Camas, including north of Lacamas Lake, and towards the northern and western edges of the city. The acquisition of land is critical to providing for future park and recreation needs; and,

WHEREAS, the PROS provides that Neighborhood Parks should be approximately 5-10 acres in size; at least 50% of which is suitable for active use; have good visibility from surrounding streets and have a minimum of 200 feet of street frontage; be relatively central to the area it is intended to serve and be accessible by walking, bicycling or driving with connections to the community trail network; and,

WHEREAS, the park at Green Mountain proposed by the Owner (the “Park”), a description and cost of which is attached hereto as Exhibit B and incorporated by reference herein, is consistent with the PROS Neighborhood Park criteria; and because of that, the City will exercise its best efforts to include the Park in the Park Impact Fee rate base and program which is currently under review for update and amendment by the City; such that upon construction of the Park, it shall be eligible for and receive Park Impact Fee Credits consistent with this Agreement; and,

WHEREAS, the Owner and the City have previously entered into a Development Agreement relating to the Property, which described a variety of potential park and trail features and which in part provides: “It is anticipated that, (assuming appropriate amendments are made to the Parks Plan and Park Impact Fee program that provides PIF credits in an amount acceptable to the Owner) future development phases of the Property shall implement the applicable parks/open space/trail portion of the Master Plan, or something substantially similar thereto. The Parties agree that a park in this area that would in whole or in part be Park Impact Fee Creditable. However, as of the date of this Agreement, specificity as to the size of the park or the extent of improvements of the park; or the amount of Park Impact Fee credits that would be available for park land dedication or construction of improvements has not yet been determined. Because of these factors, the Parties agree to work together through the Parks Plan update and Park Impact Fee program update to arrive at an agreement regarding the size and improvements of the park to be created by the Owner and the amount of Park Impact fee Credits that would be issued to the Owner for the construction and dedication of the park.”

WHEREAS, the Owner has received preliminary and final Planned Residential Development approval for the Property, has been before the Parks Board and wishes to begin construction of a substantial portion of the Park this summer, prior to occupancy of the first homes in the PRD; and,

WHEREAS, the City and the Owner wish to provide predictability and efficiency about the design, cost and delivery of the Park; and,

WHEREAS, the City and the Owner recognize that Owner's construction of the Park will benefit not only the Property, but also other properties in the NUGA; and,

WHEREAS, the City is a Washington Municipal Corporation with annexation powers, and land use planning and permitting authority over all land within its corporate limits; and,

WHEREAS, the Washington State Legislature has authorized the execution of Development Agreements between local governments and a person having ownership or control of real property within its jurisdiction pursuant to RCW 36.70B.170(1); and,

WHEREAS, pursuant to RCW 36.70B.170, a Development Agreement may set forth the development standards and other provisions that shall apply to, govern and vest the development, use and mitigation of the development of real property for the duration specified in the agreement; which statute provides:

(1) A local government may enter into a Development Agreement with a person having ownership or control of real property within its jurisdiction. A city may enter into a development agreement for real property outside its boundaries as part of a proposed annexation or a service agreement. A development agreement must set forth the development standards and other provisions that shall apply to and govern and vest the development, use, and mitigation of the development of the real property for the duration specified in the agreement. A development agreement shall be consistent with applicable development regulations adopted by a local government planning under chapter 36.70A RCW; and

WHEREAS, the legislative findings supporting the enactment of this section provide:

The legislature finds that the lack of certainty of the approval of development projects can result in a waste of public and private resources escalate housing costs for consumers and discourage the commitment to comprehensive planning which would make maximum efficient use of resources at the least economic cost to the public. Assurance to a development project applicant that upon government approval the project may proceed in accordance with existing policies and regulations, and subject to conditions of approval, all as set forth in a development agreement, will strengthen the public planning process, encourage private participation and comprehensive planning, and reduce the economic cost of development. Further, the lack of public facilities and services is a serious impediment to development of new housing and commercial uses. Project applicants and local governments may include provisions and agreements whereby applicants are reimbursed over time for financing public facilities. It is the intent of the legislature by RCW

36.70B.170 through 36.70B.210 to allow local governments and owners and developers of real property to enter into development agreements; and

WHEREAS, for the purposes of this Agreement, “Development Standards” includes, but is not limited to, all of the standards listed in RCW 36.70B.170(3); and,

NOW, THEREFORE, THE PARTIES HERETO AGREE AS FOLLOWS:

Section 1. Development Agreement. This Agreement is a Development Agreement to be implemented under the authority of and in accordance with RCW 36.70B.170 through RCW 36.70B.210 and CMC 18.55.340. It shall become a contract between the Owner and the City upon its approval by ordinance or resolution following a public hearing as provided for in RCW 36.70B.170 and CMC 18.55.340; and upon execution by all parties.

Section 2. Term of Agreement. This Agreement shall commence upon the Effective Date (which shall be the date of the last signature on the Agreement), and shall be valid for a period of ten (10) years; unless extended or terminated by mutual consent of the Parties.

Section 3. In conjunction with the City’s current process for updating and amending its Park Impact Fee program, the City will exercise its best efforts to place the Park land and associated improvements in the Park Impact Fee program in such a manner that will enable the Owner, upon construction of some or all of the Park improvements or dedication of Park land, to receive Park Impact Fee Credits in amount equal to fifty (50%) of the costs identified in Exhibit B for the corresponding improvements or dedication of land.

Section 4. Because the first building permits are anticipated to be applied for in May 2017; and the first phase of the Park is anticipated to be constructed in the Summer of 2017; and the City’s Park Impact Fee program update is scheduled to be completed in the Fall of 2017, until adoption of the City’s Park Impact Fee Program update, at the time of building permit issuance for any building permits in the Green Mountain PRD, the City shall take and hold in escrow all Park Impact Fees then due. Upon adoption of the City’s Park Impact Fee Program in 2017, the City shall issue any Park Impact Fee Credits then due Owner, if any, and allow such Park Impact Fee Credits to be used to redeem any Park Impact Fees paid in cash up to that point in time; subject to payment of a reasonable administrative fee, if the City determines one is necessary to cover the administrative costs of the escrow described in this Section.

Section 5. Remedies. Should a disagreement arise between the City and Owner regarding the interpretation and application of this Agreement, the parties agree to attempt to resolve the disagreement by first meeting and conferring. If such meeting proves unsuccessful to resolve the dispute, the disagreement may be resolved by judicial action filed in the Clark County Superior Court.

Section 6. Maintenance/Water Service. While the Park will be owned by the City upon construction of the Park (or some portion thereof) and acceptance by the City, the Owner shall be responsible for Park maintenance, consistent with City park standards, for a period of ten (10) years from the date of this Agreement, at which time the Owner's obligation to maintain shall cease and the City shall maintain the Park thereafter. Upon construction of the Park, or some portion thereof, the City agrees that it will provide water to the park for irrigation and other park uses, consistent with City park standards, at no cost to the Owner. Nothing in the Section shall be construed to place any obligation on the City to construct any water lines or other water facilities. Any maintenance activities carried out under this Agreement shall be accomplished by non-City employees or non-City contractors. Any and all wages or payments made to any persons or entities arising out of maintenance work under this Agreement shall be paid for by the Owner or its assigns and not the City. The Owner or its assigns shall require any person or entity performing maintenance work under this Agreement, to carry general liability insurance covering such persons or entities and activities. The Owner or its assigns shall indemnify and hold harmless the City for any damages sustained by the City, including reasonable attorney's fees, arising out of the negligence of any person or entity in the performance of the maintenance obligations provided for under this Agreement

Section 7. Performance. Failure by either party at any time to require performance by the other party of any of the provisions hereof shall in no way affect the parties' rights hereunder to enforce the same, nor shall any waiver by a party of the breach hereof be held to be a waiver of any succeeding breach or a waiver of this non-waiver clause.

Section 8. Venue. This Agreement shall be construed in accordance with and, governed by, the laws of the State of Washington. The parties agree to venue in the Superior Court for Clark County, State of Washington, to resolve any disputes that may arise under this Agreement.

Section 9. Severability. If any portion of this Agreement shall be invalid or unenforceable to any extent, the validity of the remaining provisions shall not be affected thereby.

Section 10. Inconsistencies. If any provisions of the Camas Municipal Code are deemed inconsistent with the provisions of this Agreement, the provisions of this Agreement shall prevail.

Section 11. Binding on Successors and Recording. The rights and obligations created by this Agreement are assignable and shall be binding upon and inure to the benefit of Owner, the City, and their respective heirs, successors and assigns, with the exception that any assignment by Owner shall be consented to by the City, which consent shall not be

unreasonably withheld. If Owner properly assigns its rights and obligations under this Agreement and no longer owns any portion of the Property, the City shall release Owner from any further obligation or liability under this Agreement. The rights and obligations created by this Agreement shall also run with the land, but only with respect to those portions of the Property that have not received final plat approval for a subdivision or Site Plan approval for a commercial or multi family development. Only Owner and the City or their assigns shall have the right to enforce the terms of this Amendment. This Agreement shall be recorded against the real property indicated on Exhibit "A" with the Clark County Auditor.

Section 12. Recitals. Each of the recitals contained herein are intended to be, and are incorporated as, covenants between the parties and shall be so construed.

Section 13. Amendments. This Agreement may only be amended by mutual agreement of the parties. Pursuant to RCW 36.70B.170(4), the City reserves the authority to impose new or different regulations to the extent required by a serious threat to public health and safety.

Exhibits:

Exhibit "A": Legal Description of the Property

Exhibit "B": Depiction of Park, Park Improvements, and land to be constructed by and dedicated to the City and Engineers estimate of cost.

Remainder of page intentionally left blank

IN WITNESS WHEREOF, the parties hereto have caused this Amendment to be executed as of the dates set forth below:

CITY OF CAMAS

GREEN MOUNTAIN LAND LLC

By _____
Title _____

By _____
Title _____

STATE OF WASHINGTON)
) ss.
County of Clark)

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute this instrument and acknowledged it as the _____ of GREEN MOUNTAIN LAND, LLC to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

DATED: _____, 2015.

NOTARY PUBLIC for the State of Washington,
Residing in the County of Clark
My Commission Expires: _____

STATE OF WASHINGTON)
) ss.
County of Clark)

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute this instrument and acknowledged it as the _____ of the CITY OF CAMAS, to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

DATED: _____, 2015.

NOTARY PUBLIC for the State of Washington,
Residing in the County of Clark
My Commission Expires: _____

CLB Washington Solutions LLC, a Delaware LLC

By _____
Title _____

STATE OF WASHINGTON)
) ss.
County of Clark)

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute this instrument and acknowledged it as the _____ of the CLB Washington Solutions LLC, a Delaware LLC, to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

DATED: _____, 2015.

NOTARY PUBLIC for the State of Washington, Residing in the County of Clark
My Commission Expires:

LEGAL DESCRIPTION FOR
GREEN MOUNTAIN MIXED USE P.R.D
NEIGHBORHOOD PARK DESCRIPTION

April 6, 2017

A parcel of land in the Thomas J. Fletcher Donation Land Claim No. 51 in the Northeast quarter of Section 20 and the Northwest quarter of Section 21, Township 2 North, Range 3 East of the Willamette Meridian, City of Camas, Clark County, Washington, being a portion of that parcel of land described under Exhibit B as "South Parcel", recorded under Auditor's File No. 5308695 BLA, recorded July 28, 2016, and that parcel of land described under Exhibit C as "Parcel 1", recorded under Auditor's File No. 5237696 BLA, recorded December 4, 2015, records of said county, described as follows:

COMMENCING at the Northwest corner of said Section 21;

THENCE South 88° 40' 59" East, along the North line of said Northwest quarter, a distance of 275.43 feet to the Northwest corner of that parcel of land described in Exhibit B as "North Parcel", recorded under said Auditor's File No. 5308695 BLA;

THENCE along the North and Easterly lines of said "North Parcel" the following courses;

THENCE continuing South 88° 40' 59" East, along said North line, a distance of 555.50 feet to the East line of the Thomas J. Fletcher Donation Land Claim No. 51;

THENCE South 01° 13' 25" West, along said East line, a distance of 1315.09 feet to the North line of the South half of said Northwest quarter;

THENCE South 88° 42' 01" East, along said North line, a distance of 180.00 feet;

THENCE leaving said North line and continuing along the Easterly lines of said "North Parcel", South 01° 17' 59" West, a distance of 214.50 feet;

THENCE South 43° 42' 01" East, a distance of 97.00 feet;

THENCE South 46° 17' 59" West, a distance of 217.43 feet to the TRUE POINT OF BEGINNING;

THENCE leaving said "North Parcel", South 46° 17' 59" West, a distance of 19.46 feet;

THENCE South 44° 04' 38" East, a distance of 148.73 feet;

THENCE South $57^{\circ} 06' 11''$ West, a distance of 154.91 feet to a point on a 270.00 foot radius curve to the right;

THENCE along said 270.00 foot radius curve to the right (the long chord of which bears South $83^{\circ} 01' 06''$ West, a distance of 236.00 feet), an arc distance of 244.25 feet to a point on a 120.00 foot radius curve to the right;

THENCE along said 120.00 foot radius curve to the right (the long chord of which bears North $44^{\circ} 53' 37''$ West, a distance of 105.86 feet), an arc distance of 109.63 feet;

THENCE North $18^{\circ} 43' 16''$ West, a distance of 129.10 feet to a point on a 405.00 foot radius curve to the left;

THENCE along said 405.00 foot radius curve to the left (the long chord of which bears North $36^{\circ} 10' 39''$ West, a distance of 242.98 feet), an arc distance of 246.78 feet;

THENCE North $53^{\circ} 38' 01''$ West, a distance of 173.47 feet to a point on the East line of said "South Parcel", said point also being on the North right of way line of NE. Boxwood Street as shown on the Plat of Green Mountain Mix Use P.R.D. Phase 1 (South), not yet recorded;

THENCE continuing along the East line of said "South Parcel" and along the North and East right of way lines of said NE. Boxwood Street, North $53^{\circ} 38' 01''$ West, a distance of 82.00 feet to an angle point in the East line of said "South Parcel";

THENCE leaving said East line and continuing along said North and East right of way lines, North $53^{\circ} 38' 01''$ West, a distance of 256.66 feet to a point on a 170.00 foot radius curve to the right;

THENCE continuing along said North and East right of way lines and along said 170.00 foot radius curve to the right (the long chord of which bears North $17^{\circ} 58' 20''$ West, a distance of 198.22 feet), an arc distance of 211.62 feet;

THENCE continuing along said North and East right of way lines, North $17^{\circ} 41' 21''$ East, a distance of 35.16 feet to a point on a 520.00 foot radius curve to the right;

THENCE continuing along said North and East right of way lines and along said 520.00 foot radius curve to the right (the long chord of which bears North $33^{\circ} 41' 48''$ East, a distance of 286.79 feet), an arc distance of 290.56 feet to the Northeast corner of said Plat of Green Mountain Mix Use P.R.D. Phase 1 (South), not yet recorded;

THENCE leaving said East right of way line, North 47° 12' 05" East, a distance of 91.60 feet to a point on the South line of said "North Parcel", said point bears South 44° 04' 38" East, a distance of 294.61 feet from the Southwest corner of said "North Parcel";

THENCE along said South line the following courses:

THENCE South 44° 04' 38" East, a distance of 870.95 feet;

THENCE North 45° 55' 22" East, a distance of 18.00 feet;

THENCE South 44° 04' 38" East, a distance of 10.00 feet;

THENCE South 01° 17' 59" West, a distance of 209.50 feet to a point which bears North 43° 42' 01" West from the TRUE POINT OF BEGINNING;

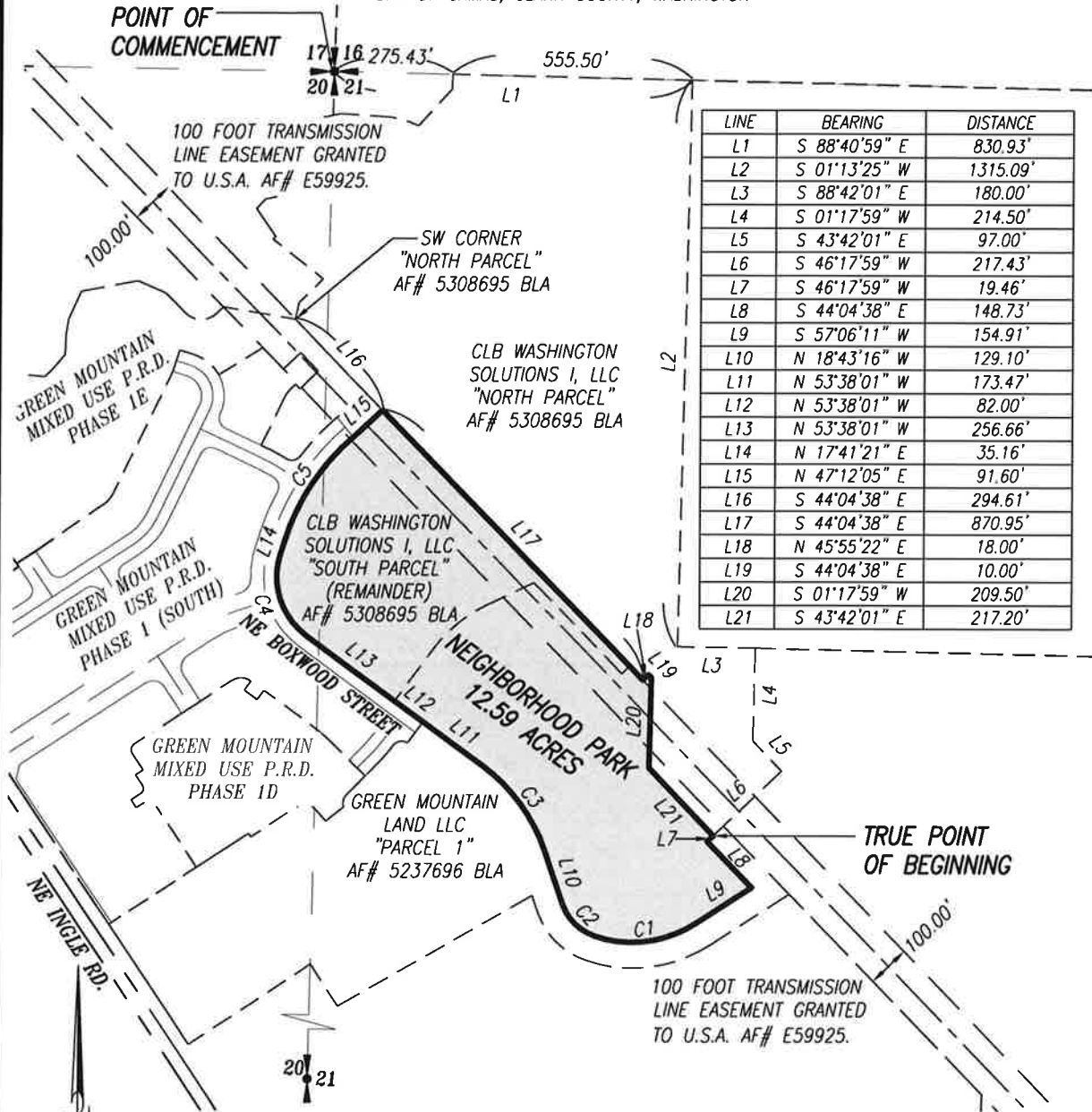
THENCE South 43° 42' 01" East, a distance of 217.20 feet to the TRUE POINT OF BEGINNING.

Containing 12.59 acres, more or less.



SKETCH TO ACCOMPANY LEGAL DESCRIPTION FOR GREEN MOUNTAIN MIXED USE P.R.D. NEIGHBORHOOD PARK

PORTION OF THE NE1/4 SECTION 20 & NW1/4 SECTION 21, T. 2 N., R. 3 E., W.M.,
CITY OF CAMAS, CLARK COUNTY, WASHINGTON



| CURVE | DELTA ANGLE | RADIUS | ARC LENGTH | CHORD BEARING | CHORD LENGTH |
|-------|-------------|---------|------------|---------------|--------------|
| C1 | 51°49'51" | 270.00' | 244.25' | S 83°01'06" W | 236.00' |
| C2 | 52°20'42" | 120.00' | 109.63' | N 44°53'37" W | 105.86' |
| C3 | 34°54'45" | 405.00' | 246.78' | N 36°10'39" W | 242.98' |
| C4 | 71°19'22" | 170.00' | 211.62' | N 17°58'20" W | 198.22' |
| C5 | 32°00'54" | 520.00' | 290.56' | N 33°41'48" E | 286.79' |

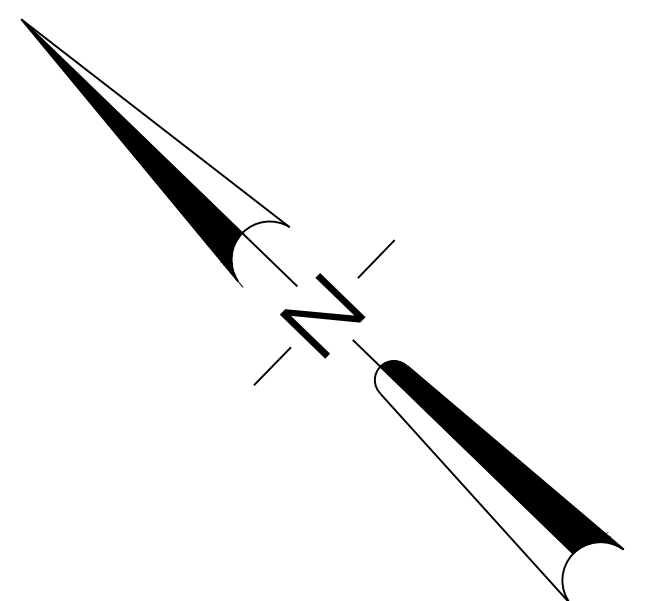
SCALE: 1"=400'

OLSON LAND SURVEYORS
ENGINEERS
ENGINEERING INC. 222 E. EVERGREEN BLVD., VANCOUVER, WA 98660

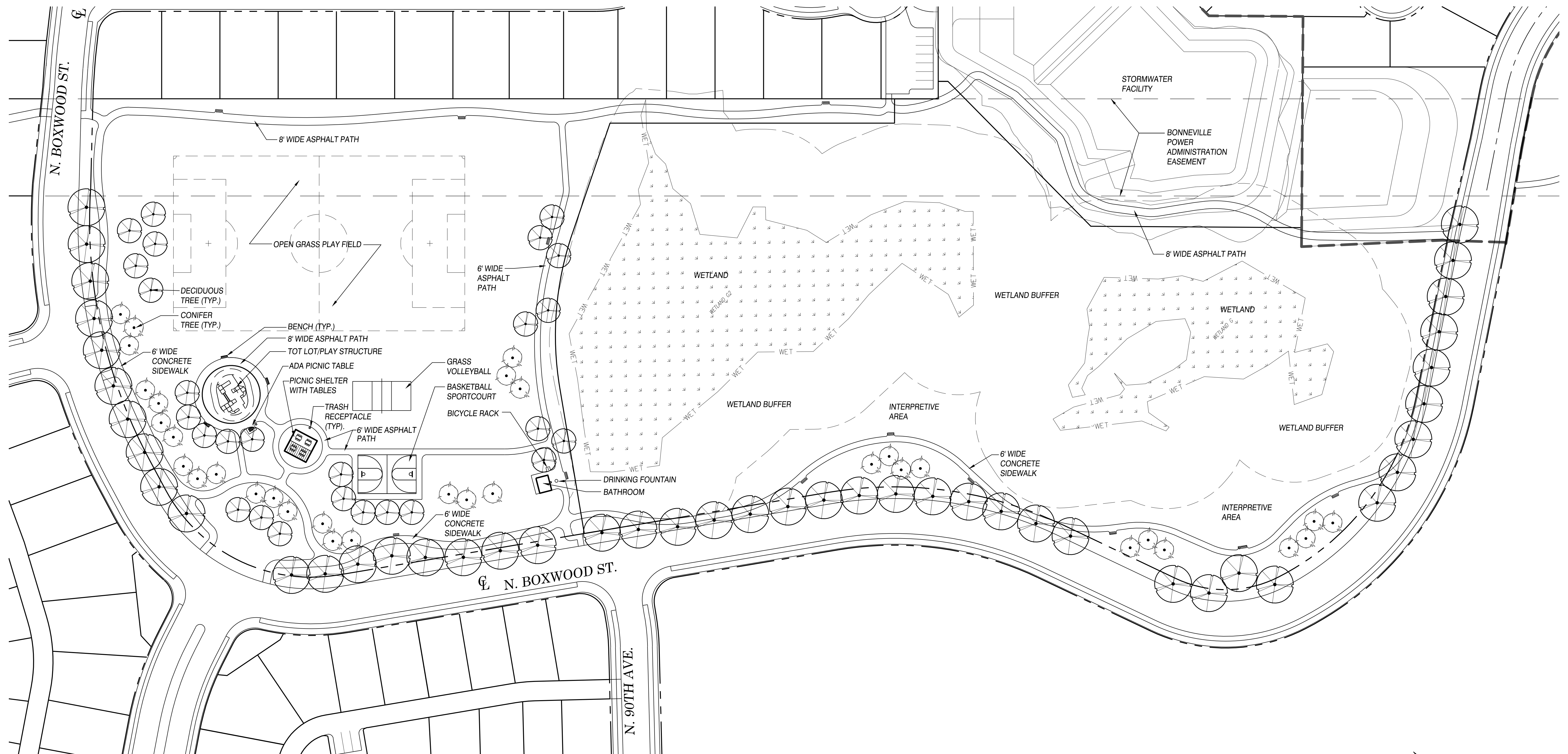
1-360-695-1385
1-503-289-9936



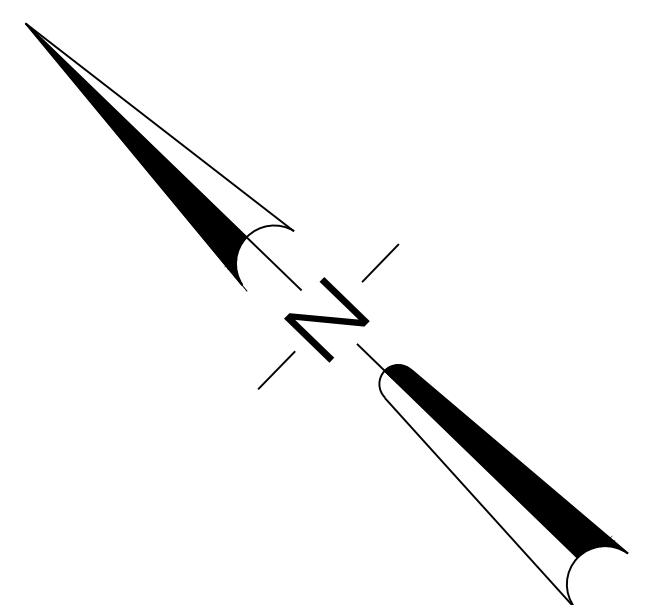
GREEN MOUNTAIN MIXED USE PRD NEIGHBORHOOD PARK PLAN



SCALE 1" = 50'



GREEN MOUNTAIN MIXED USE PRD NEIGHBORHOOD PARK PLAN



Green Mountain Mix Use PRD - Neighborhood Park Cost - Phase 1 (Five acre active portion)

| Item # | Description | Unit Of Measure | Quantity | Unit Price | Total Price |
|--------------------------------|---|------------------------------|----------|---------------|-----------------|
| Sidewalk / Trail | | | | | |
| 1 | Finish Grade - Sidewalk | SF | 7,030 | \$ 0.10 | \$ 703.00 |
| 2 | 1¼"- Crushed Rock (0.17') - Sidewalk | CY | 45 | \$ 18.00 | \$ 810.00 |
| 3 | Sidewalk (Concrete - 0.33') - Boxwood St. | SF | 7,030 | \$ 3.00 | \$ 21,090.00 |
| 4 | Finish Grade - Trail | SF | 15,370 | \$ 0.10 | \$ 1,537.00 |
| 5 | 1¼"- Crushed Rock (0.33') - Trail | CY | 188 | \$ 18.00 | \$ 3,384.00 |
| 6 | Asphalt Concrete (0.17') Class ½" 64-22 HMA - Trail | CY | 97 | \$ 97.00 | \$ 9,409.00 |
| | | | | Total | \$ 36,933.00 |
| Amenities | | | | | |
| 7 | Picnic Structure | EA | 1 | \$ 17,000.00 | \$ 17,000.00 |
| 8 | Finish Grade - Picnic Structure | SF | 980 | \$ 0.20 | \$ 196.00 |
| 9 | 1¼"- Crushed Rock (0.25') - Picnic Structure | CY | 15 | \$ 23.00 | \$ 345.00 |
| 10 | Concrete (0.33') - Picnic Structure | SF | 1,595 | \$ 4.75 | \$ 7,576.25 |
| 11 | ADA Picnic Table | EA | 5 | \$ 850.00 | \$ 4,250.00 |
| 12 | BBQ Pit | EA | 2 | \$ 1,200.00 | \$ 2,400.00 |
| 13 | Benches | EA | 8 | \$ 800.00 | \$ 6,400.00 |
| 14 | Trash Receptacle | EA | 2 | \$ 1,000.00 | \$ 2,000.00 |
| 15 | Grass Volleyball Court (2 Standards, 1 Net) | EA | 1 | \$ 750.00 | \$ 750.00 |
| | | | | Total | \$ 40,917.25 |
| Play Structure | | | | | |
| 16 | Play Structure | EA | 1 | \$ 50,000.00 | \$ 50,000.00 |
| 17 | Finish Grade - Play Structure | SF | 2,735 | \$ 0.20 | \$ 547.00 |
| 18 | Geotextile Fabric - Play Structure Area | SY | 305 | \$ 0.90 | \$ 274.50 |
| 19 | 12" Concrete Curb - Play Structure | LF | 190 | \$ 35.00 | \$ 6,650.00 |
| 20 | Engineered Wood Fiber | CY | 102 | \$ 40.00 | \$ 4,080.00 |
| | | | | Total | \$ 61,551.50 |
| Landscaping | | | | | |
| 21 | 2" Nom. Deciduous Tree | EA | 18 | \$ 300.00 | \$ 5,400.00 |
| 22 | 6' Coniferous Tree (Cedar) | EA | 22 | \$ 300.00 | \$ 6,600.00 |
| 23 | 2" Nom. Flowering Tree | EA | 26 | \$ 300.00 | \$ 7,800.00 |
| 24 | Topsoil (0.33') - Lawn Area | CY | 2,500 | \$ 8.00 | \$ 20,000.00 |
| 25 | Compost (0.17') - Lawn Area | CY | 1,290 | \$ 30.00 | \$ 38,700.00 |
| 26 | Finish Grade - Lawn | SF | 204,275 | \$ 0.10 | \$ 20,427.50 |
| 27 | Irrigation | SF | 204,275 | \$ 0.75 | \$ 153,206.25 |
| 28 | 2" Irrigation Meter | LS | 1 | \$ 41,000.00 | \$ 41,000.00 |
| 29 | Power | LS | 1 | \$ 2,500.00 | \$ 2,500.00 |
| 30 | Lawn (Hydro-Seeded) | SF | 204,275 | \$ 0.20 | \$ 40,855.00 |
| | | | | Total | \$ 336,488.75 |
| Phase 1 Construction Costs | | Subtotal | | \$ | 475,890.50 |
| | | Design, Permit & Fees @ 15% | | \$ | 71,383.58 |
| | | Construction Obsevation @ 3% | | \$ | 14,276.72 |
| | | Contingency @ 15% | | \$ | 71,383.58 |
| | | Tax @ 8.4% | | \$ | 39,974.80 |
| | | Total | | \$ | 672,909.17 |
| Land | | | | | |
| Developable Uplands in Phase 1 | | Acres | 3.85 | \$ 400,000.00 | \$ 1,540,000.00 |
| Phase 1 Total Cost | | | | \$ | 2,212,909.17 |

Green Mountain Mix Use PRD - Neighborhood Park Cost - Phase 2

| Item # | Description | Unit Of Measure | Quantity | Unit Price | Total Price |
|--------------------------------|---|------------------------------|----------|---------------|-----------------|
| Landscaping | | | | | |
| 1 | 2" Nom. Deciduous Tree | EA | 27 | \$ 300.00 | \$ 8,100.00 |
| 2 | 6' Coniferous Tree (Cedar) | EA | 11 | \$ 300.00 | \$ 3,300.00 |
| 3 | Finish Grade - Lawn | SF | 26,696 | \$ 0.10 | \$ 2,669.60 |
| 4 | Topsoil (0.33') - Lawn Area | CY | 330 | \$ 8.00 | \$ 2,640.00 |
| 5 | Compost (0.17') - Lawn Area | CY | 170 | \$ 30.00 | \$ 5,100.00 |
| 6 | Irrigation | SF | 26,696 | \$ 0.75 | \$ 20,022.00 |
| 7 | Lawn (Hydro-Seeded) | SF | 26,696 | \$ 0.20 | \$ 5,339.20 |
| | | | | Total | \$ 47,170.80 |
| Amenities | | | | | |
| 8 | Benches | EA | 7 | \$ 800.00 | \$ 5,600.00 |
| 9 | Trash Receptacle | EA | 2 | \$ 1,000.00 | \$ 2,000.00 |
| 10 | Restroom | LS | 1 | \$ 85,000.00 | \$ 85,000.00 |
| 11 | Finish Grade - Restroom | SF | 400 | \$ 0.20 | \$ 80.00 |
| 12 | Drinking Fountain | EA | 1 | \$ 3,500.00 | \$ 3,500.00 |
| 13 | Bicycle Rack | EA | 1 | \$ 400.00 | \$ 400.00 |
| 14 | Wetland Enhancements | EA | 1 | \$ 20,000.00 | \$ 20,000.00 |
| | | | | Total | \$ 116,580.00 |
| Sport Court | | | | | |
| 15 | Concrete (0.33') - Sport Court | SF | 2,400 | \$ 4.75 | \$ 11,400.00 |
| 16 | 1½"- Crushed Rock (0.25') - Sport Court | CY | 23 | \$ 23.00 | \$ 529.00 |
| 17 | Finish Grade - Sport Court | SF | 2,400 | \$ 0.20 | \$ 480.00 |
| 18 | Sport Court Striping | LS | 1 | \$ 1,000.00 | \$ 1,000.00 |
| 19 | Sport Court Equipment (2 - Basketball Hoops) | EA | 1 | \$ 4,500.00 | \$ 4,500.00 |
| | | | | Total | \$ 17,909.00 |
| Sidewalk / Trail | | | | | |
| 15 | Finish Grade - Sidewalk | SF | 6,995 | \$ 0.10 | \$ 699.50 |
| 16 | 1½"- Crushed Rock (0.17') - Sidewalk | CY | 45 | \$ 18.00 | \$ 810.00 |
| 17 | Sidewalk (Concrete - 0.33') - Boxwood St. | SF | 6,995 | \$ 3.00 | \$ 20,985.00 |
| 18 | Finish Grade - Trail | SF | 5,315 | \$ 0.10 | \$ 531.50 |
| 19 | 1½"- Crushed Rock (0.33') - Trail | CY | 65 | \$ 18.00 | \$ 1,170.00 |
| 20 | Asphalt Concrete (0.17') Class ½" 64-22 HMA - Trail | CY | 34 | \$ 97.00 | \$ 3,298.00 |
| | | | | Total | \$ 27,494.00 |
| Phase 2 Construction Costs | | Subtotal | | \$ | 209,153.80 |
| | | Design, Permit & Fees @ 15% | | \$ | 31,373.07 |
| | | Construction Obsevation @ 3% | | \$ | 6,274.61 |
| | | Contingency @ 15% | | \$ | 31,373.07 |
| | | Tax @ 8.4% | | \$ | 17,568.92 |
| | | Total | | \$ | 295,743.47 |
| Land | | | | | |
| Developable Uplands in Phase 2 | | Acres | 1.27 | \$ 400,000.00 | \$ 508,000.00 |
| Phase 2 Total Cost | | | | | \$ 803,743.47 |
| Neighborhood Park Total Costs | | | | Phase 1 | \$ 2,212,909.17 |
| | | | | Phase 2 | \$ 803,743.47 |
| | | | | | \$ 3,016,652.64 |

**Interlocal Cooperation Agreement Between
The City of Camas
and
Clark County
Under the Authority of Chapter 39.34, RCW
City Resolution Number _____**

This is an interlocal agreement entered into on the date it is fully executed and pursuant to chapter 39.34 RCW for the design, permitting and construction of certain public facilities as set forth herein on public right of way adjacent to the City limits, but located outside the City limits. The City of Camas plans to annex the areas as herein described, and the purpose of this Interlocal Cooperation Agreement is to allow for imminent construction of the public facilities, given the emerging needs of the Camas School District for completion of school facilities.

RECITALS:

Whereas, the City Of Camas ("City") has been presented by the Camas School District certain improvement projects related to Lacamas Lake Elementary School, Discovery High School (Pacific Rim campus), and Camas High School; and

Whereas, said School District projects on properties within the City limits abut NE 232nd Avenue (Lacamas Lake Elementary School), SE Payne Road (Discovery High School), and SE 15th Street (Camas High School), all as more particularly delineated on the attached Exhibit "A"; and

Whereas, the School District has received preliminary site plan approval and/or conditional use approval from the City on the development proposals that require the projects to be completed; and

Whereas, the City and County both reviewed the traffic impact analyses prepared by the School District for the proposed improvement projects; and

Whereas, Clark County ("County") presently has land use jurisdiction over portions of the proposed public transportation improvements by virtue of portions of said improvements being located within the County right-of-way and outside the City limits, said improvements being adjacent to City right of way; and

Whereas, the City and the County find that the public facility improvements as described herein provide benefits to the residents of both the City and the County; and

Whereas, the City and the County both have right-of-way and road standards that meet the multi-modal needs of the traveling public; and

Whereas, the City and the County both have professional planning, permitting, inspecting, and engineering personnel on their respective staffs.

AGREEMENT: NOW, THEREFORE, it is agreed by the City Council of Camas and the Clark County Board of Councilors as follows:

1. The City and the County find it is in the public interest to enter into this Interlocal Agreement which will allow the right-of-way and roadway improvement projects to be processed through the City, including design and engineering plan review, permitting, construction oversight, operations, and maintenance of the new and existing public use facilities which are partially located within County right-of-way.
2. This Interlocal Agreement will terminate upon annexation or transfer by legal deed of the right-of-way from the County to the City.
3. This Interlocal Agreement does not require the creation of any separate legal or administrative entity. The City shall be responsible for review and approval of all elements of the proposed right-of-way improvements which will be constructed by the School District through the City's land use development process. The City shall operate and maintain the public improvements once completed by the School District.
 - a. The administrator in charge of this Project will be Pete Capell, City Administrator of the City of Camas.
4. This Interlocal Agreement will pertain to the rights-of-ways on NE 232nd Avenue, SE Payne Road and SE 15th Street as further shown and described in Exhibit "B".
 - a. The City shall issue any regulatory or other permits needed to complete this project.
 - b. The permitting of the development of the public facilities shall apply the City code.
5. The City will notify the County in writing when the right-of-way improvements are accepted as complete.
6. The City shall respond to, defend, and save harmless the County for all claims of liability or damage resulting from the proposed right-of-way improvements.
7. Upon obtaining the final approved copy of this Agreement, the City will file the Interlocal Agreement with the County Auditor of Clark County, as required by RCW 39.34.040.
7. This Agreement shall be executed in three original counterparts, which shall be delivered to the Clerk of the City upon execution of the Agreement by the Board of County Councilors.

This Agreement shall be effective upon its adoption by the Clark County Board of Councilors.

AGREED TO BY THE CITY COUNCIL OF THE CITY OF CAMAS,
WASHINGTON THIS ____ DAY OF _____, 2017.

CITY OF CAMAS

Scott Higgins, Mayor

Approved as to form:

Shawn R. MacPherson
Attorney for City of Camas

AGREED TO BY THE CLARK COUNTY BOARD OF COUNTY COUNCILORS
THIS _____ DAY OF _____, 2017.

CLARK COUNTY

Councilor

Councilor

Councilor

Councilor

Councilor

Approved as to form:

Deputy Prosecuting Attorney

EXHIBIT "A"

2017 Camas School District Bond-funded Capital Projects

Lacamas Lake Elementary School

Location: 1111 NE 232nd Avenue, Camas, WA 98607
Parcel #: 175724000

Description: The new Lacamas Lake elementary school will serve approximately 700 Kindergarten through 5th grade students (600 students in the building and 100 students in four future permitted portable classrooms). The new facility will be approximately 73,500 square feet and two stories (38 feet high). The development includes on-site parking for passenger vehicles and school buses, access roadway, sidewalks, play fields, landscaping, lighting, and utilities.

Work in ROW: The project includes road frontage and utility improvements on NE 232nd Avenue and an extension of the road system connecting NE 232nd Avenue/ NE 9th Street to the east.

Discovery High School

Location: 5780 NW Pacific Rim Blvd., Camas, WA 98607 (Frontage on Payne Road)
Parcel Numbers: 986033-960, 986033-961, 986033-962, 125661-000, 126042-184

Description: The new Discovery High School will deliver a project-based learning approach to 9th – 12th education for 600 students. The new facility will be approximately 88,000 square feet and two stories (42 feet high). The development includes on-site parking for passenger vehicles and school buses, access roadway improvements, landscaping, lighting and utilities.

Work in ROW: The project includes the following road frontage and utility improvements: signalization of the NW Pacific Rim Blvd intersection, relocation of the Sharp Drive access roadway entrance from NW Pacific Rim Blvd to SE Payne Road at SE Lacy Way, and street lighting on SE Payne Road.

Camas High School Road Improvements

Location: 26900 SE 15th Street, Camas, WA 98607
Parcel Numbers: 116031-010, 178111-000, 178174-000

Description: Road frontage and landscaping improvements to the recently constructed east parking lot at Camas High School, including road widening, sidewalk and street lighting.

Work in ROW: The project includes the road frontage improvements to SE 15th Street.

Lacamas Lake Elementary School Site and NE 232nd Ave ROW

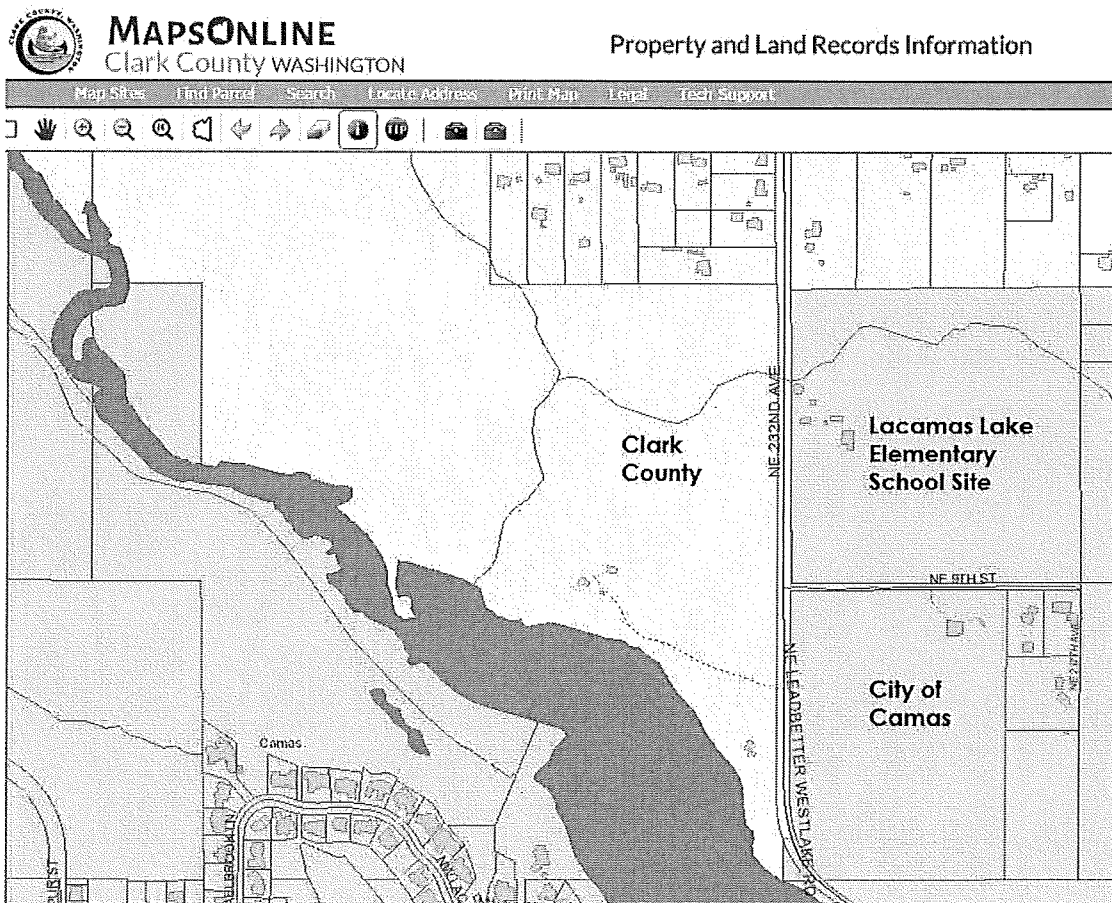
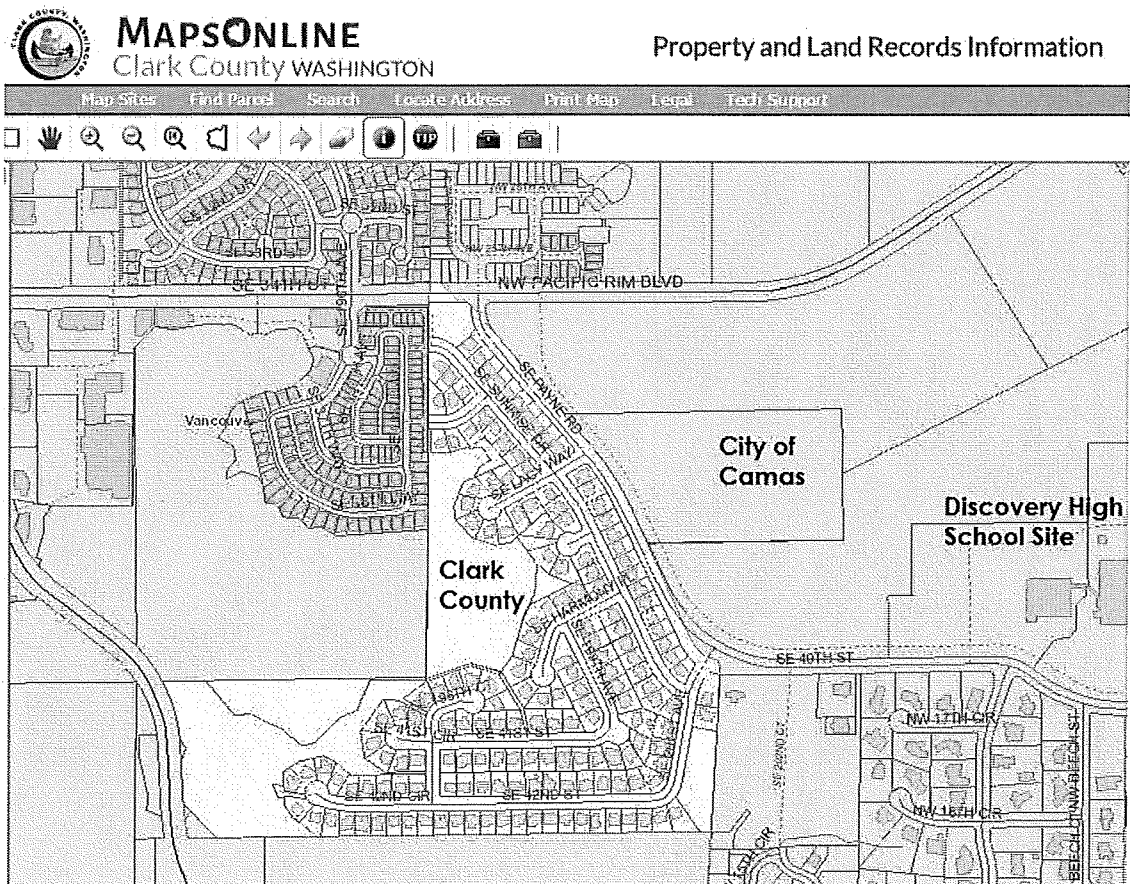


EXHIBIT "B2"

2017 Camas School District Bond-funded Capital Projects

Discovery High School and SE Payne Road ROW



Camas High School and SE 15th Street

