



Camas-Washougal Regional Fire Authority

2025 Regional Fire Authority Plan

Camas, Washington

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Acknowledgements

Recognizing the challenges and opportunities that fire jurisdictions are facing, the Cities of Camas and Washougal, in partnership since 2011, have agreed to explore the integration of the governance and funding options available to provide regional fire protection and emergency under a fully integrated organization for both communities.

Regional Fire Authority Planning Committee

City of Camas	City of Washougal
City Councilor - Bonnie Carter, Chair	City Councilor - Molly Coston
City Councilor - Marilyn Boerke	City Councilor - Julie Russell
City Councilor - John Nohr	City Councilor - Michelle Wagner

Purpose: A regional fire protection service planning committee is responsible for creating a plan that outlines how fire protection and emergency services will be governed, designed, financed, and developed. Once developed, the Planning Committee will adopt the Plan by consensus and forward it to the governing bodies to formally vote on whether to place it on the ballot.

Planning Sub-Committees

Governance Subcommittee

City of Camas	City of Washougal	FD Staff Assignments
Greg Anderson, Citizen Rep.	Lisa Brandl, Citizen Rep.	Cliff Free, Fire Staff
Marilyn Boerke, Elected Official	Michelle Wagner, Elected Official	Ron Schumacher, Fire Staff
Doug Quinn, City Staff	David Scott, City Staff	

Purpose: The subcommittee will review various governance options for the regional fire authority and determine the recommended structure for the governing board.

Organization Subcommittee

City of Camas	City of Washougal	FD Staff Assignments
Zach Goodman, Citizen Rep.	Jim Crawford, Citizen Rep.	Cliff Free, Fire Staff
John Nohr, Elected Official	Julie Russell, Elected Official	

Purpose: The subcommittee will address issues related to organizational structure and services to be provided to the community, determine staffing levels and positions to fulfill the organizational mission, and address support service provisions.

Finance Subcommittee

City of Camas	City of Washougal	FD Staff Assignments
Justin Lottig, Citizen Rep.	Barbara Basnett, Citizen Rep.	Shaun Ford, Fire Staff
Bonnie Carter, Elected Official	Molly Coston, Elected Official	
Cathy Huber Nickerson, City Staff	Daniel Layer, City Staff	
Matt Thorup, City Staff		

Purpose: The subcommittee will work with staff to develop budgets, identify capital needs and debt service, create a taxing structure, develop presentation materials, and recommend approaches to the regional fire authority's funding.

Section 1: Background & Needs Statement

Needs Statement

In the 1930s, the Camas Volunteer Fire Department began providing basic first aid ambulance services, while over the years, the system has evolved to the Camas/Washougal Fire Department providing ALS ambulance service to the communities of Camas, Washougal, and East County Fire and Rescue (Formerly Clark County Fire Districts #1 and #9), under a single unified operational model.

Also, in 2008, the Cities of Camas and Washougal conducted a study that recommended the consolidation of the two separate fire departments in providing fire protection services to provide efficiency and increase the scale of the economy. Since 2012, the Cities of Camas and Washougal have been providing fire protection and EMS services under a consolidated operational service model yet governed by two cities.

In addition, a 2019 Master Plan study examined the Camas/Washougal Fire Department and provided recommendations for the combined organization to address shortfalls in accordance with national standards. The main recommendation from the study revealed that only 10% of the service area receives 3/4 of the number of firefighters required, including the use of mutual aid from other fire departments, to combat a residential structure fire effectively. Many other recommendations revealed a strong need for an adequate funding model to address future challenges.

Specific challenges faced by the Camas/Washougal fire department also include response times for fire suppression, EMS response, and ambulance service increasing to levels and increasing response times; rising costs exceeding available revenue; and inefficiencies associated with divided governance demands within each City's general fund.

In 2021, a facilitated analysis was conducted with key personnel and Council members from each City as well as the Department staff to understand current views and perspectives regarding the present partnership model as well as aspirations for a successful partnership. The success of the partnership statement is defined as providing a "Sustainable and equitable approach to delivering fire and EMS to the combined communities of Camas and Washougal."

While the delivery of fire protection and emergency medical services, operationally, has been working well under an agreement, long-range planning under a divided governance structure is challenging due to each City having different priorities that may not align with the funding for the fire department.

Currently, gaps in system equity stem from the complex governance and decision-making structures within the current model. The involvement of two separate Councils, each with different levels of authority and viewpoint of information, as well as a joint policy advisory committee with a limited scope of authority and different priorities, has led to complications in decision-making, misalignment of governance expectations and lack of a unified and long-term vision for the Fire Department. The administrative effort is also complicated by the additional work required to process information and policy initiatives through two separate city governance structures resulting in a lack of long-term financial sustainability.

Equitable representation in governance, unification of vision, and streamlined decision-making, as well as existing funding options, are more effectively addressed through the establishment of an independent Fire Protection and EMS provider under the oversight of a single governing body representing the entire service area. A Regional Fire Authority provides this model through a centralized governing body with direct oversight over complex operational challenges and decision-making and representation for all combined community members, and directly accountable to the citizens.

The City of Camas and Washougal have determined that a formal joint governance structure encompassing the service area of the two agencies is the best path to provide the fire department with a permanent and representative governance structure that is solely responsible for the entire service area rather than representing each entity's interest.

Delivery of core emergency services and timely development of significant service improvements can best be achieved through consolidated governance and stable funding options for regional fire protection and emergency services. A well-funded and singular governance approach to fire and emergency medical services is best suited to address the increasing volume and complexity of responses.

Historically, this approach has been successfully implemented in Washington State through provisions in State Law relating to establishing a Regional Fire Authority, referenced in RCW 52.26. This law essentially transfers the legal responsibility for fire protection and EMS delivery to a special service district encompassing both city service boundaries, providing a governance structure that is concerned with the new agency (Regional Fire Authority).

The Cities of Camas and Washougal are asking their citizens to formally and legally consolidate the governance structure and organization that serves the citizens within the boundaries of both Cities of Camas and Washougal, thereby addressing the needs and challenges outlined above.

Transition

The BACKGROUND & NEEDS STATEMENTS section of the RFA Plan is subject to amendment by a majority vote of the RFA Governing Board.

Section 2: Definitions

The definitions in this section apply throughout this RFA Plan unless the context clearly requires otherwise.

Board or RFA Governing Board means the governing body of the Camas/Washougal RFA.

Camas means the City of Camas.

Camas/Washougal RFA or RFA means the municipal corporation, an independent taxing authority within the meaning of Article VII, Section 1 of the Washington Constitution, and a taxing district within the meaning of Article VII, Section 2 of said constitution, whose boundaries are coextensive with the boundaries of the Participating Jurisdictions as of the effective Date of formation, as created by the majority vote of the registered voters within those boundaries, to implement the Camas/Washougal RFA Plan.

Camas/Washougal RFA Planning Committee or Regional Fire Authority Planning Committee (RFAPC) means the advisory committee authorized by RCW 52.26.030 to draft and propose to the governing bodies of the Participating jurisdictions a plan to design, finance, and develop an RFA to be submitted to the voters of the Participating jurisdictions for their approval.

Camas/Washougal RFA Plan or RFA Plan means the Plan to develop and finance the Camas/Washougal RFA, including but not limited to governance, design, specific capital projects, fire operations, emergency medical services, facilities, and maintenance, repair, and preservation of existing and future facilities and systems, pursuant to RCW 52.26.040.

EMS Levy means the voter-approved property tax levy to fund Emergency Medical Services per RCW 84.52.069.

Participating jurisdictions means the two cities—Camas and Washougal—forming the Camas/Washougal RFA upon voter approval of the RFA Plan.

RCW means Revised Code of Washington.

Washougal means the City of Washougal.

Transition

The DEFINITIONS section of the RFA Plan is subject to amendment by a majority vote of the RFA Governing Board.

Section 3: Legal Authority

Regional Fire Protection Service Authority

The authority to form a Regional Fire Protection Services Authority by the Participating Jurisdictions is provided by Chapter 52.26 of the Revised Code of Washington.

Pursuant to RCW 52.26.090(1)(g), the governing Board of the Camas/Washougal Regional Fire Authority shall exercise its powers and perform its duties as the Board determines necessary to carry out the purposes, functions and projects of the authority in accordance with the following statutes: (a) all of the statutory chapters and sections of Title 52 of the Revised Code of Washington, including but not limited to RCW 52.12.021 and RCW 52.12.031. Further, the governing Board may adopt a Community Assistance Referral and Education Services (CARES) program pursuant to RCW 35.21.930.

Planning Committee Authority

The authority to form the Camas/Washougal Planning Committee is provided in RCW 52.26.020. Authority and empowerment of the Camas/Washougal Planning Committee is provided in RCW 52.26.030.

RFA Plan Approval Authority

Upon successful development, approval, and adoption of the Camas/Washougal RFA Plan by the Planning Committee, and the governing bodies of the Participating Jurisdictions, the two Participating Jurisdictions shall certify the RFA PLAN to the ballot, including identification of the revenue options and levy rate specified to fund the Plan.

The Participating Jurisdictions—Camas and Washougal —shall jointly suggest a draft ballot title, give notice required by law for ballot measures, and perform other duties as required to put the RFA Plan before the registered voters of the respective participating jurisdictions for their approval or rejection as a single ballot measure that approves formation of the Camas/Washougal RFA and approves the RFA plan.

On the Effective Date, the interlocal agreement between Camas and Washougal regarding the formation and operation of the Camas/Washougal Fire Department, dated December 4, 2013, and any subsequent renewal agreements shall be terminated.

Transition

The LEGAL AUTHORITY section of the RFA Plan is subject to amendment or revision only by a majority vote of the RFA Governing Board.

Section 4: Jurisdictional Boundaries

Jurisdictional Boundaries on Date of Formation

On the Effective Date, the Jurisdictional Boundaries of the RFA shall be the legal boundaries of the Participating Jurisdictions. The boundaries are generally depicted on the map attached hereto and in **Appendix F** of this RFA Plan.

Changes in Jurisdictional Boundaries After Date of Formation of the RFA

Any territory that is annexed to either Participating Jurisdiction is deemed annexed to the RFA as of the Effective Date of annexation. A fire protection jurisdiction within reasonable proximity to the boundaries of the RFA is eligible to be annexed into the RFA per RCW 52.26.300. Such an annexation is initiated by the adoption of a resolution by the governing body of the fire protection jurisdiction requesting the annexation.

Such a resolution shall be filed with the governing body of the RFA for that body's consideration, and the governing body may amend this RFA plan to establish the terms and conditions of the annexation. If the governing body requesting the annexation accepts the terms and conditions and the plan amendment, the annexation proposition is submitted to the voters of the annexing jurisdiction for their approval or disapproval.

Transition

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

Section 5: Funding and Finance

Interim RFA Finances

The Cities of Camas and Washougal will provide the RFA with interim funding not to exceed \$4,616,593 in order to support its operations from January 1, 2026, until June 1, 2026, at which time the RFA will begin receiving ad valorem taxes from the new RFA Levy. An interlocal agreement between the RFA and the Cities will specify the proportional allocation for each city's amount to loan, how the RFA shall seek drawdowns of such funds, and the terms for the RFA to repay the borrowed monies. All funds obtained by each of the two cities from Camas and Washougal Emergency Medical Services Levies, fire code permit fees, and other miscellaneous revenues will be transferred to the RFA by mutual agreement.

RFA Revenues

The RFA intends to utilize the following funding sources during the initial years of its existence:

- Ad valorem property taxes, pursuant to RCW 52.26.140 and RCW 52.26.050, with an initial fire levy rate set at \$1.05 per thousand dollars of assessed valuation.
- Revenues from ad valorem property taxes under the existing EMS Levies of each city will be transferred to the RFA through an agreement between the Clark County Treasurer and the RFA.
- Contract payments for East County Fire & Rescue EMS levy revenues shall be transferred to the RFA through an agreement between the Clark County Treasurer and the RFA.
- The RFA will charge and collect ground ambulance transport fees in accordance with policies adopted by the RFA Governing Board.
 - For residents of the Cities of Camas and Washougal, the RFA will provide a waiver of the patient's copay amount if transported by the Camas/Washougal RFA.
- Impact fees allowed and collected by law and by the ordinances of Camas and Washougal shall be transferred to the RFA through agreements between the Cities of Camas and Washougal and the RFA.
- To the extent permitted by law, the RFA Governance Board shall have the authority to pursue contracts with agencies and entities exempt from property taxes in accordance with RCW 52.30.020 and related statutes.
- The RFA shall execute interlocal agreements with the cities of Camas and Washougal to collect and remit permit, plan review, and inspection fees collected by each city.

Policy

The RFA governing body on or after the Effective Date shall establish a Reserve Fund Balance policy and approve an Equipment Replacement Plan and Capital Improvement Plan with considerations made in the transitional finance assumptions.

Transition

The FUNDING AND FINANCE section of the RFA Plan is subject to amendment or revision only by a majority vote of the RFA Governing Board.

Section 6: Transfer of Assets

General

Unless otherwise noted in this RFA Plan, all current assets, equipment, documents, contracts, agreements, and records from Camas and Washougal shall be transferred to the RFA.

Real Property

Appendix D identifies the real property, including building fixtures, keys, passwords, furniture, and its contents.

On or around the Effective Date, the City of Camas and City of Washougal fire department assets shall transfer to the RFA in accordance with this section. Such assets shall include all real property and personal property, including but not limited to furniture, office equipment, computers, motor vehicles, fire/EMS apparatus and equipment, reports, documents, surveys, books, records, files, papers, or written material owned by or in the possession of either city.

On or around the Effective Date, the City of Camas shall provide for the necessary dedications of easements and rights of way to facilitate all appropriate use of Fire Station 42, located at 4321 NW Parker Street, Camas, WA, by the RFA.

Upon issuance of the Certificate of Occupancy, the City of Camas shall provide for the necessary dedications of easements and rights of way to facilitate all appropriate use of New Fire Station 41. On or around the Effective Date, the City of Camas and the RFA shall approve an interlocal agreement for the use of the existing or temporary facility used for current Fire Station 41 at 616 NE 4th Avenue, Camas, WA, until the transfer of the new facility upon the issuance of the Certificate of Occupancy.

Upon issuance of the Certificate of Occupancy, the City of Washougal shall complete a parcel subdivision (Party Wall) to create a separate parcel of real property for the newly constructed Fire Station 43, separate from the remainder of the Washougal Police Station property, and shall provide for the necessary dedications, easements, and rights of way to facilitate all appropriate use of the fire station by the RFA. The City of Washougal shall undertake the subdivision and easement process at the City's own cost. On or around the Effective Date, the City of Washougal and the RFA shall approve an interlocal agreement for the use of the existing or temporary facilities used for Fire Station 43 until the transfer of the new facility upon the issuance of the Certificate of Occupancy. Any shared facility space and use, maintenance, and utility sharing costs shall be outlined in an agreement between the City of Washougal and the RFA approved on or around the Effective Date.

Non-Real Property

Appendix E lists the apparatus/vehicles, equipment and small and attractive assets that shall be transferred to the RFA on or around the Effective Date. Upon the City of Camas accepting and receiving two new fire engines, they shall be transferred to the RFA on or around the Effective Date. Upon the City of Washougal accepting and receiving one new fire engine, it shall be transferred to the RFA on or around the Effective Date.

Liabilities

On the Effective Date, the RFA shall assume the following liabilities: Existing fire engine bond debt held by the City of Camas and the subsequent debt service payments shall be paid by the RFA after the first collection of taxes in 2026 to the City of Camas until the total debt is paid as detailed in an Interlocal Agreement.

Other Assets

On or around the Effective Date, the Cities of Camas and Washougal shall transfer to the RFA all identified funds held by both cities, to which an agreement between the parties shall identify the manner and timing of such transfers. The following transfer types and agreements for each shall be:

- Impact Fees (The cities will continue to provide and transfer all collected Fire Impact Fees by an agreement approved on or around the Effective Date.)
- Equipment Rental Reserve Funds transferred to the RFA per agreement approved on or around the Effective Date.
- Other Reserve Funds (Fire Department Allocation of Reserve Fund transferred to the RFA per agreement approved on or around the Effective Date.)
- Donations (if any, transferred to the RFA per agreement approved on or around the Effective Date.)
- EMS Pass-Through Revenues (EMS Levy revenues—Camas, Washougal + ECFR per agreement approved on or around the Effective Date).
- GEMT Funds (Transfer to RFA per agreement approved on or around the Effective Date.)
- Billable Transport Revenues (Transfer per agreement approved on or around the Effective Date and eventually transitioned to a third-party biller)
- The Cities of Camas and Washougal shall collect, and remit permit, plan review, and inspection fees generated within each City to the RFA per agreement approved on or around the Effective Date, including any and all such fire-related fees received from the Port of Camas/Washougal.
- Any current contracts for services between the cities related to fire protection shall be collected and remitted to the RFA per the agreement approved on or around the Effective Date.

Transition

Unless otherwise noted in this RFA Plan, all current assets, equipment, documents, contracts, agreements, and records from the City of Camas and the City of Washougal relating to the **GOVERNANCE** shall be transferred to the RFA.

Section 7: Governance

Reference

The authority to provide governance for the Camas/Washougal Regional Fire Authority (RFA) is provided by RCW 52.26.080 and RCW 52.26.090.

Activity/Operation

As provided by RCW 52.26.080, the Camas/Washougal RFA Governing Board shall come into existence and authority on September 1, 2025, upon approval of this plan by the registered voters residing within the Jurisdictional Boundaries established in this RFA Plan.

As provided by RCW 52.26.080, the **initial governing Board** for the RFA shall consist of six voting members: three (3) current members of the City of Camas city council who have been appointed by the appropriate City official(s) and three (3) current members of the City of Washougal city council who have been appointed by the appropriate City official(s).

RCW 52.26.080 provides authority for Commissioner districts:

- Subsection (4)(a) states that a regional fire protection service authority plan may create commissioner districts. If commissioner districts are created, the population of each commissioner district must be approximately equal. Commissioner districts must be redrawn as provided in chapter 29A.76 RCW.
- Subsection (3)(b) states that the terms of office for regional fire protection service authority commissioner positions may be established by the plan; however, no single term may exceed six years, and the terms of multiple positions must be staggered.
- Subsection (4)(b) states that: (1) only a registered voter who resides in a commissioner district may be a candidate for, or serve as, a commissioner of the commissioner district and (2) only voters of a commissioner district may vote at a primary to nominate candidates for a commissioner position in that commissioner district, provided, however, that all voters of the proposed regional fire authority shall be eligible to vote in the general election for each of the commissioner districts.

RCW 29A.76.010 establishes criteria for the development of RFA Commissioner Districts that will be applied in this Plan as follows:

- (4)(a) Each district shall be nearly equal in population as every other such district comprising the regional fire authority.
- (4)(b) Each district shall be as compact as possible.
- (4)(c) Each district shall consist of a geographically contiguous area.
- (4)(d) Population data may not be used for purposes of favoring or disfavoring any racial group or political party.
- (4)(e) To the extent feasible and if not inconsistent with the basic enabling legislation for the regional fire authority, the district boundaries shall coincide with existing recognized natural boundaries and shall, to the extent possible, preserve existing communities of related and mutual interest.

On or after January 1, 2028, the Governing Board of the RFA shall be composed of the following:

- Five commissioner districts of approximately equal population will be established, effective on January 1, 2028, within the RFA Jurisdictional Boundaries in accordance with RCW 52.26.080 and RCW 29A.76.010. Three districts will be within the City of Camas, and two districts will be within the City of Washougal. The City of Camas' districts will utilize their established ward areas as district boundaries. The City of Washougal will be divided into two districts with approximately equal population of the city. Refer to Appendix A, which is illustrative of district boundaries.
- If a commissioner is appointed by a city, and while serving in the capacity of a commissioner for the regional fire authority, that commissioner shall act on behalf of the citizens of the entire RFA service boundary.
- During the primary and general elections of 2027, elections will be held in each of the five districts; or each city shall retain the right to appoint members from their respective city councils to serve as commissioners.
- To maintain staggered terms for the governance board, as required by RCW 52.26.080 (3)(b), one commissioner of Camas and Washougal, respectively, shall each serve a six-year term; one commissioner of Camas and Washougal, respectively, shall serve a four-year term; one commissioner of Camas shall serve a two-year term, provided that the determination of the term lengths for Camas and Washougal districts shall be done by lot.
- After the expiration of the terms above, each district commissioner should serve six-year terms, except in circumstances that a City appoints their commissioners, then such appointees shall serve two-year terms. If the cities continue to appoint commissioners after the initial appointment, effective January 1, 2028, every effort shall be made to preserve staggered terms of office.
- Should a City decide not to appoint one or more of their commissioners, then the City would lose its ability to appoint that position in the future.

The RFA Governance Board shall have all the power and authority granted by governing boards under Washington State Law, including but not limited to all of the chapters and sections of Title 52 of the Revised Code of Washington. It shall include the power and authority to make any decisions appropriate for the RFA and issues related to RCW 52.26.

Upon ratification of the RFA Plan by the registered voters, the RFA Governance Board shall adopt governance bylaws, policies, rules, and regulations for conducting the business of the RFA upon formation after the Effective Date of September 1, 2025, in accordance with RCW 52.26.080.

Members of the RFA Governing Board may receive compensation in the same manner and under the same conditions as provided by law for commissioners of a fire protection district organized under Title 52 RCW, except for circumstances under RCW 52.14.010 (5).

Subject to state law, after the Effective Date, ballot measures may be placed on the ballot by the members of the Governance Board of the RFA by a Simple majority vote of the Governance Board. The Board shall adopt a resolution requesting such an election in advance of the Clark County election filing deadlines.

Transition

The GOVERNANCE portion of the RFA Plan may be revised by a super majority vote, defined as follows: Requires five (5) of six (6) members of a six member governing board, or requires four (4) of Five (5) members of a five member governing board.

Section 8: Organizational Structure

Organizational Chart

The RFA shall be initially organized as provided in **Appendix C** of the RFA Plan; provided, however, that after the Effective Date, the Fire Chief shall have the authority to adjust the Organizational Chart as necessary to improve service delivery without amending the RFA Plan.

All personnel of the City of Camas/Washougal Fire Department in good standing as of the Effective Date shall transfer to the RFA to fulfill assigned duties as outlined in the organizational structure in **Appendix C**. All said personnel shall be transferred on the Effective Date at their current rank, grade, and seniority.

All current employee agreements, collective bargaining unit agreements, outstanding labor issues, personal service contracts, and any other contracts or agreements pertaining to work, duties, services, or employment with Camas/Washougal Fire Department shall be transferred to the RFA with all fire department personnel on the Effective Date.

All current administrative and business functions, agreements, documents, operations, policies, and procedures from the Camas/Washougal Fire Department shall transfer over to the RFA unless otherwise noted in this Plan.

Contracts for Services

The RFA will establish agreements and contracts for various support services in accordance with the following:

- On or around the Effective Date, the RFA shall contract with the City of Camas to provide human resource services and benefit administration activities as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall contract with the City of Camas to provide accounts payable and accounts receivable services as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall contract with the City of Camas to provide ambulance billing as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall contract with the City of Camas to provide facility maintenance services as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall contract with the City of Camas to provide payroll services as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall contract with the City of Camas to provide information technology services as outlined by an interlocal agreement.
- On or around the Effective Date, the RFA shall obtain liability and property insurance separately from the City of Camas and Washougal, which will be paid for by the RFA.
- On or around the Effective Date, the RFA shall obtain legal counsel separate from the City of Camas and Washougal, which will be paid for by the RFA.

City Retained Administrative Service Responsibilities

The Cities of Camas and Washougal shall continue to provide the following services:

- The City of Camas LEOFF Board will continue to oversee LEOFF 1 benefits for the City of Camas retirees in accordance with the City of Camas LEOFF 1 Policies and Procedures.
- The City of Washougal LEOFF Board will continue to oversee LEOFF 1 benefits for the City of Washougal retirees in accordance with the City of Washougal LEOFF 1 Policies and Procedures.

The RFA may establish its own Civil Service process as provided by RCW 52.26.280 and RCW 52.26.100(6)(b) no later than January 1 of the first full calendar year after the Effective Date, and the City of Camas will continue to provide a Civil Service Board for the RFA during the interim at no cost to the RFA.

Unless otherwise noted in the RFA Plan, the transfer of authority and the administration and management of the RFA shall be seamless and shall initially model the current administrative and management components of the City of Camas and the City of Washougal within the boundaries of each City. The agreements, operations, and procedures outlined in this Section may be adjusted as necessary to accomplish a seamless transition.

Transition

The ORGANIZATIONAL STRUCTURE section of the RFA Plan is subject to amendment by a majority vote of the RFA Governing Board.

Section 9: Personnel & Administration

Functions

All current administrative and business functions, agreements, documents, operations, and policies and procedures from the Participating Jurisdictions shall transfer over to the RFA unless otherwise noted in this Plan.

Administration

All current personnel assigned to the Administration, including the Fire Chief, Division Chief, Fire Marshal, Division Chief of EMS, Fire Training Captain, and Administrative Support positions of the participating jurisdictions, shall be transferred over to the RFA on the Effective Date at their current rank, grade, and seniority to fulfill the duties of those positions outlined in the organizational structure in **Appendix C**, unless otherwise noted in the RFA Plan or labor agreement.

Operations

All current personnel assigned to Operations, including all personnel assigned to each of the four Battalions of the participating jurisdictions, shall be transferred over to the RFA on the Effective Date at their current rank, grade, and seniority to fulfill the duties of those positions outlined in the organizational structure in **Appendix C** unless otherwise noted in the RFA Plan or labor agreement.

Fire Prevention

All current personnel assigned to the Fire Marshal Division of the participating jurisdictions shall be transferred over to the RFA on the Effective Date at their current rank, grade, and seniority to fulfill the duties of those positions outlined in the organizational structure in **Appendix C** unless otherwise noted in the RFA Plan or labor agreement.

Labor and Other Agreements

All employee/member agreements, collective bargaining agreements, personal service contracts, and/or other contracts or agreements pertaining to work, duties, services, or employment with the current organization shall be transferred and assigned to the RFA on the Effective Date.

Other

On the Effective Date, the RFA shall administer and conduct all hiring and promotional processes, logistics, and purchasing and provide its general legal services.

Transition

The PERSONNEL & ADMINISTRATION section of the RFA Plan is subject to amendment by a majority vote of the RFA Governing Board.

Section 10: Operations and Services

Fire Protection and Emergency Medical Services

All current operational and service delivery aspects of the Camas/Washougal Fire Department, including fire protection, community risk reduction, hazardous materials, specialized rescue, and first response EMS, shall be transferred to the RFA on the Effective Date. Current and proposed staffing models, deployment standards, field operations, command staffing, and operational policies and procedures of the Camas/Washougal Fire Department shall be transferred to the RFA and continued at the current level of service on the Effective Date.

All automatic aid and mutual aid agreements, interlocal agreements and contractual services agreements, documents, or memorandums currently in place with the Camas/Washougal Fire Department with respect to the above-listed services shall be transferred and assigned to the RFA on the Effective Date to provide continuous, seamless readiness and emergency service coverage.

Ambulance Services

All current operational and service delivery aspects of the Camas/Washougal Fire Department's EMS Ambulance services shall be transferred to the RFA on the Effective Date. Current staffing models, deployment standards, field operations, command staffing, and operational policies and procedures of the Camas/Washougal Fire Department shall be transferred to the RFA and continued at the current level of service on the Effective Date.

All current automatic aid and mutual aid agreements, interlocal agreements and contractual services agreements, documents, or memorandums currently in place with the Camas/Washougal Fire Department with respect to the above-listed services shall be transferred and assigned to the RFA on the Effective Date to provide continuous, seamless readiness and emergency service coverage.

The current agreement with East County Fire and Rescue (ECFR) for ALS Ambulance services shall be transferred to the RFA on the Effective Date, and the same level of service as defined in the agreement shall remain in effect.

Code Management

The Cities, through their Camas/Washougal Fire Department, currently provide fire prevention and code enforcement fire investigation activities in the City of Camas and the City of Washougal. The Code enforcement activities include initial and annual inspections, a review of new construction plans, development review processes, and consultation with both the City's Building Officials.

The authority of the RFA to establish and provide fire code management, prevention, community risk reduction, and public education components of the RFA is provided in the Revised Code of Washington 52.12.031(4).

Unless otherwise noted in the RFA Plan, the transfer of authority for fire code management, prevention, public education, community risk reduction, and support services of the RFA shall be seamless and shall initially model the current Fire Prevention and Education services utilized.

The RFA Fire Marshal will work collaboratively with the Cities of Camas and Washougal in developing, adopting, and updating municipal standards regarding fire prevention and fire/life safety codes.

The RFA Fire Marshal will work closely with the Cities of Camas and Washougal in reviewing and making recommendations on all new construction and development projects within the RFA to include respective annexation and Urban Growth areas in accordance with municipal standards for fire prevention and fire/life safety codes.

The Cities of Camas and Washougal will retain code enforcement authority in accordance with Washington State law for their respective jurisdictions.

The RFA will provide all inspection and fire prevention services and will rely on the respective jurisdiction for code enforcement powers granted by the State of Washington and as outlined in an interlocal agreement between the RFA and the Cities.

The Cities of Camas and Washougal Legal Departments will provide the RFA legal services necessary to operate the RFA fire prevention division in matters within the City limits and its Urban Growth Areas. However, the primary legal services for code enforcement activities will remain with each City participating in the RFA for activities occurring within said participating jurisdictions.

On the Effective Date, Code Enforcement Services within the boundaries of the RFA shall be provided as follows:

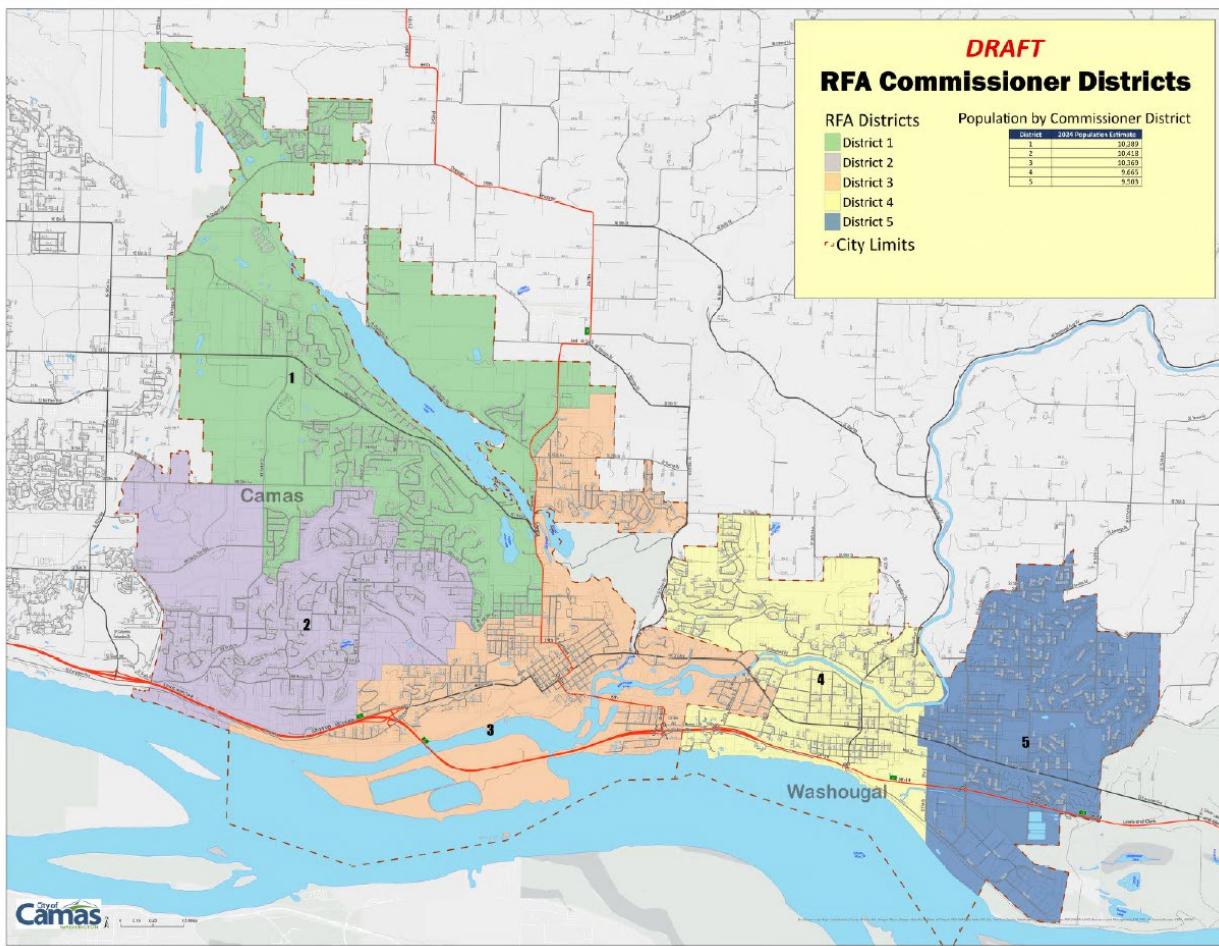
- The City of Camas will designate the RFA Fire Chief as its Fire Chief, who in turn will delegate the RFA Fire Marshal as the Fire Code Official responsible for performing the duties described. The RFA shall conduct code enforcement activities within the City of Camas. The City of Camas shall collaborate with the RFA in such activities and provide any necessary police support and prosecution of criminal and civil cases when appropriate.
- The City of Washougal will designate the RFA Fire Chief as its Fire Chief, who in turn will delegate the RFA Fire Marshal as the Fire Code Official responsible for performing the duties described. The RFA shall conduct code enforcement activities within the City of Washougal. The City of Washougal shall collaborate with the RFA in such activities and provide any necessary police support and prosecution of criminal and civil cases when appropriate.

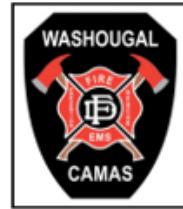
Public Education

The RFA will offer numerous opportunities to engage and educate the Camas and Washougal communities through a series of events, including the Fire Department Open House, Family Promise Program, Fourth of July and New Year's Eve risk reduction outreach, Harvest Festival, Fire Prevention Week, Hometown Holidays, and various other occasions.

Section 11: Appendices

Appendix A: RFA Commissioner District Map





Standard of Cover

A brief description of the community's population, characteristics, community risks, and business environment provides the context for hazard mitigation and development of the standard of cover document. The following Table of Contents will address the critical components of a standard of cover.

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COMMUNITY

Population and Demographics¹

Camas-Washougal Fire Department serves the municipalities of the City of Camas and the City of Washougal, which collectively cover over 20 square miles and serve approximately 31,167 citizens in Camas and 19,168 citizens in Washougal (U.S. Census Bureau estimate, 2020) for a combined 50,344 population for fire and EMS services. In addition, CWFD serves East County Fire & Rescue for Emergency Medical Services and Advanced Life Support (ALS) ambulance transportation. This enlarges the service area to over 80 square miles, catering to more than 10,362 residents and bringing the total number of citizens served by the wider Advanced Life Support Ambulance service area to 60,706.

Naturally Occurring Characteristics

The cities of Camas and Washougal region are in southwest Washington state, part of Clark County, along the northern banks of the Columbia River. Both cities are within the Portland-Vancouver metropolitan area, situated about 15-20 miles east of Vancouver, WA, and Portland, OR.

Geography

The City of Camas lies near the western end of the Columbia River Gorge, nestled between the river to the south and rolling hills to the north and east. The Washougal region encompasses the City of Washougal and surrounding rural areas to the east. The Columbia River borders the region to the south and is adjacent to the foothills of the Cascade Mountains to the northeast.

Topography

The topography of the area is varied. Camas feature a mix of flat, lowland areas along the river, gently rolling hills, and steeper, forested areas as you move northward. The elevation increases moving away from the Columbia River, with some bluffs and escarpments offering scenic views. Washougal also has a varied landscape, with flat areas near the river and more rugged terrain further inland. The Washougal River runs through the City, contributing to the region's rugged landscape.

Human Related Characteristics²

Camas

The City of Camas has experienced significant growth in recent decades, becoming a desirable suburb in the Portland-Vancouver metro area due to its proximity to employment hubs and natural beauty.

Demographics: Camas has a predominantly White population, making up around 85% of residents, with smaller proportions of Asian (7%), Hispanic or Latino (6%), and African American (1%) populations.

¹ University of Washington, Geology Department – Geologic History of the Columbia River Basalt Group

² American Community Survey, 2022 - 5-Year Estimates

Education: Over 50% of residents hold at least a bachelor's degree, which is significantly higher than the national average.

Economy: Camas has a median household income of \$ 133,829, well above both the state and national averages. Historically an industrial city due to its paper mill, it has transitioned into a tech-centric economy, with many residents working in professional, scientific, and technical services.

Housing: The City has a relatively high rate of homeownership, with about 78% of housing units being owner-occupied.

Washougal

The City of Washougal, located just east of Camas, has a more rural feel but is also growing rapidly. As of the 2020 Census, the population of Washougal was around 17,039 people, showing steady growth in line with the region.

Demographics: Washougal's population is also predominantly White (over 85%), with smaller percentages of Hispanic or Latino (6%), Asian (2%), and African American (1%) residents.

Education: About 35% of Washougal residents have a bachelor's degree or higher, which, while lower than Camas, is still above the national average.

Economy: The median household income in Washougal is around \$97,295, lower than Camas but above the national median. Many residents commute to nearby employment centers in Camas, Vancouver, or Portland. Washougal also has some local industries, particularly in manufacturing and construction.

Housing: The homeownership rate in Washougal is similar to Camas, with about 76% of homes being owner-occupied.

Community Growth Planning

Camas

In the City of Camas, recent history reflects consistent growth at an increasing rate. Between 2014 and 2017, Camas saw an average of 235 homes constructed per year. In 2018, 275 homes were added to the city inventory, and in 2019, the number increased to an estimated 550 homes (including condominiums and apartments) at the midpoint of the year. Existing plans include approximately 2,500 housing units on the north end of Lacamas Lake (Northshore/Green Mountain) and an additional approximately 2,500 infill units distributed throughout the City. According to the 2035 Comprehensive Plan, the population of Camas is projected to be 34,098. Existing building height restrictions are 35 feet for residential properties and between 65 and 100 feet for commercial structures.

The Camas 2035 Comprehensive Plan identifies within its vision statement "...a variety of businesses that offer stable employment opportunities and family-wage jobs in the medical and high-tech fields." Camas is a gateway to nature and recreational opportunities, leading to a robust tourism industry. Professional office, medical, and industrial uses will typify western Camas, with retail businesses supporting the large campus firms. The north shore area will fulfill the employment and retail needs of the growing population on the northeast side and reduce trips outside of the City."

Washougal

The City of Washougal has a different philosophy on growth. The *Washougal 2035 Comprehensive Plan* states that "Washougal can fulfill the 20-year forecasted population and employment needs within the existing urban growth boundary; therefore, Washougal is not seeking an urban growth boundary expansion as part of this periodic Comprehensive Plan update process." After significant effort to gather community input for a common vision for the City, the feedback reflected:

- A desire for a variety of housing types in the Northwest UGA while maintaining the rural feel of the area;
- Limited commercial or retail uses would be appropriate, but did not want large employment centers in the Northwest UGA;
- Parks and trail connectivity are important, as well as the potential for community-serving uses, such as a community center;
- The Northeast UGA participants wanted to see a variety of housing types but only limited employment-related uses;
- Participants expressed a desire for community spaces and parks and trails and thought some small, neighborhood retail uses could be appropriate;
- Workshop participants made it clear that Washougal City Center needs to take advantage of its natural setting and proximity to the Gorge, the Columbia and Washougal Rivers, the wildlife refuge, and other natural amenities.

The comprehensive plan reports that participants expressed the need for a vision to knit Washougal together and create a new identity. In short, the desired vision is to maximize natural amenities, maintain a rural feel in the northern portions of the City, and retain a small-town feel in the downtown area, but with convenient retail amenities to serve the city residents.

The majority of Washougal is zoned urban low-density residential, with town center designation in the center of the City and general commercial zoning on the north side of Evergreen Way/E Street and the west end of State Route 14 on both sides. Heavy industry is limited to the port area on the south side of State Route 14 along the Columbia River, buffered by parks and open space.

Growth in the City has been limited, with an estimated 281 homes to be added in the northwest area of the City near to midterm. Most of the growth in the City will be infill, and that will be limited. Industrial growth is primarily contained in the Port of Camas Washougal along the banks of the Columbia River within Washougal. Commercial growth is anticipated along E Street, the waterfront, and the City will soon begin working on a subarea plan with a possible planned action ordinance for its Town Center Districts. This planning process will look at ways to increase population and employment within these downtown districts.

Washougal's current building height restriction is 35 feet for residential properties and up to 75 feet for commercial structures. The existing maximum building height in the Town Center districts is 55 feet; however, as part of the subarea plan work, there may be some discussion about increasing the height.

Business Overview - Camas and Washougal³

Camas

As of 2020, Camas had a diverse and growing economy, transitioning from its historical roots in paper manufacturing to a more tech and services-oriented business environment with approximately 1700 total businesses. The following table provides data on the types of businesses.

Figure 1: Types of Businesses - City of Camas

Industry	Percentage	Details
Professional, Scientific, and Technical Services	20%	tech and consulting
Manufacturing	12%	advanced manufacturing
Retail Trade	15%	local shops, food services
Health Care and Social Assistance	10%	
Construction	8%	

Washougal

Washougal's business landscape is slightly smaller and more locally oriented, with a focus on manufacturing, construction, and retail, with approximately 1,200 businesses.

Figure 2: Types of Businesses - City of Washougal

Industry	Percentage	Description
Manufacturing	18%	small-medium scale, light industrial
Construction	14%	contractors, home builders
Retail Trade	12%	local retail and restaurants
Professional, Scientific, and Technical Services	8%	
Accommodation and Food Services	10%	

Natural Disaster Risks^{4 5 6}

The CWFD plans for and prepares for natural hazards and will deploy to the highest need, affecting the most citizens. The top four natural hazard risks for the Cities of Camas and Washougal are illustrated here.

Earthquakes

Both Camas and Washougal are located near the Cascadia Subduction Zone, which poses a significant earthquake risk. A major earthquake in this zone could cause widespread damage due to ground shaking, infrastructure failure, and landslides.

³ U.S. Census Bureau – **2020 Economic Census**, Camas & Washougal Business Data

⁴ U.S. Geological Survey – Cascadia Earthquake Hazards.

⁵ FEMA – Flood Risk Maps for Washington

⁶ National Interagency Fire Center – Wildfire Risk for Pacific Northwest

Flooding

Both cities contain shorelines on the Columbia River and the Washougal River, making them vulnerable to flooding, particularly during heavy rainfall or rapid snowmelt. The areas closest to the rivers are at the greatest risk of inundation.

Landslides

The hilly terrain in and around Camas and Washougal, especially near the foothills of the Cascade Mountains, is susceptible to landslides. Heavy rainfall or seismic activity can trigger slides, affecting homes and transportation routes in these areas.

Wildfires

The surrounding forests and the dry summer climate put both cities at risk of wildfires, especially in the wildland-urban interface areas. Prolonged droughts, strong gorge winds, and steep topography increase the likelihood of fire events, which could threaten homes and air quality.

CAMAS WASHOUGAL FIRE DEPARTMENT (CWFD)

Agency Description

The Camas/Washougal Fire Department (CWFD), after over 35 years of cooperation, officially merged operationally under an interlocal agreement on December 4, 2013. Now serving two rapidly developing cities with distinct visions, an operationally combined department is stronger yet faces challenges such as outdated facilities and understaffing. CWFD provides an array of emergency services that include:

- Fire Suppression
- Fire Investigation
- Fire inspection of occupancies within the City of Camas and the City of Washougal
- Transporting Advanced Life Support (ALS) Emergency Medical Services
- First Response Advanced Life Support (ALS) Emergency Medical Services
- Public Education
- Fire Prevention
- Hazardous materials "Awareness Level" Response⁷
- Low-angle Rescue
- Automatic and Mutual emergency response to neighboring jurisdictions

In 2024, the Washington Surveying and Rating Bureau (WSRB) assigned both the Cities of Camas and Washougal a Class 4 rating, focusing solely on assessing fire protection risks. WSRB assigns each community in Washington State a Protection Class of 1 through 10, where 1 indicates exemplary fire protection capabilities, and 10 indicates the capabilities, if any, are insufficient for insurance credit. The CWFD intends to maintain and potentially improve the rating in future years.

Mission and Values

The Camas/Washougal Fire Department delivers professional services to the community by following its mission and values, which are reflected in its strategic goals.

Mission

To provide the highest quality service to our community through the protection and preservation of life and property.

Values

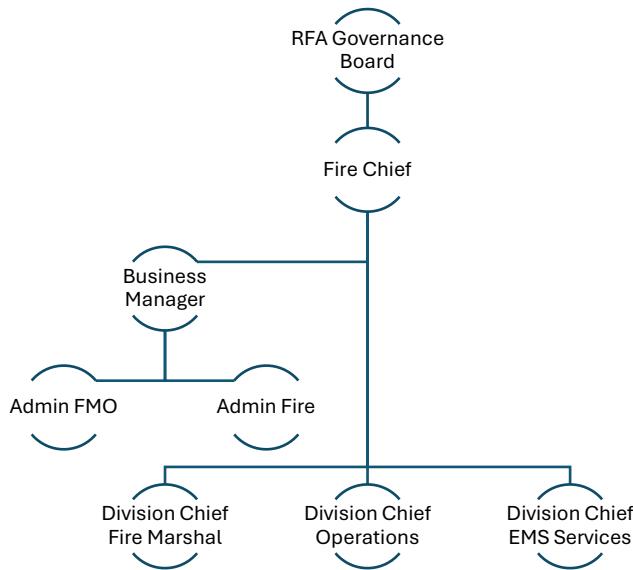
- Excellence
- Courtesy, equality, and respect
- Professionalism
- Readiness, education, and training
- Competency and accountability
- Integrity
- Dependability, trust, and honesty
- Enthusiasm, optimism and recognition
- Pride

⁷ The Technical Rescue includes high and low angle rescue, confined space rescue, trench rescue, water rescue, and hazardous materials responses, many of the technical responses include regional agencies who have higher level of certified technicians specializing in specific incident types.

Administration/Support Services

The Camas/Washougal Fire Department provides efficient management in delivering community services. This includes overseeing the administrative functions: managing an ALS Ambulance service, delivering Community Risk Reduction programs such as fire code enforcement, fire investigation, and public education, and handling business matters such as financial planning and budgeting. The administrative team staffing is outlined in the following organizational structure.

Table 1: Administrative Organization Structure



24-Hour Shift Staffing

The CWFD provides the following requirements of the 24-hour shift staffing model, which shall consist of the following apparatus and station assignments.

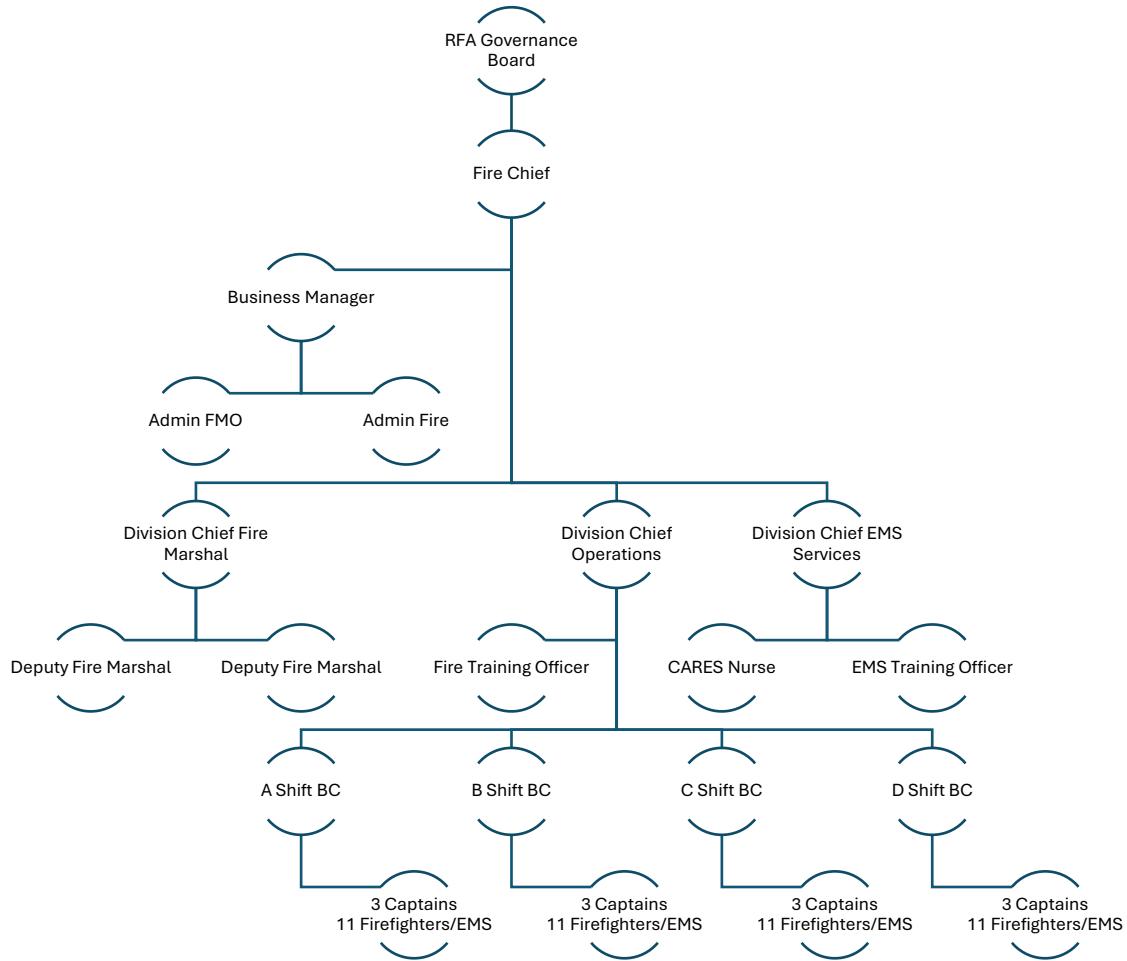
- A minimum of three (3) Captains or Acting Captains
- A minimum of nine (9) Firefighter/ Paramedics & EMTs
- A minimum of one (1) Battalion Chief or Acting Battalion Chief
- Additional staffing requirements:
 - Engine companies shall have a minimum of one (1) Captain or one (1) qualified Acting Captain and one (1) qualified Paramedic
 - Ambulances shall be assigned a minimum of one (1) Paramedic and one (1) EMT
 - CWFD shall provide licensed Aid and Transport services through the entire CWFD service area.

Table 2: Station and Apparatus Assignments

Station 41	Station 42	Station 43
1 Battalion Chief position (Assigned to Station 41, responding throughout Service Area)		
ONE FIRE ENGINE COMPANY Engine 41 One Officer and One Firefighter (includes 1 paramedic position)	ONE FIRE ENGINE COMPANY Engine 42 One Officer and One Firefighter (includes 1 paramedic position)	ONE FIRE ENGINE COMPANY Engine 43 One Officer and One Firefighter (includes 1 paramedic position)
ONE MEDIC AMBULANCE Medic 41 Two Firefighter/EMS positions (includes 1 paramedic position)	ONE MEDIC AMBULANCE Medic 42 Two Firefighter/EMS positions (includes 1 paramedic position)	ONE MEDIC AMBULANCE Medic 43 Two Firefighter/EMS positions (includes 1 paramedic position)
ONE WILDLAND ENGINE (CS) Brush 41 Cross-staffed from Engine 41	ONE WILDLAND ENGINE (CS) Brush 42 Cross-staffed from Engine 42	ONE WILDLAND ENGINE (CS) Brush 43 Cross-staffed from Engine 43
ONE MEDIC AMBULANCE (CS) Medic 44 Cross staff from E41 (includes 1 paramedic position)		(CS) = Cross-Staffed Units – Staff switches from one unit to another unit, dependent on incident type.

Total Organizational Overview

The entire organizational structure for the delivery of administrative and operational services is shown below. Operations personnel who work a 24-shift schedule are divided into a four-platoon schedule.



PERFORMANCE STANDARDS

The CWFD has established the following performance standards for the community to identify the level of service to be expected.

Turnout Time

The Camas Washougal Fire Department has adopted a turnout time standard of two (2) minutes 90% of the time.

First Engine Arrival at Fire Suppression Incident

The Camas Washougal Fire Department has adopted a travel time standard of five (5) minutes for the first fire engine (2 Firefighters) to arrive at a fire suppression incident within their first due area 90% of the time.

Deployment of Effective Response Force (ERF) at a fire suppression incident

The Camas Washougal Fire Department has adopted a travel time standard of ten (10) minutes to deploy an ERF (11 Firefighters) when responding to fire suppression incidents within the City of Camas and the City of Washougal 90% of the time.

First Response Medical Aid Vehicle arriving at an EMS incident.

The Camas Washougal Fire Department has adopted a travel time standard of five (5) minutes in the urban area and nine (9) minutes in the suburban area for the arrival of the first emergency medical aid vehicle (2 EMTs) when responding within their first due area 90% of the time.

Arrival of Advanced Life Support Transport unit at an emergency medical incident.

The Camas Washougal Fire Department has adopted a travel time standard of nine (9) minutes in the urban area, thirteen (13) minutes in the suburban area, and twenty-one (21) minutes in the rural area for the arrival of Transport Capable EMS Medic unit with a minimum of one Firefighter Paramedic 90% of the time.

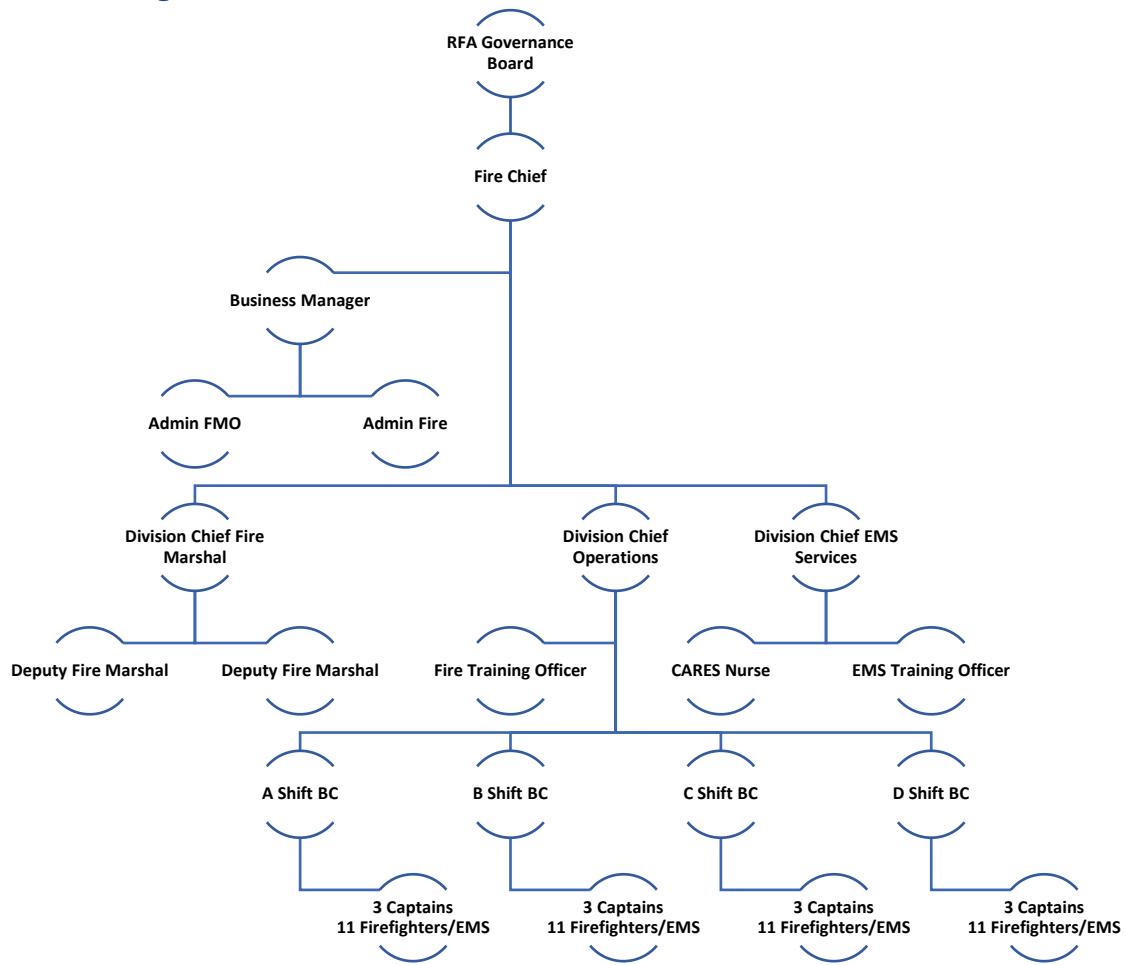
Tech Rescue (Hazardous Materials, Low Angle & Water Rescue & Vehicle Extrication)

The Camas Washougal Fire Department Firefighters Awareness Level hazardous materials response within the City of Camas and the City of Washougal, Technician Level low angle & water rescue and vehicle extrication response. The Camas Washougal Fire Department's response time standard for this category of incidents is the same as the "First Engine Arrival" and "Deployment of ERF standards."

Code Enforcement/Public Education

The Camas Washougal Fire Department has adopted the following inspection standards: annual business inspections of high-risk occupancies annually, moderate-risk occupancies semi-annually, and low-risk occupancies once every three years within the Cities of Camas and Washougal. Upon receipt of the complete project application for new construction occupancy plans, the Fire Marshal's office will review for code compliance and return comments within 3 weeks. In compliance with RCW 43.44.050, the fire department chief shall assign qualified investigators to investigate the origin, cause, circumstances, and extent of all fire-related losses within the municipal boundaries of Camas and Washougal. Each year, the RFA will offer numerous opportunities to engage and educate the Camas and Washougal communities through a series of events, including the Fire Department Open House, Family Promise Program, Fourth of July and New Year's Eve risk reduction outreach, Harvest Festival, Fire Prevention Week, Hometown Holidays, and various other occasions.

Appendix C: Organizational Structure



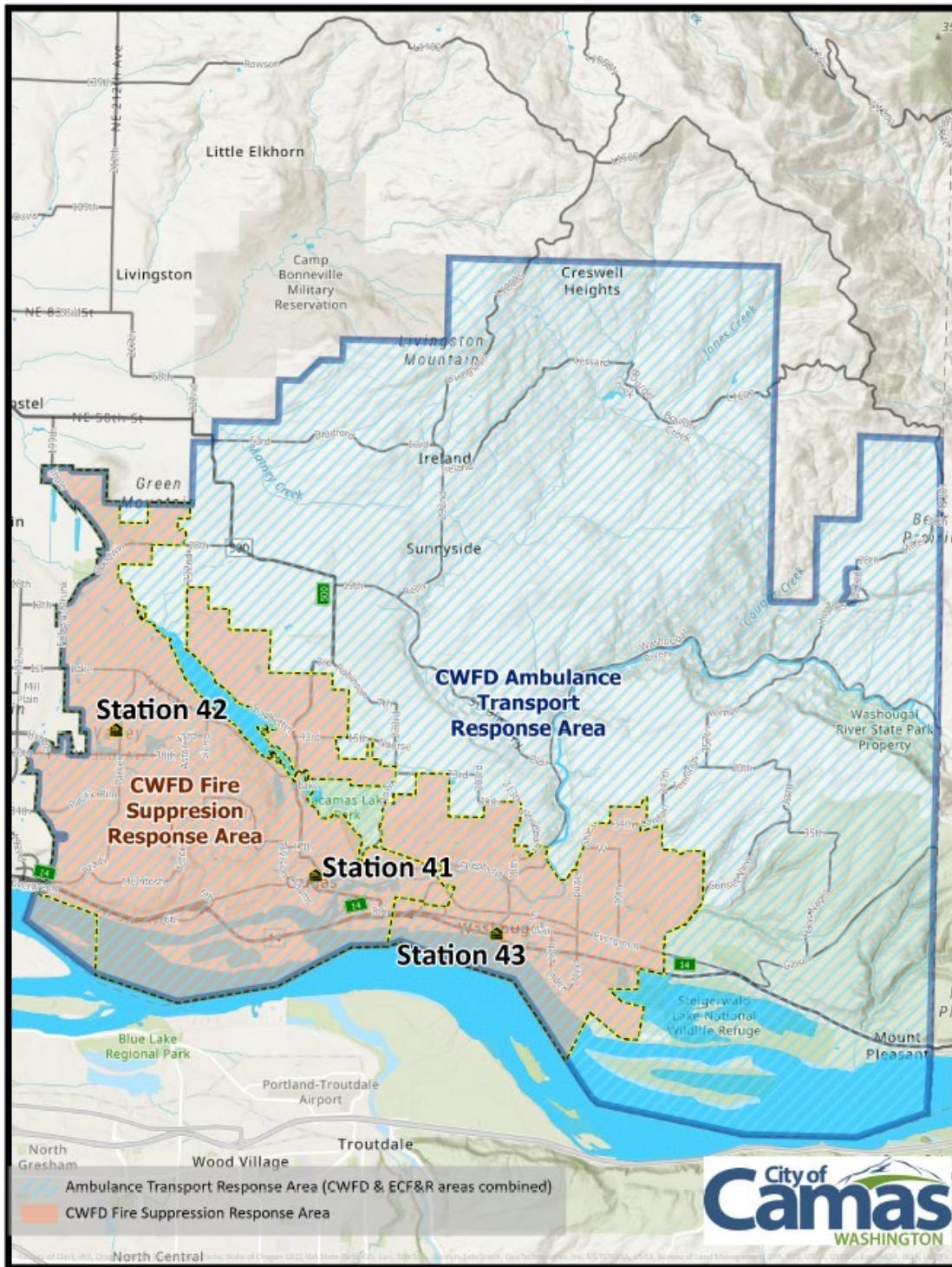
Appendix D: Real Property Assets

Fire Station Facility	Address
New Fire Station 41 (Bond Issue)	*528 NE 4th Avenue, Camas WA
Fire Station 42 (Renovation)	4321 NW Parker Street, Camas WA
New Fire Station 43 (Bond Issue)	*1400 A Street, Washougal WA
*The address will change upon issuance of the certificate of occupancy.	

Appendix E: Apparatus/Vehicles/Equipment

Apparatus/Vehicles	Type	Service Year
E41	Fire Engine	2016
E42	Fire Engine	2009
E43	Fire Engine	2010
E44	Fire Engine	2004
E46	Fire Engine	2003
Camas Bond Issue NEW	Fire Engine	2024
Camas Bond Issue NEW	Fire Engine	2025
Washougal NEW	Fire Engine	2025
B41	Brush Engine	2004
B42	Brush Engine	1994
B43	Brush Engine	2020
FM41	Staff Vehicle	2020
FM42	Staff Vehicle	2021
FM43	Staff Vehicle	2021
C41	Staff Vehicle	2015
EMS41	Staff Vehicle	2016
BC41	Staff Vehicle	2017
BC42	Staff Vehicle	2017
TRN41	Staff Vehicle	2011
CARES 41	Staff Vehicle	2024
M41	Medic Vehicle	2019
M42	Medic Vehicle	2017
M43	Medic Vehicle	2023
M44	Medic Vehicle	2016
M45	Medic Vehicle	2013
Small and Attractive Equipment	Quantity	
Self-Contained Breathing Apparatus	41	
Ambulance Gurneys	5	
LifePak 15s	8	
Ventilators	4	
Video Laryngoscopes	5	
Hydraulic Extrication Tools (Sets)	4	
Chain Saws	10	
Circular Saws	7	
Gas Fans	6	
Thermal Imaging Cameras	32	
Multi-Gas Detectors	5	
Radios	85	

Appendix F: Regional Fire Authority Jurisdictional Boundaries*



*The CWFD Ambulance Transport Response Area falls outside the proposed RFA boundary but is designated as a contract service area for ambulance services provided to East County Fire and Rescue by the RFA.