

Thurston County Fire District Three



Agenda for the Board of Fire Commissioners

Regular Meeting

September 21, 2017

5:30 pm

- I. **CALL TO ORDER / FLAG SALUTE**
- II. **APPROVAL OF THE AGENDA**
 - A. Additions / Deletions
- III. **HEARING OF THE PUBLIC / MEMBERS PRESENT**
- IV. **MEMBER RECOGNITION**
- V. **APPROVAL OF THE CONSENT AGENDA**
 - A. Draft minutes of the September 7, 2017 Board of Fire Commissioners meeting.
 - B. Warrants
 - General Fund 001 (Acct# 6630) checks numbered #19552 through #19587 & check number #19589 in the amount of \$45,500.50.
 - Donation Fund 101 (Acct# 6633) checks numbered #19588 in the amount of \$364.05.
 - C. Payroll
 - #9A 2017 in the amount of \$967,103.59.
 - #9A2 in the amount of \$1,883.68. – Firefighter Pay Adjustment
 - #9A3 in the amount of \$-.01. –DRS Correction
- VI. **COMMITTEE REPORTS**
 - A. Thurston County Medic One
E.M.S. Council Commissioner Kirkbride
 - B. Thurston 9-1-1 Communications (TCOMM)
Administration Board Commissioner Wilson

THURSTON COUNTY FIRE DISTRICT THREE

BOARD OF FIRE COMMISSIONERS

MINUTES OF THE MEETING

September 7, 2017

Present:

Chair Roberts

Vice Chair Kirkbride

Commissioner Wilson

Commissioner Nelson

Commissioner Dobry

I. CALL TO ORDER / FLAG SALUTE

Chair Roberts called the meeting to order at 5:30 p.m.

II. APPROVAL OF THE AGENDA

MOTION: To accept the agenda as published.

Motion: Commissioner Dobry

Second: Commissioner Kirkbride

Carried: Unanimous

III. HEARING OF THE PUBLIC / MEMBERS PRESENT

Olympic Ambulance Director of Thurston County Operations Chris Clem reported the following agency highlights:

- Hiring of three new EMT's. The goal is to hire 3-4 a month.
- Establishment of an Employee Advisory Committee also serving as a Safety Committee
- Additional nurses now available for ALS inter-facility calls.
- Working with AirForce internship

IV. APPROVAL OF THE CONSENT AGENDA

A. Draft minutes of the August 17, 2017 Board of Fire Commissioners meeting.

B. Warrants

- General Fund 001 (Acct# 6630) checks numbered #19513 through #19549 in the amount of \$78,379.99.
- Capital Projects Fund 301 (Acct# 6631) check numbered #19551 in the amount of \$29,494.32.
- Donation Fund 101 (Acct# 6633) check numbered #19550 in the amount of \$561.62

C. Payroll #8B 2017 in the amount of \$318,560.66.

MOTION: To accept the agenda as published.

Motion: Commissioner Nelson

Second: Commissioner Dobry

Carried: Unanimous

V. COMMITTEE REPORTS

A. Thurston County Medic One E.M.S. Council

Commissioner Kirkbride reported that the Thurston County Commissioners approved the Medical Program Director (MPD) Contract.

B. Thurston 9-1-1 Communications (TCOMM) Administration Board

Commissioner Wilson attended the September 6, 2017 meeting and reported the following highlights:

1. Public Hearing on TCOMM 911 Public Records Reproduction Rates – The charging for staff time of reproducing information in 7.5 – 18 minute increments proposed. No members of the public attended. The proposal was approved.
2. Current year's revenue is coming in above projections.

C. City / District Liaison Communication updates

The next scheduled meeting is October 17, 2017. Chief Brooks reported that he will be attending the EMS World Expo and will not be available to attend. The Chair and Vice Chair proposed a date change for October 10th or October 24th. Chief Brooks will reach out to the City to confirm availability for the new dates. If not available, Chief Brooks will arrange for staff presence on October 17, 2017.

D. Thurston County Fire Commissioners Association Regular meeting

Meeting Calendar:

- September 19, 2017 located at the Yelm Fire Station
- October 17, 2017 located at the Lacey Community Center

E. Thurston Regional Planning Council Status report

The next scheduled meeting is September 8, 2017.

F. Community Outreach

Status report

1. Capitol Metro Girls Camp – Over 79 volunteers from various partner agencies to include 27 of Lacey Fire District members contributed their time and mentorship. Chief Brooks stated that the camp was designed to encourage and mentor young females not only for the potential role of female firefighters but to provide leadership skills.
2. Opening of the Deschutes Park – Chief Brooks attended the event on September 1, 2017. He reported approximately 75 in attendance. He stated that safety concerns of dangerous areas are being addressed with County staff. Thurston County Special Operations Rescue Team (SORT) conducted rescue drills and anchors will be installed that meet rescue specifications for remote areas difficult to access.
3. Panorama Social – September 13, 2017, 4:30 p.m. located in the Auditorium Plaza.
4. 55th Annual Foofaraw – The District Engine Company will participate in honoring Troops of the Armed Forces on September 8, 2017 at the Port of Olympia. First responders will engage sirens and horns as military vessels pass by.
5. 9/11 Remembrance Bell Ceremony – September 11, 2017. The gathering at the flag pole at Station 31 will at 6:30 a.m. And the ceremony will begin at 6:50 a.m.

G. Nisqually Tribe

Status report

Chief Brooks reported the Red Wind Casino is in the process of reaching out to the Nisqually Tribe to review the District and Nisqually Tribe fee for service agreement.

H. Citizen Advisory Committee

Status report

Chief Brooks reported that he will inform Chair Cockrell of the Board's invitation for the CAC to attend the November 16, 2017 regular Board meeting to be recognized for their contributions. He will also extend the invitation for the CAC to attend the Open House in October.

VI. NEW BUSINESS

A. Board Proxies for Commissioner Conference: Discussion/Action

Commissioner Kirkbride confirmed his attendance to the conference but will not attend the SNURE Seminar. Chief Brooks will register Commissioners Kirkbride and Dobry for the conference and confirm lodging reservations. Commissioner Dobry stated that he will attend the SNURE Seminar. Commissioners Wilson, Roberts and Nelson will not attend either event.

MOTION: To authorize Commissioners Gene Dobry and Frank Kirkbride to serve as proxy for Commissioners Judy Wilson, Sylvia Roberts and Tom Nelson by signing the Proxy Authority forms for submission.

Motion: Commissioner Wilson

Second: Commissioner Dobry

Carried: Unanimous

The Proxy Authority submission deadline is October 7, 2017. Chief Brooks stated that staff will submit the proxy forms before the deadline.

B. Draft Board and Financial Policies Review: Discussion

Chief Brooks referenced the following policies and gave a description of actions or updates to standardize the policy.

- Selection of the Board Chair and Vice Chair – Draft resolution rescinding Resolution 596-02-93 Establishing a Policy and Procedures for the Selection of a Chairperson and Vice Chairperson for the Board of Fire Commissioners in Accordance with R.C.W. 52.14.080. The Board stated that a resolution had already been passed to repeal Resolution 596-02-93. Chief Brooks advised that staff will research further.
- Discrimination and Harassment Prevention – District-wide not Board specific.
- Commissioner Compensation
- Emergency Services Outside the District – The Board suggested referencing our fee structure.
- Telephonic/Electronic Participation at Board Meetings
- Financial Management Policies – The financial template for the new proposed policy was provided by the bond underwriter.

Commissioner Kirkbride commented that the bulk of the document is definitive, clear and concise. He stated that his concern is the inconsistent language use of “trying, striving, and attempting” in the General and Revenue section. Commissioner Kirkbride suggested the language “strive” be removed.

The Board recommends the following revisions:

- Include definitions of terms
- Under Fund Balance Reserve #3 (page 13)– Change language from “two-thirds” to “simple majority”.
- Under Purchasing and Contracting Policies #3b. (page 5) – Remove “\$300,000”.
- Under Purchasing and Contracting Policies #3b. (page 5) – Add the language “single” before “purchases”.

Chief Brooks will seek legal review on the policies and recommendations prior to presentation for adoption at the next regular Board meeting.

VII. ADMINISTRATIVE REPORT

Chief Brooks highlighted the following events and updates:

1. 2018 Budget Regular Board Meeting Timeline:
 - September 21, 2017 – Draft Presentation
 - November 2, 2017 – Public Hearing
 - November 16, 2017 - Adoption
2. Service Recognition – Commissioner Kirkbride was presented with his 15-year service pin.
3. Firefighter Tom Wright’s Memorial Service – September 10, 2017 at 3 p.m. located at the James Koval Center for the Performing Arts.
4. Human Resource Director Position Update – The first round of interviews is September 19, 2017.
5. Free Flu Shot Clinic for Members and Family – September 21, 2017. Located at Station 31, 4:30 p.m. – 6:30 p.m.
6. WA State Fair – The District signed up to be a corporate partner at no cost. District members will receive discounts on admission, select concerts and rodeo events.
7. Permit Assistance at the County – The Pre-Submission Conference is September 14, 2017. The next step is submitting a Special Use Permit.

VIII. COMMISSIONER COMMENTS

Commissioner Dobry announced that he will be absent to the regular Board meeting on October 19, 2017. He commented that he is pleased with standardizing the policies.

Commissioner Wilson inquired the Boards interest to staff an informational table relating to the ballot measure at the Lacey Chamber Form on October 4, 2017, 11:30 – 1p.m. The cost is \$50 to reserve a table. Commissioner Nelson will attend. Commissioner Wilson will reserve the table and confirm registration. Commissioners Wilson stated that she will be absent to the regular Board meeting on October 5, 2017.

Vice Chair Kirkbride commented that he would like to honor Firefighters Crystal Murphy and Jessica Johnson for their outstanding leadership and spearheading the Capital Metro Girls Camp. Chief Brooks stated that he can extend and an invitation for Firefighters Murphy and Johnson to attend a future Board meeting to be recognized. Commissioner Kirkbride inquired if appreciation letters were sent to the volunteers and partnering agencies who donated to the program. Chief

Brooks reported that the camp leads are sending out thank you notes to sponsors and volunteers.

Chair Roberts reported that she attended the Capital Metro Girls Camp Opening Ceremony and also observed the interaction between the campers and instructors. She commented that it was amazing to see the leadership and encouragement. She commended the Chief Brooks for supporting the program and also thanked Mrs. Brooks for buying socks at the last minute for the campers in need.

IX. OTHER INFORMATION

A. Suggestion Box – None

B. Correspondence – None

X. HEARING OF THE PUBLIC / MEMBERS PRESENT

Deputy Chief Dickson announced that she will have flu cards available for District members to redeem at Costco if unable to attend the flu clinic on September 21, 2017.

Volunteer Coordinator Jim Dickson commented that three Capitol Metro Girls Camp instructors are candidates for the District’s Volunteer Firefighter Positions.

XI. ADJOURNMENT

The regular Board Meeting was adjourned at 6:51 p.m.

THERE WILL BE NO WORKSHOP CONDUCTED THIS EVENING.

Next Regular Meeting: September 21, 2017 – 5:30 pm

Chair

Vice Chair

Commissioner

Commissioner

Commissioner

ATTEST: District Secretary

CHECK REGISTER

Lacey Fire District Three
MCAG #: 1346

09/21/2017 To: 09/22/2017

Time: 16:26:24 Date: 09/19/2017
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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
3366	09/22/2017	Claims	6630	19552	AMERISAFE	730.77	Annual Maintenance Of Portable Fire Extinguishers
			001 - 522-20-48-2024 - Small Equipment Repair, M			730.77	Annual Service Of Dry Chemical Maintenance & C02/Hydro Recharge
		Invoices	Amount	PO	For		
		39763	730.77	2540			
3367	09/22/2017	Claims	6630	19553	JACOB A BENTLEY	400.00	Practicum Supervision For Jeff Holguin - 8/1/17
			001 - 522-10-41-6029 - Management Consultants			400.00	Practicum Supervision For Jeff Holguin - 8/1/17
		Invoices	Amount	PO	For		
		8/29/17 BENTLE	400.00	2526	Practicum Supervision for Jeff Holguin - 8/1/17		
3368	09/22/2017	Claims	6630	19554	CITY OF LACEY	4,106.63	Fuel - August, 2017
			001 - 522-60-32-2011 - Fuel; Apparatus			4,106.63	Fuel - August, 2017
		Invoices	Amount	PO	For		
		13449	4,106.63	465	Fuel - August, 2017		
3369	09/22/2017	Claims	6630	19555	COMCASTCABLE	1,257.90	Internet/Phone Expenses - #8498 30 099 0001154, August/Sept. 2017
			001 - 522-10-42-1011 - Telephone			1,257.90	Internet/Phone Expenses - August/Sept. 2017
		Invoices	Amount	PO	For		
		9/2/17 COMCAS	1,257.90				
3370	09/22/2017	Claims	6630	19556	COPIERS NORTHWEST INC	424.26	Canon Copier Rental - 9/14/17-10/13/17, Overages 8/14/17-9/13/17
			001 - 522-10-45-1021 - Office Equipment Rental			424.26	Canon Copier Rental - 9/14/17-10/13/17, Overages 8/14/17-9/13/17
		Invoices	Amount	PO	For		
		INV1630080	424.26	468	Canon Copier Rental - 9/14/17-10/13/17, Overages 8/14/17-9/13/17		
3371	09/22/2017	Claims	6630	19557	ECMS INC	1,613.40	Bunker Gear Maintenance; Bunker Gear Maintenance
			001 - 522-20-31-2032 - PPE [Bunker Gear]			392.31	Landwehrle Pant Repair
			001 - 522-20-31-2032 - PPE [Bunker Gear]			31.58	Coat Inspection Only
			001 - 522-20-31-2032 - PPE [Bunker Gear]			122.47	Jacket
			001 - 522-20-31-2032 - PPE [Bunker Gear]			195.55	Pants
			001 - 522-20-31-2032 - PPE [Bunker Gear]			49.81	Boots
			001 - 522-20-31-2032 - PPE [Bunker Gear]			9.54	Gloves
			001 - 522-20-31-2032 - PPE [Bunker Gear]			9.54	Gloves
			001 - 522-20-31-2032 - PPE [Bunker Gear]			24.38	Helmet
			001 - 522-20-31-2032 - PPE [Bunker Gear]			6.89	Hood
			001 - 522-20-31-2032 - PPE [Bunker Gear]			6.89	Hood
			001 - 522-20-31-2032 - PPE [Bunker Gear]			498.94	Jacket
			001 - 522-20-31-2032 - PPE [Bunker Gear]			223.11	Pants
			001 - 522-20-31-2032 - PPE [Bunker Gear]			16.43	Wildland Jacket
			001 - 522-20-31-2032 - PPE [Bunker Gear]			9.54	Gloves
			001 - 522-20-31-2032 - PPE [Bunker Gear]			6.89	Hood
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			9.53	Gloves

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
		Invoices	Amount	PO	For		
		INV124052	423.89	2437	Bunker Gear Maintenance		
		INV124386	1,189.51	2470	Bunker Gear Maintenance		
3372	09/22/2017	Claims	6630	19558	FIRE SMART PROMOTIONS	326.70	Pub Ed Supplies - 200 Bike Bottles
					001 - 522-20-31-2046 - Public Education Supplies	326.70	20 Oz. Colored Bike Bottles
		Invoices	Amount	PO	For		
		104889	326.70	2405	Pub Ed Supplies - 200 Bike Bottles		
3373	09/22/2017	Claims	6630	19559	FLOHAWKS PLUMBING & SEPTIC	1,920.73	S34 Shop Pump Septic Tank
					001 - 522-50-48-2030 - Facilities Maintenance	1,920.73	Shop Septic Pumping
		Invoices	Amount	PO	For		
		3077966	1,920.73	2543	S34 Shop Pump Septic Tank		
3374	09/22/2017	Claims	6630	19560	FOSTER PEPPER PLLC	1,786.00	Legal Services - Matter #4, Personnel Matters; Legal Services - Matter #4, Personnel Matters
					001 - 522-10-41-1031 - Legal Services	1,284.00	Personnel Matter No. 4
					001 - 522-10-41-1031 - Legal Services	502.00	Personnel Matters No. 4
		Invoices	Amount	PO	For		
		1172779	1,284.00	2529	Legal Services - Matter #4, Personnel Matters		
		1176459	502.00	2528	Legal Services - Matter #4, Personnel Matters		
3375	09/22/2017	Claims	6630	19561	GARDNER'S TRUST INC	1,306.80	S34 Retention Pond Grounds Maintenance
					001 - 522-50-48-2030 - Facilities Maintenance	1,306.80	Retention Pond Grounds Maintenance
		Invoices	Amount	PO	For		
		22260	1,306.80	2531	S34 Retention Pond Grounds Maintenance		
3376	09/22/2017	Claims	6630	19562	HUGHES FIRE EQUIPMENT INC	2,496.75	Oly Shop #3192 Parts; Oly Shop #3192 Part; Oly Shop #3192 Part
					001 - 522-60-31-2022 - Apparatus Parts/Supplies	1,730.79	Parts
					001 - 522-60-31-2022 - Apparatus Parts/Supplies	501.39	Oly Shop #3192 (E31) Apparatus Part
					001 - 522-60-31-2022 - Apparatus Parts/Supplies	264.57	Oly Shop #3192 Part
		Invoices	Amount	PO	For		
		516967	1,730.79	2518	Oly Shop #3192 Parts		
		517101	501.39	2537	Oly Shop #3192 Part		
		517102	264.57	2538	Oly Shop #3192 Part		
3377	09/22/2017	Claims	6630	19563	HUNG RIGHT DOORS LLC	871.20	Springs For S31 Garage Door Repair
					001 - 522-50-48-2011 - Sta. 31 Facilities Repair	435.60	RW Spring
					001 - 522-50-48-2011 - Sta. 31 Facilities Repair	435.60	LW Spring
		Invoices	Amount	PO	For		
		427066	871.20	2545	Springs for S31 Garage Door Repair		

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
3378	09/22/2017	Claims	6630	19564	LIGHTHOUSE UNIFORM CO	980.01	Class A Uniform - Crebs; Bulk Mourning Bands; Multiple Pairs Of Uniform Gloves
			001 - 522-20-31-2031 - Uniforms			696.82	Class A Uniform
			001 - 522-20-31-2031 - Uniforms			29.78	Class A Uniform
			001 - 522-20-31-2031 - Uniforms			122.13	Bulk Mourning Bands
			001 - 522-20-31-2031 - Uniforms			131.28	Class A Gloves
		Invoices	Amount	PO	For		
		92089	726.60	2466	Class A Uniform - Crebs		
		92345	122.13	2510	Bulk Mourning Bands		
		92397	131.28	2516	Multiple Pairs of Uniform Gloves		
3379	09/22/2017	Claims	6630	19565	LN CURTIS & SONS INC	3,257.60	2 Incident Response Wrenches; Hydro Static Test 102 Air Cylinders
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			36.34	2 Incident Response Wrenches
			001 - 522-20-48-2024 - Small Equipment Repair, M			3,221.26	Hydro Static Test 102 Air Cylinders
		Invoices	Amount	PO	For		
		INV124209	36.34	2486	2 Incident Response Wrenches		
		INV125267	3,221.26	2515	Hydro Static Test 102 Air Cylinders		
3380	09/22/2017	Claims	6630	19566	NORTHERN SAFETY CO., INC.	250.25	10 Boxes Of Earplugs
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			194.90	Ear Plugs
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			55.35	Ear Plugs
		Invoices	Amount	PO	For		
		902576931	250.25	2489	10 Boxes of Earplugs		
3381	09/22/2017	Claims	6630	19567	PACIFIC REFLEX SIGNS	261.89	Incident Response Equipment
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			129.74	LACEY FIRE 3
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			132.15	(24) PARAMEDIC & (24) LACEY EMT
		Invoices	Amount	PO	For		
		185218	261.89	2483	Incident Response Equipment		
3382	09/22/2017	Claims	6630	19568	PALADIN BACKGROUND SCREENING LLP	84.00	Background Checks
			001 - 522-10-41-1091 - Other Professional Services			84.00	Background Screening
		Invoices	Amount	PO	For		
		955	84.00	2511	Background Checks		
3383	09/22/2017	Claims	6630	19569	POPE, HOUSER & BARNES, PLLC	1,137.78	Legal Services
			001 - 522-10-41-1031 - Legal Services			1,137.78	August - Review Of Documents
		Invoices	Amount	PO	For		
		74442	1,137.78	2535	Legal Services		
3384	09/22/2017	Claims	6630	19570	PUGET SOUND ENERGY INC	5,988.83	Utilities - Electric & Natural Gas, #3000000301
			001 - 522-50-47-2011 - Sta. 31 Utilities			3,414.09	S31 Utilities - Aug. 2017

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
			001 - 522-50-47-2012 - Sta. 32		Utilities	55.86	S32 Utilities - Aug. 2017
			001 - 522-50-47-2013 - Sta. 33		Utilities	872.69	S33 Utilities - Aug. 2017
			001 - 522-50-47-2014 - Sta. 34		Utilities	811.41	S34 Utilities - Aug. 2017
			001 - 522-50-47-2015 - Sta. 35		Utilities	761.55	S35 Utilities - Aug. 2017
			001 - 522-50-47-2016 - Sta. 32		Residence Utilities	73.23	S32 Mfg Utilities - Aug. 2017
		Invoices	Amount	PO For			
	9/5/17	PUGET PC	5,988.83	475	Utilities - Electric & Natural Gas, #30000000301		
3385	09/22/2017	Claims	6630	19571	SEA-WESTERN INC	3,334.59	Bunker Gear - Crebs & Casey
			001 - 522-20-31-2032 - PPE [Bunker Gear]			1,349.09	Bunker Jacket
			001 - 522-20-31-2032 - PPE [Bunker Gear]			45.44	Bunker Pocket
			001 - 522-20-31-2032 - PPE [Bunker Gear]			917.60	Bunker Pants
			001 - 522-20-31-2032 - PPE [Bunker Gear]			1,022.46	Bunker Pants
		Invoices	Amount	PO For			
	200900		3,334.59	2360	Bunker Gear - Crebs & Casey		
3386	09/22/2017	Claims	6630	19572	STERICYCLE INC	453.18	Biohazard Waste Disposal; Biohazard Waste Disposal; Biohazard Waste Disposal
			001 - 522-50-47-2041 - Refuse Services			142.96	Biohazard Removal
			001 - 522-50-47-2041 - Refuse Services			167.26	Biohazard Removal
			001 - 522-50-47-2041 - Refuse Services			142.96	Biohazard Removal
		Invoices	Amount	PO For			
	3003914582		142.96	2541	Biohazard Waste Disposal		
	3003969545		167.26	2542	Biohazard Waste Disposal		
	3003983331		142.96	2548	Biohazard Waste Disposal		
3387	09/22/2017	Claims	6630	19573	TACOMA SCREW PRODUCTS INC	58.28	Facility Supplies; Screws & Screwdriver
			001 - 522-50-31-2051 - Facilities/Janitorial Supplies			13.73	Facility Supplies
			001 - 522-50-31-2051 - Facilities/Janitorial Supplies			38.84	Screwdriver
			001 - 522-50-31-2051 - Facilities/Janitorial Supplies			5.71	Screws
		Invoices	Amount	PO For			
	17172713		13.73	2519	Facility Supplies		
	17173514		44.55	2522	Screws & Screwdriver		
3388	09/22/2017	Claims	6630	19574	TAGS TROPHIES	276.09	100 Badge Lanyards
			001 - 522-20-35-2019 - Incident Resp Eqpm - Fire			276.09	100 Badge Lanyards
		Invoices	Amount	PO For			
	EO154		276.09	2471	100 Badge Lanyards		
3389	09/22/2017	Claims	6630	19575	TAKE AIM, LLC	2,158.25	Uniforms - Invoices # 4755, 4774, 4777, 4782, 4783, 4784, 4785, 4786, & 4789, Dated 8/30/17 - 9/6/17; VFF Uniforms - Pechenny & Merten; ISU Belts - Hill & Libby; Uniforms - Invoices #4792, 4818, 4819,
			001 - 522-20-31-2031 - Uniforms			241.37	#4755 - Lt Hill Uniforms
			001 - 522-20-31-2031 - Uniforms			45.69	#4774 - S Frost Uniforms
			001 - 522-20-31-2031 - Uniforms			20.00	#4777 Weekly Delivery 9-6-17

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
			001 - 522-20-31-2031 - Uniforms			111.94	#4782 - Hunter Uniforms
			001 - 522-20-31-2031 - Uniforms			5.44	#4783 - M Perry Uniforms (class A Patches)
			001 - 522-20-31-2031 - Uniforms			213.24	#4784 -Major Uniforms
			001 - 522-20-31-2031 - Uniforms			97.92	#4785 - Davenport Uniforms
			001 - 522-20-31-2031 - Uniforms			276.72	#4786 -Collins Uniforms
			001 - 522-20-31-2031 - Uniforms			39.17	#4789 - Weiss Uniforms
			001 - 522-20-31-2031 - Uniforms			9.99	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms			23.97	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms			19.97	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms			24.97	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms			24.97	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms			29.95	VFF Uniforms
			001 - 522-20-31-2031 - Uniforms				Volunteer Uniforms
			001 - 522-20-31-2031 - Uniforms			28.23	ISU Uniforms
			001 - 522-20-31-2031 - Uniforms			28.22	ISU Uniforms
			001 - 522-20-31-2031 - Uniforms			10.88	#4792 -Murphy (patches Sewn)
			001 - 522-20-31-2031 - Uniforms			20.00	\$4818 - Weekly Delivery 9-13-17
			001 - 522-20-31-2031 - Uniforms			264.34	#4819 - Alderman Uniforms
			001 - 522-20-31-2031 - Uniforms			368.87	#4820 -Lt Berman Uniforms
			001 - 522-20-31-2031 - Uniforms			113.15	#4821 -Spotts Uniforms
			001 - 522-20-31-2031 - Uniforms			139.25	#4822 -Weiss Uniforms

Invoices	Amount	PO	For
8/30/17 TAKE AI	1,051.49	2523	Uniforms - Invoices # 4755, 4774, 4777, 4782, 4783, 4784, 4785, 4786, & 4789, dated 8/30/17 - 9/6/17
4787	133.82	2481	VFF Uniforms - Pecheny & Merten
4788	56.45	2435	ISU Belts - Hill & Libby
9/6/17 TAKE AIN	916.49	2544	Uniforms - Invoices #4792, 4818, 4819, 4820, 4821, & 4822, dated 9/6/17-9/13/17

3390	09/22/2017	Claims	6630	19576	TEMP CONTROL MECH SVS CORP	752.23	S31 HVAC Repair
					001 - 522-50-48-2011 - Sta. 31 Facilities Repair	752.23	S31 HVAC Repair

Invoices	Amount	PO	For
070169	752.23	2530	S31 HVAC Repair

3391	09/22/2017	Claims	6630	19577	JOHN THOBURN, Ph.D.	800.00	Practicum Supervision For Jeff Holguin - 7/12/17; Practicum Supervision For Jeff Holguin -8/17/17
					001 - 522-10-41-6029 - Management Consultants	400.00	Practicum Supervision - 7/12/17
					001 - 522-10-41-6029 - Management Consultants	400.00	Practicum Supervision - 8/17/17

Invoices	Amount	PO	For
9/6/17 THOBUR1	400.00	2524	Practicum Supervision for Jeff Holguin - 7/12/17
8/17/17 THOBUF	400.00	2532	Practicum Supervision for Jeff Holguin -8/17/17

3392	09/22/2017	Claims	6630	19578	TYLER TECHNOLOGIES INC	1,156.25	Incode Training
					001 - 594-22-64-1052 - Software	1,156.25	Incode Training

Invoices	Amount	PO	For
025-200346	1,156.25	2533	Incode Training

3393	09/22/2017	Claims	6630	19579	UL LLC	1,360.00	Oly Shop #3180 Aerial Inspection
					001 - 522-60-48-2014 - Apparatus Repair	1,360.00	Oly Shop #3180 Aerial Inspection

CHECK REGISTER

Lacey Fire District Three
MCAG #: 1346

09/21/2017 To: 09/22/2017

Time: 14:43:21 Date: 09/19/2017
Page: 6

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
		Invoices	Amount	PO	For		
		72020214178	1,360.00	2521	Oly Shop #3180 Aerial Inspection		
3394	09/22/2017	Claims	6630	19580	ULTRA GREEN SYSTEMS	394.33	Janitorial Supplies
					001 - 522-50-31-2051 - Facilities/Janitorial Supplies	394.33	Janitorial Supplies
		Invoices	Amount	PO	For		
		61201	394.33	2493	Janitorial Supplies		
3395	09/22/2017	Claims	6630	19581	UNIFIRST CORPORATION	1,162.67	Laundry - 7/25/17 - 8/25/17
					001 - 522-20-41-2092 - Garment Mx. & Laundry	1,162.67	Laundry - 7/25/17 - 8/25/17
		Invoices	Amount	PO	For		
		8/25/17 UNIFIRS	1,162.67	480	Laundry - 7/25/17 - 8/25/17		
3396	09/22/2017	Claims	6630	19582	UPS	127.13	Shipping - Shipper # 08XY88;
					001 - 522-10-42-1021 - Postage/Shipping	99.76	Shipping - Shipper # 08XY88
					001 - 522-10-42-1021 - Postage/Shipping	27.37	Shipping - Shipper # 08XY88
		Invoices	Amount	PO	For		
		000008XY88357	99.76	481	Shipping - Shipper # 08XY88		
		000008XY88367	27.37	481	Shipping - Shipper # 08XY88		
3397	09/22/2017	Claims	6630	19583	WA FINANCE OFFICERS	VOID	Wrong Vendor
					ASSN RERUN #19589 BELOW		
3398	09/22/2017	Claims	6630	19584	WAXIE SANITARY SUPPLY	180.89	Janitorial Supplies
					001 - 522-50-31-2051 - Facilities/Janitorial Supplies	180.89	Janitorial Supplies
		Invoices	Amount	PO	For		
		7691877	180.89	2506	Janitorial Supplies		
3399	09/22/2017	Claims	6630	19585	WESTCARE CLINIC LLC	756.00	Medical Services - August, 2017
					001 - 522-20-41-2051 - Medical Services	756.00	New Member Physicals, Vaccinations
		Invoices	Amount	PO	For		
		AUG17	756.00	2525	Medical Services - August, 2017		
3400	09/22/2017	Claims	6630	19586	WS DARLEY & CO	554.00	Oly Shop # 3155 Parts
					001 - 522-60-31-2022 - Apparatus Parts/Supplies	554.00	Housing Filters
		Invoices	Amount	PO	For		
		17296977	554.00	2536	Oly Shop # 3155 Parts		
3401	09/22/2017	Withdra	6630	19587	THUR CO FD3 REV FUND	2,125.11	Commissioner's Meeting Of
							9/21/17, Reimburse Revolving Fund
3406	09/22/2017	Claims	6630	19589	WA FIRE COMM ASSN	650.00	WFA Conference Registrations,
					001 - 522-10-49-6012 - Registrations	325.00	Registration For Kirkbride
					001 - 522-10-49-6012 - Registrations	325.00	Registration For Dobry
		Invoices	Amount	PO	For		
		CF2017-081	650.00	2527	WFA Conference Registrations, Commissioners Dobry & Kirkbride		

CHECK REGISTER

Lacey Fire District Three
MCAG #: 1346

09/21/2017 To: 09/22/2017

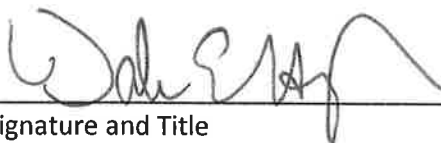
Time: 14:43:21 Date: 09/19/2017

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
3405	09/22/2017	Claims	6633	19588	FLAGS A' FLYING LLC	364.05	5 Memorial Flags
					101 - 522-20-31-2090 - Injured FF Assistance	247.78	Memorial Flags
					101 - 522-20-31-2090 - Injured FF Assistance	116.27	Memorial Flags
		Invoices	Amount	PO	For		
	77969		364.05	2517	5 Memorial Flags		

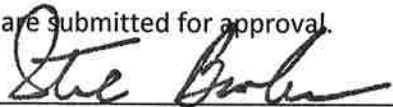
500 Support Services	5,973.32
501 Operations	35,552.07
502 Executive	1,850.00
001 General Fund	43,375.39
522 Fire Control	364.05
101 Donations Fund	364.05

Claims: 45,864.55
45,864.55

 FINANCE Director

9/19/17
Date

I, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the service rendered, or the labor performed as described herein, and that the warrants as listed in the above check register are submitted for approval.



Fire Chief

Chairman of the Board

Commissioner

Commissioner

Commissioner

Commissioner

Approval Date: _____

THURSTON COUNTY FIRE DIST. #3
MASTER PAYROLL LIST

Payroll Period 09A 2017

Checks Total Amount	284,789.50
<hr/>	
DIRECT DEPOSIT - KEY BANK	371,281.64
<hr/>	
KEY BANK FUNDS TRANSFER TO IRS FED INCOME TAX DEPOSIT	101,618.81
KEY BANK FUNDS TRANSFER TO IRS MEDICARE DEPOSIT	19,431.38
KEY BANK FUNDS TRANSFER TO IRS SOCIAL SECURITY DEPOSIT	837.24
Net Tax Deposit Total	121,887.43
<hr/>	
UNEMPLOYMENT FUND	0.00
<hr/>	
WASH STATE DEPT OF RETIREMENT SYSTEMS	189,145.02
<hr/>	
TOTAL PAYROLL	967,103.59

THURSTON COUNTY FIRE DIST. #3
MASTER PAYROLL LIST

Payroll Period 09A2 2017

Checks Total Amount	0.00
<hr/>	
DIRECT DEPOSIT - KEY BANK	1,459.69
<hr/>	
KEY BANK FUNDS TRANSFER TO IRS FED INCOME TAX DEPOSIT	122.96
KEY BANK FUNDS TRANSFER TO IRS MEDICARE DEPOSIT	51.12
KEY BANK FUNDS TRANSFER TO IRS SOCIAL SECURITY DEPOSIT	0.00
Net Tax Deposit Total	174.08
<hr/>	
UNEMPLOYMENT FUND	0.00
<hr/>	
WASH STATE DEPT OF RETIREMENT SYSTEMS	249.91
<hr/>	
TOTAL PAYROLL	1,883.68

THURSTON COUNTY FIRE DIST. #3
MASTER PAYROLL LIST

Payroll Period 09A2 2017

Checks Total Amount	0.00
<hr/>	
DIRECT DEPOSIT - KEY BANK	0.00
<hr/>	
KEY BANK FUNDS TRANSFER TO IRS FED INCOME TAX DEPOSIT	0.00
KEY BANK FUNDS TRANSFER TO IRS MEDICARE DEPOSIT	0.00
KEY BANK FUNDS TRANSFER TO IRS SOCIAL SECURITY DEPOSIT	0.00
Net Tax Deposit Total	0.00
<hr/>	
UNEMPLOYMENT FUND	0.00
<hr/>	
WASH STATE DEPT OF RETIREMENT SYSTEMS	-0.01
<hr/>	
TOTAL PAYROLL	-0.01



Title:	Selection of Board Chair and Vice Chair	
Type:	BOFC POLICY and PROCEDURES	Adopted: 2012
Section:	EXECUTIVE	Revised: September 2017

Selection of the Board Chair and Vice Chair

I. OVERVIEW/PURPOSE/SCOPE

RCW 52.14.080 directs that the Board of Fire Commissioners elect a chairperson from their number. A previous Resolution adopted in 1993 (596-02-93) has a degree of complexity that the current Board feels is unnecessary and the Board desires to create a policy and procedure for this process. The Board has repealed Resolution 596-02-93 in lieu of this policy and procedures.

II. POLICY

The Board of Fire Commissioners shall select from their membership a Chairperson and Vice Chairperson.

III. DEFINITIONS

IV. PRINCIPLES

- A. At the last regularly scheduled meeting of the Board in January, based on a rotation of the Positions beginning with Position 1, the individual holding that position will serve as Chairperson until replaced or removed from office as a Commissioner. The rotation started in 2011 with Position 1.
- B. If for any reason the individual holding the Position does not desire to serve as Chairman, the individual in the next Position will assume the role. The succession will continue unless the majority of the Board of Fire Commissioners agrees to change the order.
- C. The new Chairperson will seek a motion of the Board to select a Vice Chairperson. Upon approval by a simple majority vote, the elected Vice Chairperson shall serve until replaced or removed from office as a commissioner.
- D. In the event a sitting Chairperson should leave the office of commissioner, the Vice Chairperson shall assume the position of chair until the next regular selection of a Chairperson or until further action by the Board.

This Policy was adopted at the regular meeting of the Board of Commissioners on July 5, 2012.



Title:	Telephonic / Electronic Participation at Board Meetings	
Type:	BOFC POLICY	Adopted: 2012
Section:	EXECUTIVE	Revised: September 2017

Telephonic/Electronic Participation at Board Meetings

I. OVERVIEW/PURPOSE/SCOPE

Technology methodologies are improving in quality and Commissioners may not always be able to attend a meeting in person yet still need to participate in meetings. Therefore, a policy must be established to identify the parameters of virtual attendance at Board meetings.

II. POLICY

Virtual participation by Commissioners may be allowed under the following circumstances, subject to reasonable technical availability at the meeting location.

III. DEFINITIONS

Virtual attendance – utilization of technology so that a Commissioner may participate in a Board meeting in real time while not physically present.

IV. PRINCIPLES

- A. Requests to use virtual attendance for voting purposes shall be limited to rare circumstances, not more than two times per year per Commissioner. The member desiring to participate using virtual attendance shall advise the Board of Fire Commissioners two weeks in advance, if possible. If the need is urgent, the member must contact the Board Chairman and the Chief at least two days prior to the meeting.
- B. The member may use virtual attendance for a specific agenda item or an entire meeting as long as the member has reviewed the materials to be discussed prior to the meeting.
- C. Appropriate technical equipment must be available at the meeting location sufficient for all Board members and the public in attendance to hear.
- D. The Chairman will announce at the start of the meeting that a member will be participating through virtual attendance and state the reason the member is not available for the meeting.

This Policy was adopted at the regular meeting of the Board of Commissioners on July 5, 2012.



Title:	Emergency Services Outside the District	
Type:	BOFC POLICY and PROCEDURES	Adopted: 2015
Section:	EXECUTIVE	Revised:

Emergency Services Outside the District

I. OVERVIEW/PURPOSE/SCOPE

RCW 52.12.160 (2)(b) states “Property owners of unprotected land who choose not to form or annex into a fire protection jurisdiction or to enter into a written contractual agreement with a fire protection agency or agencies for the provision of firefighting services, do so willingly and with full knowledge that a fire protection service agency is not obligated to provide firefighting services to unprotected land.

Therefore, the District needs to establish guidelines for providing firefighting and emergency medical services outside the jurisdictional boundaries of Lacey Fire District 3 (District).

II. POLICY

The District may provide or assist in providing emergency fire or emergency medical services outside of its own district boundaries if:

1. Those services are otherwise unavailable
2. Those services are provided at the request of any law enforcement agency, fire district, fire department, a Washington State agency, federally recognized Tribe, or private person and
3. The District receives reimbursement for the costs of providing the services.

The person or entity receiving the services, or on whose behalf the services are provided, is liable to the District for the costs and these costs constitute a debt of that person and may be collected by the District.

In the absence of a service agreement with provisions for compensation or a mutual aid agreement, the District will not provide emergency fire or emergency medical services.

III. DEFINITIONS

Cost of service – the costs of providing emergency fire or medical services are those costs set forth in resolution(s) adopted by the District board of Fire Commissioners. Those resolutions establish fee schedules for emergency response, standby charges, fees for fire cause determination or any other fees that may be required or appropriate to provide emergency fire and medical services outside of District boundaries.

District jurisdiction – an area or property located within the District adopted boundaries including the municipal limits of the City of Lacey.



Title:	Emergency Services Outside the District	
Type:	BOFC POLICY and PROCEDURES	Adopted: 2015
Section:	EXECUTIVE	Revised:

Firefighting services – the provision of fire prevention services, fire suppression services, emergency medical services, and other services related to the protection of life and property.

Improved property – property upon which a structure is located, including bridges and agricultural structures as defined in RCW 19.27.015.

Liability – the District, as well as the firefighters and emergency medical technicians, whether volunteer or paid, which take part in firefighting efforts outside its jurisdiction or provides emergency care, rescue, assistance, or recovery services at the scene of an emergency, is not liable for civil damages resulting from any act or omission in the rendering of such services, other than acts or omissions constituting gross negligence or willful or wanton misconduct.

Unimproved property – those lands that will support grass, brush and tree growth, or other flammable materials when such lands are not cleared of cultivated and, in the opinion of the District, are a fire menace to life and property. See “unimproved lands” in RCW 76.04.005.

Unprotected land – property or unimproved property located outside the District’s jurisdiction.

IV. PRINCIPLES

- A. In order to facilitate the provision of firefighting services to unprotected lands, property owners of unprotected lands are encouraged, to the extent practicable, to annex to the District or to enter into a written agreement with the District for the provision of services.
- B. Property owners of unprotected land who choose not to annex into the District nor to enter into a written agreement with the district for the provision of firefighting services, do so willingly and with full knowledge that the District is not obligated to provide firefighting or emergency medical services to unprotected land.
- C. In the absence of a written agreement, the District may initiate services on unprotected land outside District jurisdiction in the following instances:
 - 1. Service was specifically requested by a landowner or other fire service agency
 - 2. Service could reasonably be believed to prevent the spread of a fire onto lands protected by the District
 - 3. Service could reasonably be believed to substantially mitigate the risk of harm to life or property by preventing the spread of a fire onto other unprotected lands.
- D. The property owner or owners of unprotected land outside the District jurisdiction shall reimburse the District actual costs for District response as described in policy.
 - 1. Cost recovery is based on District Board of Fire Commissioners adopted fee schedule(s).



Title:	Emergency Services Outside the District	
Type:	BOFC POLICY and PROCEDURES	Adopted: 2015
Section:	EXECUTIVE	Revised:

2. If a property owner fails to pay or defaults in payment to District for services rendered, the District is entitled to itself pursue payment, or through the collections process outlined in RCW 19.16.500.

V. RELATED DOCUMENTS

Fee Schedule

Fire Service Resource Mobilization Schedule



Title:	Fee Schedule	
Type:	BOFC POLICY and PROCEDURES	Adopted: July 2015
Section:	EXECUTIVE	Revised:

Fee Schedule

I. OVERVIEW/PURPOSE/SCOPE

To establish a consistent, fair, and equitable mechanism for cost recovery associated with the District's provision of regular services to individuals, entities, and properties that are outside of the District boundaries established by the Thurston County Auditor and/or are exempt from property taxation. See, *e.g.*, RCW 52.12.160; 52.30.020; and 52.30.080. This schedule does not otherwise limit the District's recovery of damages, costs and expenses authorized by law.

II. FEE SCHEDULE

Based on the following guidelines, the District will seek to establish service agreements with all entities and property within the established service and response area of the Fire District that are outside the District and/or not assessed regular property taxes by the Thurston County Assessor's Office. Under such service agreements, or in the absence of service agreements, the following fee schedule applies

- A. For properties with an assessed valuation maintained by the Thurston County Assessor's Office, the District will apply the established Regular and any voter approved Excess Levy Rates to the most current assessed valuation of the property to determine the annual rate of compensation:
2015 Regular Levy Rate = \$1.50/\$1,000 of assessed valuation
- B. For singular property parcels without an assessed valuation maintained by the Thurston County Assessor's Office, the District will apply the following rate to the total square footage of all structures on the parcel: **For 2015 = \$.28/sq. ft.**
- C. For service areas encompassing multiple land parcels with an established service history, the Board of Fire Commissioners may elect to charge a "per incident" fee in lieu of either A. or B. above. This fee will be determined by dividing the total amount of property tax dollars budgeted in the current calendar year by the total number of incident responses by the District in the prior calendar year: **For 2015 = \$1,025.00 per response**

III. RELATED DOCUMENTS

Out of District and Exempt Properties Service Provision Policy



Title:	Commissioner Compensation	
Type:	BOFC POLICY and PROCEDURES	Adopted: 2014
Section:	EXECUTIVE	Revised: September 2017

Commissioner Compensation

I. OVERVIEW/PURPOSE/SCOPE

RCW 52.14.010 establishes the Commissioner compensation rate per day or portion thereof for official meetings or “in performance of other services or duties on behalf of the district.” Therefore, the Board must identify the other services and duties that are eligible for compensation.

II. POLICY

Commissioners of the District shall be entitled to receive the per diem compensation as outlined in RCW 52.14.010 for the activities specific herein.

III. DEFINITIONS

IV. PRINCIPLES

- A. Attendance at all regular meetings and special meetings of the Board of Fire Commissioners.
- B. Attendance at regular local County Fire Commissioners Association meetings.
- C. Attendance at meetings for which each Commissioner has been appointed as the representative or alternate for and by the District or a County, State or National Fire Commissioner organization.
- D. Attendance at the Washington Fire Commissioners’ Association annual conference and seminars.
- E. Attendance at other Fire District-related activities approved by the Board of Fire Commissioners.
- F. Attendance at other County, State or National Fire Commissioner activities pre-approved by the Board of Fire Commissioners.
- G. Travel expenses when the location of the approved activity is outside Thurston County. Commissioners shall receive reimbursement as outlined in established per diem rates for meals and lodging; mileage reimbursement will be based on current Internal Revenue Service rate.
- H. Compensation for attendance at other meetings or functions not specifically addressed above shall be approved by the Board of Fire Commissioners.

This Policy was adopted at the regular meeting of the Board of Commissioners on June 5, 2014.

Fire Protection District No. 3, Thurston County, Washington

(Lacey Fire District No. 3)

Proposed Financial Management Policies

(As of September 15, 2017)

Statement of Purpose

The financial integrity of Fire Protection District No. 3, Thurston County, Washington (the “District”) government is of utmost importance. To discuss, write, and adopt a set of financial policies is a key element to maintaining this integrity. The set of policies within this document serve as a central reference point of the most important of our policies, which are critical to the continued financial health of our local government.

Written, adopted financial policies have many benefits, such as assisting the elected officials and staff in the financial management of the district, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as elected officials and staff members change. While these policies will be amended periodically, they will provide foundation and framework for many of the issues and decisions facing the District. They will promote sound financial management and assist the District’s stability, efficiency, and effectiveness.

Financial Goals

Our financial goals seek to:

- Ensure the financial integrity of the district
- Manage the financial assets in a sound and prudent manner
- Improve financial information for decision makers at all levels:
 - Policy makers as they contemplate decisions that affect the district on a long-term basis
 - Managers and staff as they implement policy on a day-to-day basis
- Maintain and further develop programs to ensure the long term ability to pay all costs necessary to provide the level and quality of service required by the citizens
- Maintain a spirit of transparency and accountability to the public for the District’s fiscal activities

Financial Policies

The District’s financial policies address the following major areas:

- | | |
|--|---|
| I. General Policies | VIII. Debt Policies |
| II. Revenue Policies | |
| III. Purchasing and Contracting Policies | IX. Communication Policies |
| IV. Expenditure Policies | X. Compliance Policies |
| V. Operating Budget Policies | XI. Investment & Cash Management Policies |
| VI. Capital Management Policies | XII. Reserve Policies |
| VII. Accounting Policies | |

I. General Policies

1. The District adopts financial policies to assure the financial strength and accountability of the District.
2. The Fire Chief develops and adopts administrative directives and general procedures for implementing these financial policies without formal approval by the Board of Fire Commissioners (the "Board"); provided that, such directives and procedures are presented to the Board for informational purposes.
3. All District departments share responsibility to meet policy goals. Future service plans and programs may be developed to reflect current policy directives, projected resources, and future service requirements.
4. It is the intention of the District to attract and retain employees necessary for providing high quality services. For represented personnel, the District shall negotiate toward a comparable compensation and benefits consistent with Chapter 41.56 RCW. For other personnel, the District shall manage salary and benefits consistent with comparable public sector positions.
5. The District will coordinate with other governmental agencies in an effort to achieve partnerships of common policy objectives, and share the cost of providing governmental services on an equitable basis, while providing efficiencies and achieving economies of scale. Efforts will additionally be made to support favorable legislation at the state and federal level.
6. The District will strive to maintain fair and equitable relationships with its contractors and suppliers.
7. The Board may amend any or all provisions of these financial policies.

II. Revenue Policies

Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired services.

General Revenues

1. The District will try to maintain a diversified and stable revenue system to protect programs from short-term fluctuations in any single source.
2. Beginning cash balance is considered current year's revenue.
3. Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the state, other governmental agencies or reliable economic forecasters when available.
4. General Fund and other unrestricted revenues will not be earmarked for specific purposes, activities or services unless otherwise authorized by the Board or required by law, or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited into the General Fund and appropriated by the budget process.
5. The District will comply with restrictions placed on funding by fund source and by the Board or other authoritative body. Typically, these restricted or reserved funds will be managed within a fund within the General fund (a managerial fund e.g. Donation Fund, Equipment Repair and Replacement Fund) or in a fund outside the General Fund. Examples include a Bond or Debt Service Fund or a Capital Projects fund. See fund descriptions below.
6. If revenues from "one-time" or limited duration sources are used to balance the annual

operating budget, it is to be fully disclosed and explained at the time the budget is presented. It is the District's goal to not rely on these types of revenues to balance the operating budget.

7. The District will not use deficit financing and borrowing to support on-going operations in the case of long-term (greater than one year) revenue downturns. Revenue forecasts will be revised and expenses will be reduced to conform to the revised long-term revenue forecast or revenue increases will be considered.
8. The District may use all available and lawful resources to collect outstanding revenues.

Fees and Charges

1. Enterprise/Internal Service operations will be self-supporting.
2. The District may use service users' charges in lieu of ad valorem (property) taxes and subsidies from other District funds, for services that can be identified and where costs are directly related to the level of service provided.
 - a. Other reimbursable work performed by the District (labor, meals, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated cost.
 - b. Charges for services shall accurately reflect the actual or estimated cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The District may maintain a current schedule of fees and charges, showing when the fees were last reviewed and/or recalculated. Fees and charges will be reviewed every three years at a minimum.
 - c. The District will consider market rates and charges levied by other municipalities for like services in establishing rates, fees, and charges.
 - d. Certain fees, such as rental fees, will be based upon market conditions and are not subject to the limitations of cost recovery.

Grants and Gifts

1. Grant funding for programs or items which address the District's current priorities and policy objectives should be considered to leverage District funds. Inconsistent and/or fluctuating grants should not be used to fund on-going programs.
2. Before accepting any grant, the District shall consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.
3. All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor; all gifts and donations shall be managed and expended in accordance with the wishes and instructions of the donor or lacking any external guidance, treated as Donation fund revenue.

General Fund

The General fund is the primary operating account, and used for the payment of operating and maintenance expenses, including labor costs related to the day-to-day operation of the District. The General Fund may include Managerial funds to provide better fiscal management of reserved, restricted or other special purpose type funds, as required by the funding source, donor, Board or other responsible party.

Bond Fund

The Bond Fund (or such other fund or account created by the Board within the Bond Fund) shall be used to record receipt and payments including principal, interest and fees of any bond activity.

Capital Project Funds

The Capital Funds are used for purchase or construction of capital projects and may be used for debt payments if approved by the Board.

Cash Receipts

The District's receipts shall be balanced and funds deposited to the Depository Account no less frequently than weekly consistent with RCW 43.09.240. The District will maintain a special waiver for the Daily Deposit rule from the County to allow the District to deposit funds at least weekly. Any out-of-balance conditions (Cash Over/Short) shall be immediately reported to the Finance Director, reviewed, and posted. Cash over/short conditions of more than \$100 shall be reported to the Fire Chief immediately. The Board will be notified no later than the next regular Board meeting. The District shall provide a numerically sequential receipt and a unique transaction batch number for all financial transactions.

Fund Balance and Maintenance of Minimum Reserve Levels

The District shall strive to maintain adequate fund balances (reserves) in order to provide sufficient cash flows to meet operating and capital expenses, while also providing the financial ability to address economic downturn and system emergencies. Operating expenditures shall include salaries, benefits, supplies, professional services, intergovernmental and interfund expenses, capital outlays and transfers (See "[XII. Reserve Policies](#)" herein for more details and specifics.)

III. Purchasing and Contracting Policies

Establish policies and procedures governing purchases made by the District to uphold and provide responsible stewardship of public funds.

1. Procurement and purchasing will be overseen by the Deputy Chief(s). Daily operations are delegated to the Finance Director and are conducted in adherence with applicable federal and state laws and regulations and applicable District policies.
2. The process of determining whether a purchase is needed, in the best interest of the District and its customers, selecting vendors, managing contracts and agreements are subject to standards that embody the value of stewardship of public resources.
3. When feasible, purchasing activities shall be administered in a manner that provides maximum practicable open competition appropriate to the type of product or service to be provided. Purchases shall support the goals of cost efficiency and product/service quality.
4. It is the policy of the District to adhere to established procedures as described below:
 - a. There will be established thresholds of purchasing authority and review;
 - b. The Board will review and approve single purchases of \$300,000 or more;
 - c. The District will adhere to specific rules as described in the Purchasing and Contracting procedure as well as applicable state law and regulations for Public Works procurements;

- d. There will be a central file system to house and retain all purchasing records in accordance with established retention schedules. This central file may be physical or electronic or a combination of both.

IV. Expenditure Policies

Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

1. The District will strive to adopt an annual General Fund budget in which current expenditures do not exceed current projected revenues. Capital expenditures may be funded from one-time revenues.
2. The District will take immediate corrective actions if at any time during the fiscal year expenditure and revenue estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of contingencies. The Board may approve a short-term interfund loan or use of one-time revenue sources to address temporary gaps in cash flow, although this will be avoided if possible.
3. Long-term debt or bond financing shall not be used to finance current operating expenditures.
4. Emphasis will be placed on improving individual and work group productivity rather than adding to the work force. The District will invest in technology and other efficiency tools to maximize productivity. The District will hire additional staff only after the need for such positions has been demonstrated and documented.
5. All compensation planning and collective bargaining will focus on the total costs of compensation (TCC) which includes direct salary, pension contributions, and other benefits which are a cost to the District. Contracts presented for approval by the Fire Chief will have specific operational, legal or other compulsory items identified and discussed before ratification by the Board will be considered.
6. Periodic comparisons of service delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery where appropriate. Programs that are determined to be inefficient and/or ineffective may be reduced in scope or eliminated.
7. The District will make every effort to maximize any lawful discounts offered by creditors/vendors.

V. Operating Budget Policies

1. The Board will adopt and maintain an operating budget for each of its funds. The District may prepare either an annual or biennial budget per Washington RCW 52.16.030. In lieu of adopting an annual budget, the District may adopt a biennial budget with a mid-biennium review and modification for the second year of the biennium. The Board, following its process, will review and approve an annual/biennial budget of each of the District's funds. The District Secretary shall deliver the certified budget to the county in ample time for the tax levies to be made for the District.
2. The District will adopt a budget where current annual/biennial operating revenues will be equal to or greater than current operating expenditures. The District's prior

year fund balance is considered revenue for budget purposes. (See “[XII. Reserve Policies](#) – General Principles” herein for more details and specifics.)

3. Balanced revenue and expenditure forecasts will be prepared to examine the District's ability to absorb operating costs due to changes in the economy, service demands, contractual obligations, and capital improvements. The forecast will encompass five years and will be updated annually.
4. In order to achieve a balanced budget in the event of potential imbalance, and the cause of the imbalance is expected to last for no more than one year, the planned use of any available District resources (from the Reserve fund or other non-restricted fund) to balance the budget is permitted. In the event that a budget shortfall is expected to continue beyond one year, the planned use of reserves must be developed as part of a corresponding strategic financial plan to close the gap through revenue increases or expenditure decreases.
5. Any year-end unobligated operating surpluses will revert to unappropriated balances for use in maintaining required ending cash balances and/or cash reserve levels set by policy. The Board may direct that all or a portion of the unobligated year-end operating surplus, may be transferred to a fund other than the General fund.
6. The District will provide for adequate maintenance and the orderly replacement of capital assets and equipment. Fleet and equipment replacement will be accomplished through the use of a depreciation schedule. The goal is to create a reserve fund sufficient for the replacement of the vehicles and equipment.
7. The operating budget shall serve as the annual/biennial financial plan for the District. It will serve as the policy document of the District for implementing the Board's goals and objectives. The budget will provide the staff the resources necessary to accomplish District determined service levels.
8. The Fire Chief shall annually present a proposed District budget or mid biennial update by fund to the Board. The Board must adopt by resolution a final budget no later than November 30 of each year (or such other time as required by law).
9. Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Board.
10. The Fire Chief has the authority to approve appropriation transfers between programs or departments within a fund. In no case may total expenditures of a particular fund exceed that which is appropriated by the Board without a budget amendment.
11. Amendments to the budget are allowable and are approved by the Board. As new information becomes available throughout the year, the Board may amend (increase) the District's budgets at the fund level through a formal process. Amendments may occur at any time during the fiscal period, but cannot occur after December 31 for the current year. Furthermore, budgetary authority must be in place before actual expenditures are made.

VI. Capital Management Policies

Review and monitor the state of the District's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources.

Capital Facilities Plan

1. The District may develop a Capital Facilities and Equipment Plan (CFEP) which is consistent with the District Strategic Plan. The plan shall be for a period of not less than five years.
2. The CFEP will include all projects to maintain public capital facilities and equipment required to maintain service levels at standards established by the Board. It may also include for consideration, such other projects as requested by the Fire Chief or Board.
3. The CFEP will provide details on each capital project plan including estimated costs, sources of financing and a full description of the project.
4. The District will finance only those capital improvements that are consistent with the adopted CFEP and District priorities. All capital improvement operating and maintenance costs will be included in operating budget forecasts.
5. A status review of the CFEP will be conducted periodically and a report will be presented by the Fire Chief or his/her designee, to the Board.

Capital Asset Management

1. The District will maintain its capital assets at a level adequate to protect the District's capital investment and to minimize future maintenance and replacement costs. The budget will provide for adequate maintenance and orderly replacement of capital assets from current revenues where possible.
2. The capitalization threshold used in determining if a given asset qualifies for capitalization is \$5,000 per item with a useful life of over one year. All capital assets shall have a District property tag affixed to it when placed into service.
3. Minor equipment that falls below the \$5,000 threshold but is subject to shrinkage shall have a District property tag affixed to it when placed into District service and will be accounted for on the "Small and Attractive" inventory list.
4. The Finance and/or Facilities, Equipment and Technology Department will conduct required physical count/inspection of all capital assets.
5. Adequate insurance will be maintained on all capital assets consistent with the results of the annual physical count/inspection.

VII. Accounting Policies

Comply with prevailing federal, state, and local statutes and regulations. Conform to a comprehensive basis of accounting in compliance with Washington State statutes and with generally accepted accounting principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA)

where applicable.

1. The District uses the cash basis of accounting which is a departure from generally accepted accounting principles (GAAP).
2. The District will maintain expenditure categories according to state statute and administrative regulation. The District will use the "Budgeting, Accounting & Reporting System" (BARS) prescribed by the State Auditor for its revenue and expenditure classification.
3. Quarterly budget and financial reports showing the current status of revenues and expenditures will be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.
4. Monthly financial updates will be presented to the Board.
5. Electronic financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
6. The Annual Financial Report will be prepared and submitted to the State Auditor's Office no later than 150 days from the end of the preceding fiscal year.
7. The Annual Financial Report will be prepared on the basis of accounting that demonstrates compliance with Washington State statutes and the BARS manual prescribed by the State Auditor, which is a comprehensive basis of accounting other than generally accepted accounting principles. The report will provide full disclosure of all financial activities and related matters.
8. Financial audits are performed by the Washington State Auditor's Office, which issues an opinion on the annual financial statements. The accountability audit (i.e., accountability for public resources and compliance with state laws and regulations and its own policies and procedures) are performed by the Washington State Auditor's Office.
9. The District's budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units, and as a communications device for all significant budgetary issues, trends and resources.

VIII. Debt Policies

Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

Purpose and Overview

The Debt Policy for the District is established to help ensure that all debt is issued both prudently and cost effectively. The Debt Policy sets forth comprehensive guidelines for the issuance and management of all financings of the District. Adherence to the policy is essential to ensure that the District maintains a sound debt position and protects the credit quality of its obligations.

Capital Planning

The District shall integrate its debt issuance with its Capital Facilities and Equipment Plan (CFEP) spending to ensure that planned financing conforms to policy targets regarding the level and composition of outstanding debt. This planning considers the long-term horizon, paying particular

attention to financing priorities, capital outlays and competing projects. Long-term borrowing shall be confined to the acquisition and/or construction of capital improvements and shall not be used to fund operating or maintenance costs. For all capital projects under consideration, the District shall set aside sufficient revenue from operations to fund ongoing normal maintenance needs and to provide reserves for periodic replacement and renewal. Although permitted by State law, the issuance of debt to fund operating deficits is not a desired policy of the Board, unless otherwise deemed necessary by the Board due to unforeseen circumstances.

Legal Governing Principles

In the issuance and management of debt, the District shall comply with the state constitution and with all other legal requirements imposed by federal, state, and local rules and regulations, as applicable.

Roles & Responsibilities

The Board shall:

1. Approve indebtedness;
2. Approve or delegate to the Fire Chief the appointment of bond underwriters, financial advisors and bond counsel;
3. Approve the Financial Policy, including the section on the Debt Policy; and
4. Approve budgets sufficient to provide for the timely payment of principal and interest on all debt.

The Fire Chief in consultation with the District Finance Director shall:

1. Assume primary responsibility for debt management
2. Provide for the issuance of debt at the lowest possible cost and risk;
3. Determine the available debt capacity;
4. Provide for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved capital expenditures;
5. Recommend to the Board the manner of sale of debt;
6. Monitor opportunities to refund debt and recommend such refunding as appropriate.
7. Comply with all Internal Revenue Service (IRS), Securities and Exchange (SEC), and Municipal Securities Rulemaking Board (MSRB) rules and regulations governing the issuance of debt.
8. Adopt all procedures as deemed appropriate to ensure compliance with IRS and SEC rules and regulations.
9. Provide for the timely payment of principal and interest on all debt and ensure that the fiscal agent receives funds for payment of debt service on or before the payment date;
10. Provide for and participate in the preparation and review of offering documents;
11. Comply with all terms, conditions and disclosure required by the legal documents governing the debt issued;
12. Submit to the Board all recommendations to issue debt;
13. Provide for the distribution of pertinent information to rating agencies;
14. Apply and promote prudent fiscal practices.

Ethical Standards Governing Conduct

1. The members of the District's staff will adhere to the standards of conduct as stipulated by state law, including but not limited to Chapter 42.23 RCW, the Code of Ethics for Municipal Officers.

Types of Debt Instruments

The District may utilize any legally available municipal debt obligations to finance long-term capital projects and other lawful purposes, all deemed necessary and advisable by the Board and as authorized by law. Subject to the approval of Board of Commissioners, the District is authorized to sell:

1. **Unlimited Tax General Obligation Bonds** – The District shall use Unlimited Tax General Obligation Bonds (UTGO), also known as “Voted General Obligation Bonds” for the purpose of capital improvements, remodels, equipment purchases and property acquisition. Voted Bond issues are limited to capital purposes only. Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project. UTGO Bonds are payable from excess tax levies and are subject to the assent of 60% of the voters at an election to be held for that purpose, plus validation requirements.
2. **Limited Tax General Obligation Bonds** – A Limited-Tax General Obligation debt (LTGO), also known as “Non-Voted General Obligation Debt”, requires the District to levy a property tax sufficient to meet its debt service obligations but only up to a statutory limit. The District shall use LTGO Bonds as permitted under State law for lawful purposes only. General Obligation debt is backed by the full faith and credit of the District and is payable from non-voter approved property taxes and other money lawfully available. LTGO Bonds will only be issued if:
 - a. District determines they can afford the payments;
 - b. A project requires funding not available from alternative sources;
 - c. Matching fund monies are available which may be lost if not applied for in a timely manner; or,
 - d. Emergency conditions exist.
3. **Special Assessment/Local Improvement District Bonds** – The District shall use Special Assessment Bonds as permitted under State law for the purpose of assuring the greatest degree of public equity in place of general obligation bond where possible. Local Improvement District (LID) Bonds represent debt that is repaid by the property owners who specifically benefit from the capital improvements through annual assessments paid to the District. LID’s are formed by the Board of Fire Commissioners after a majority of property owners agree to the assessment. No taxing power or general fund pledge is provided as security, and LID Bonds are not subject to statutory debt limitations. The debt is backed by the value of the property within the district and an LID Guaranty Fund, as required by State Law.
4. **Short Term Debt** – The District shall use short term debt as permitted by State law for the purpose of meeting any lawful purpose of the municipal corporation, including the immediate financing needs of a project for which long term funding has been secured but not yet received. The District may use inter-fund loans rather than outside debt instruments to meet short-term cash flow needs for the project. Inter-fund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of the funds will not impact the fund’s current operations. All inter-fund loans will be subject to Board of Fire Commissioner approval and will bear interest at prevailing rates.
5. **Leases** – The District is authorized to enter into capital leases under State law, subject to

the approval of the Board of Fire Commissioners.

General Requirements

1. The District will not use long-term debt to pay for current operations, unless otherwise deemed necessary by the Board due to unforeseen circumstances. The use of bonds will be considered for significant capital and infrastructure improvements.
2. The term of the debt shall never extend beyond the useful life of the improvements to be financed; and the term of the debt will not exceed 20 years, unless otherwise authorized by law.
3. General obligation debt will not be used for self-supporting enterprise activity. The general policy of the District is to fund general-purpose public improvements and capital projects that cannot be financed from current revenues with voter-approved general obligation debt. Non-voter approved debt may be utilized when a new revenue source, or Levy lid lift revenue source can be identified to pay debt service expenses.
4. The general policy of the District is to establish debt repayment schedules that use level annual principal and interest payments.
5. Interest earnings on bond proceeds will be limited to 1) funding the improvements specified in the authorizing bond resolution, or 2) payment of debt service on the bonds. Proceeds from debt will be used in accordance with the purpose of the debt issue. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond resolution that authorized the issuance of the debt.
6. The District will use the most prudent methods of acquiring capital items,
7. The District will maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved. The District will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
8. The District may use refunding bonds in accordance with the Refunding Bond Act, RCW 39.53. Unless otherwise justified, the District will refinance debt to achieve true savings as market opportunities arise. Refunding debt shall never be used for the purpose of avoiding debt service obligations. A target 5% cost savings (discounted to its present value) over the remainder of the debt must be demonstrated for any “advance refunding” and 3% for “current refundings,” unless otherwise deemed necessary and advisable by the Board.
9. With Board approval, interim financing of capital projects may be secured from the debt financing marketplace or from other funds through an inter-fund loan as appropriate in the circumstances.

IX. Communication Policies

1. It is the policy of the District to remain transparent.
2. The District shall manage relationships with the rating analysts assigned to the District’s credit, using both informal and formal methods to disseminate information.
3. The District’s Basic Financial Statements and Notes shall be a vehicle for compliance with continuing disclosure requirements. The Notes to the Financial Statements may be supplemented with additional documentation as required. Each year included in the Notes to the Financial Statements, the District will report its compliance with debt targets and the goals of the Debt Policies.

4. The District shall seek to maintain or improve its current bond rating.

X. Compliance Policies

Investment of Proceeds

The District shall comply with all applicable Federal, State, Local and contractual restrictions regarding the investment of bond proceeds. This includes compliance with restrictions on the types of investment securities allowed, restrictions on the allowable yield of invested funds as well as restrictions on the time period over which some of the proceeds may be invested.

Legal Covenants

The District shall comply with all covenants and conditions contained in governing law and any legal documents entered into at the time of a bond offering.

Periodic Policy and Procedure Review

At a minimum, the Debt Policy and the District's Post Issuance Tax Compliance Procedure and Disclosure Procedure will be reviewed and updated every five years.

XI. Investment and Cash Management Policies

Manage and invest the District's operating cash to ensure its legality, safety, provide for necessary liquidity, avoid imprudent risk, and optimize yield.

1. Cash and Investment programs will be maintained in accordance with District policies and procedures and will ensure that proper controls and safeguards are maintained. District funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

The District may develop and adopt an investment policy. The Thurston County Treasurer's office, acting as the District's Treasurer has the authority and responsibility of investing the District's investable assets. It is the District's policy to invest all temporary cash surpluses. The interest on these investments is prorated to the various funds.

All deposits and certificates of deposits are covered by the Federal Deposit Insurance Corporation and/or the Washington Public Deposit Protection Commission. District investments are held by the Thurston County Treasurer in the Thurston County Investment Pool (TCIP) as its agent in the District's name.

2. The District will maintain written guidelines on cash handling, accounting, segregation of duties, and other financial matters.
3. Monthly Statement of Financial Activities reports are part of the financial report package and are prepared and distributed to the Board showing cash position, and year-to-date budgeted and actual revenue and expenditures. These are distributed no less frequently than quarterly.
4. The District will conduct at a minimum annual reviews of its internal controls and cash handling procedures

XII. Reserve Policies

Maintain the reserves, contingencies, and ending fund balances of the various operating funds at levels sufficient to protect the District's credit as well as its financial position from emergencies.

General Principles

1. At each fiscal year end the remaining dollars left in each fund that are undesignated and unencumbered constitute available reserves of the District.
2. The District will include all fund balances in the annual budget.

Fund Balances

1. The District's goal is to establish and maintain an adequate Fund Balance of at least twelve percent (12%) of the General Fund and supported operating funds. The reserve is defined as a reserve solely for the purpose of addressing temporary revenue losses due to economic cycles or other time-related causes.
2. Annual contributions will be budgeted from the General Fund resources as available to establish and maintain the target reserve level.
3. All expenditures drawn from the Reserve Fund shall require a prior approving vote by a majority of the Board.

Reserve Funds

The District will maintain an Operating Reserve Fund.

1. The Operating Reserve Fund provides a financial cushion in the event of an economic downturn and to meet emergency needs.

Equipment Repair & Replacement Fund

1. Sufficient reserves will be maintained and developed to provide for repair and scheduled replacement of District assets nearing the end of their useful lives.

Additional Reserves

1. Additional reserve accounts may be created by the Board to be set aside for specific purposes or special projects, for known significant future expenditures, or as general operational reserves.

