

West Klickitat
Regional Fire Authority
Governance Policy

DRAFT

18 June 2024

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Forward

- ❖ The decisions that the Executive Staff, Fire Officers and other positions of leadership shall make for the administration and operation of the West Klickitat Regional Fire Service Authority will be based on the policies established by the Governing Board as set forth in this policy manual.
- ❖ This policy manual will be kept current as to revisions, additions, and deletions in accordance with Board action and will be available to the public and staff at all times. A record of changes shall be made on the following page.
- ❖ Flexibility in making policy changes allows the Board to meet future needs and challenges. Accordingly, the Board reserves the right to amend, modify and eliminate any of these policies, procedures, and benefits at any time.
- ❖ This policy manual is not a complete statement of Board policies, nor does it form a part of any employment contract or promise any specific treatment. This manual is simply a general summary of the Board's current policies, procedures, and benefits.
- ❖ The Board reserves full discretionary authority to waive, interpret, and apply all policies and procedures. The Board's determination on all such matters is final and binding.
- ❖ This manual supersedes any other oral or written provisions, descriptions, or understandings of the West Klickitat Regional Fire Service Authority's policies, procedures, and benefits; except that any conflicts between this manual and written policies adopted by Board action shall be presented to the Board for resolution.
- ❖ Policies in this manual that are required by federal or state laws and regulations may be subject to change at any time by changes to the governing laws and regulations.

RECORD OF CHANGES

Date	Section	Summary of Change

DEFINITIONS

"Board" or **"Governance Board"** or **"Governing Board"** means the governance body of the West Klickitat Regional Fire Service Authority as provided by RCW 52.26.020.

"Fire Chief" or **"Chief"** means the chief administrative officer of the West Klickitat Regional Fire Authority

"RCW" means Revised Code of Washington

"ROBERTS RULES OF ORDER" means the following publication:
Robert's Rules of Order by Henry M Robert, III, and others, Public Affairs, 12th edition, 20 Sep. 2020, ISBN -13: 978-1-5417-9771-0

"VOLUNTEER" means a volunteer member of the West Klickitat Regional Fire Service Authority who meets the definition found in RCW 51.25.035

"WAC" means Washington Administrative Code

"WFCA" means Washington Fire Commissioner's Association

"WKRFA" means the West Klickitat Regional Fire Service Authority

1. General Qualifications, Duties, and Responsibilities of the Governing Board

1.01 Responsibilities

The members of the Governance Board for WKRFA carry a great deal of responsibility, including but not limited to the following:

- They must be aware and apply all of the legal requirements in areas ranging from budgeting and taxation to holding public meetings and elections.
- They are responsible to the citizens of the WKRFA for the level of service, the quality of service and competency of personnel providing the WKRFA's services.
- They must be able to put aside self-interests in order to assure that the needs of the people of the WKRFA are met.

1.02 Leadership

Effective leadership from the Board of Governance is essential for the WKRFA to provide quality service. Board members must consistently abide by the following:

- Recognize that an individual member has no legal status to act or speak for the Board outside of an official meeting.
- Refuse to make commitments on any matter that should properly come before the Board.
- Respect the opinion of other members and graciously accept the principal of "majority rule" in Board decisions.
- Insist that all of the Governance Board's transactions be on an ethical and above-board basis.
- Refuse to allow personal problems to be brought into Board consideration.
- Insist that personnel complaints go through the proper chain of command first and only to the Board if not resolved at those levels.

1.03 Policy Making

Policymaking is one of the most important responsibilities of a board member. It is essential that board members thoroughly understand the goals, objectives, and general operating policies of the WKRFA. Developing goals and policies is a two-step process.

- **Planning** - Planning begins with the Board establishing levels of service and measurable goals, objectives and performance measures for the WKRFA that adapt to changing conditions. Planning includes identifying and analyzing potential

opportunities and selecting the best options available. Flexibility and regular review are central to the development and maintenance of WKRFA plans.

- **Policy** - After goals and objectives are identified, the Board must develop specific strategies or policies to achieve these goals. Policies simplify decision-making for the Board and personnel. By developing defined steps and guidelines to steer WKRFA actions, objectives can be more easily realized. Policies should be evaluated and revised periodically to ensure they lead toward the stated goals.

1.04 Management Techniques

A board member's time is limited. The following techniques assist in utilizing time efficiently and lead to more effective decision-making.

- **Set Priorities** - List projects in order of importance. Act on them accordingly.
- **Develop Study Plans** - List steps that must be followed and completion dates for each project.
- **Encourage Citizen Participation** - Citizen groups and advisory committees can provide a great deal of information and expertise to aid the Board in its decision-making. Generally, at least one Board member should be on each committee.
- **Delegate Responsibility where Possible** - Do not get involved in every WKRFA activity.
- **Preparation** - Stay abreast of current subjects so you have knowledge of the WKRFA's activities.
- **Follow Through** - Use your own leadership and authority to make sure good ideas are actually implemented.

1.05 Legal Qualifications

- All members of the Governance Board must be registered voters and must reside within the boundaries of the WKRFA.
- Before beginning the duties of office, each commissioner shall take and subscribe the official oath for the faithful discharge of the duties of office as required by RCW 29A.04.133, which oath shall be filed in the office of the auditor of the county in which all, or the largest portion of, the district is located.

1.06 Policy Decisions

The following policy decisions should be reviewed each year.

- Agreements and policies regarding mutual aid and automatic aid to other emergency services providers.
- Response outside the WKRFA and not within mutual aid response areas.
- Contracts with other agencies.

- Contracts with vendors and businesses providing services to the WKRFA.
- WKRFA fees for services provided.
- The regular Board meeting schedule.
- Contracts with employees.
- Activities permitted within the fire stations.
- Participation of staff and Board members in WKRFA related educational sessions.
- Accident insurance coverage for personnel (paid and volunteer).
- Membership with the Washington Fire Commissioners Association.
- Budget forecasts and budget activities supported and driven by established goals, objectives, strategic plans and performance measures
- Organizational action plan, goals, and objectives.
- Assessment of current insurance needs.
- Review of equipment and facilities needs.
- Current issues and their impacts on the WKRFA.
- Communications between commissioners.
- Activities and/or progress of any committees and revise task schedules as necessary.
- Legal issues addressed during the past year and determination on the adequacy of legal opinions and advice given by the WKRFA's legal representation.

2. Powers of the Board

2.01 RCW

The powers of the Governance Board are outlined in the revised code of Washington Title 52. See Appendix.B.

2.02 Committees

The Board is authorized to appoint advisory committees as follows:

- The Board Chair will outline the duties and responsibilities of each advisory committee at the time of committee appointment.
- A Board member may serve as an ex-officio member.
- The Board Chair will inform the advisory committee(s) about the Washington Inspection of Public Records Law.
- The Chair of each advisory committee is responsible for keeping written minutes and making them available to the public through the WKFRFA office.
- The Chair of each committee will determine when the committee has completed its charge and should be disbanded, and shall make such a recommendation to the Board Chair.
- Advisory committees may be disbanded at any time by a majority vote of the members of the Board.

2.03 Board Membership

- **Number of Members** – Beginning Sep. 30, 2024 the WKRFA Governance Board shall be composed of six (6) members, three (3) sitting fire commissioners of Klickitat County Fire District No. 3 and three (3) sitting members of the White Salmon, Washington, City Council.
- Not later than Jan. 31, 2027 the Governing Board shall adopt and approve a plan to reduce board membership to five (5) at large commissioner positions, each to be directly elected by the citizens of WKRFA. Those elected to serve on the successor Governing Board shall assume those initial terms in office Jan. 1, 2028. The term of office for those elected to serve on the successor Board shall be staggered as detailed below. At the expiration of the initial terms of office, commissioners shall be elected to serve four (4) year terms in office.

<u>Commissioner Position</u>	<u>Term</u>	<u>Expiration Date of Initial Term</u>
Position No. 1	2 years	December 31, 2029
Position No. 2	3 years	December 31, 2030
Position No. 3	2 years	December 31, 2029
Position No. 4	3 years	December 31, 2030
Position No. 5	4 years	December 31, 2031

- **Vacancies** – Should a vacancy occur on the successor Board, that vacancy will be advertised and the Board will execute a selection process and appoint an individual from among those indicating their interest in filling the vacancy, in accordance with RCW Title 52.
- **Service as Volunteer** – A member of the Governance Board may serve as a volunteer of the WKRFA if the Board unanimously approves a resolution authorizing such service. When serving as a volunteer, a board member is entitled to receive the same benefits provided to all volunteers but is not entitled to the board per diem for time spent serving as a volunteer.

2.04 Offices of the Board

- **Officers** – The officers of the Board shall consist of:
 - a. Chair
 - b. Vice Chair
- **Election** – Election of officers shall be held at the first meeting of each calendar year.
- **Vacancy** – If a vacancy occurs in the Chair or Vice Chair position, an election of officers shall take place at the next regular meeting of the Board to fill the unexpired term created by the vacancy.

2.05 Officers Duties

- **Duties of the Chair** – The duties of the Chair shall be as follows:
 - a. To preside at all meetings of the Board, with the right to make motions, discuss questions, and the option to vote on any issue.
 - b. To sign any documentation that requires an official signature on behalf of the Board.
 - c. To represent the Board in deliberation with other Boards, Fire Departments, or agencies unless another member has been appointed by a majority of the Board to do so.
 - d. To speak on behalf of the Board when the Board is not in session. Communications will be in accordance with discussions, agreements and actions taken by the majority of the Board.
 - e. To call special meetings and perform all other duties prescribed by law or set forth in the Board’s policies and rules.
- **Duties of the Vice-Chair** – In the absence of the Chair, the Vice-Chair shall perform the duties and the rights and obligations of the Chair.
- **Chair and Vice Chair Absence** – In the absence of both the Chair and Vice Chair, any other member selected by the Board shall preside.

3. Functions of the Board

3.1 Policy

The Board shall establish and/or approve all policies of the West Klickitat Regional Fire Service Authority, reserving for itself all authority and responsibility not otherwise assigned to the Fire Chief or others.

Policies of the Board shall meet the following guidelines:

- Board policies shall recognize the need to delegate authority to staff. The Board will formulate and adopt written policies to assist staff in its discretionary use of delegated authority.
- Policies approved by majority vote of the Governance Board and recorded in the minutes of the Board shall be regarded as official.
- The Board shall authorize reports and studies it deems necessary to ensure its policies have been properly executed.
- Any formal motion or action which does not comply with or amends or supplements existing policy shall be called to the Board’s attention before a vote is taken.
- To ensure its policies are current and provide staff with appropriate flexibility, the Board will review its policies on an annual basis, or when deemed necessary.
- If a policy or portion thereof is found to be in conflict with state or federal law or the rules and regulations of a higher authority, such policy or portion thereof is automatically null and void without Board action.

- In the event of disagreement over the application, extent or interpretation of a policy, the conflict will be decided by a majority of the Board.
- Board rules, designed to explain, detail or otherwise organize the application of a policy, once adopted, are considered to be a part of the policy.
- Proposals to adopt, change, delete, add to or repeal a policy may originate from anyone affected by WKRFA activities, including a Board member, Fire Chief, taxpayer, employee, employee organization, consultant, or civic group. The Board Chair shall determine whether or not the Governance Board will consider such proposals, except that the Board shall automatically consider proposals supported by at least two Board members.
- Proposed new policies will be reviewed in draft form by the Chief, and should be reviewed by organizations and groups affected by the proposed policy, before Board *action*.

3.02 Policy Amendments or Suspensions

- **Amendments** – Policies may only be amended by a majority vote of the Board after the proposed amendment has been submitted in writing, placed on the agenda, and considered during a Board meeting.
- **Suspensions** – Policies may be suspended, or revoked, by a majority vote of all members of the Governance Board when the proposal has been submitted in writing.

3.03 Personnel Contracts

The Governance Board will engage in discussions and reach agreements with personal service contracts with individuals and/or recognized employee groups, as required in the Washington Collective Bargaining Laws of the Public Employment Relations Commission, reserving to itself or its designee(s) the responsibility to negotiate with employee groups.

3.04 Fire Chief

The Governing Board will select and appoint by resolution the Fire Chief who shall be the Boards direct representative in management of the WKRFA. The Chief shall be responsible for day-to-day operation and oversight of the WKRFA, including responsibility for implementing Board policies, and accomplishment of organizational goals and objectives as adopted by the Board. The Board will provide the financial means to implement Board policies and accomplish organizational goals adopted by the Board.

The appointment process utilized in filling the Chief's position will include reasonable and appropriate input from the volunteer members of the WKRFA via their volunteer association representative.

3.05 Administrative Manager

The Board will select and appoint by resolution the Administrative Manager who shall be the WKRFA Secretary. The Administrative Manager is responsible for keeping records of the proceedings of the Board, maintaining the clerical and financial records of the WKRFA, providing support to the members of the Governance Board, the Fire Chief and Volunteers and performing other duties as prescribed by law.

The Administrative Manager shall take and subscribe an official oath similar to that of the fire commissioners which oath shall be filed in the same office as that of the commissioners.

3.06 Public Board Representation

Giving the appearance of representing the Board when not authorized to do so is destructive to the accomplishment of WKRFA's goals and objectives and to the team philosophy of the Governance Board. Board members shall refer requests of Board or WKRFA opinion or position on issues to the Chair and the Fire Chief for a consensus opinion/position of the whole Board. In the absence of the Chair, the Vice-Chair is authorized to speak on behalf of the Board.

3.07 Advance Information Required

Except in emergencies, the Board shall not decide questions before examining and evaluating information which is pertinent to the action being proposed. Except in emergencies or critical decisions, the Board shall incorporate the "two touch" rule on issues which is further discussed in Board agenda section.

3.08 Disputed Items

Whenever possible, disputed items should be discussed with the Chief and other parties to the dispute prior to action being requested at a Board meeting. If a satisfactory conclusion cannot be reached, the disputed items may be placed on the agenda of a future meeting at the discretion of the Board. All relative information shall be provided to Board members.

3.09 Board Member Support

The Board, through WKRFA staff, shall cooperate impartially with incoming Board members and provide them with information regarding Board policies, administrative regulations, and other aspects of the operation of the WKRFA.

3.10 New Member Support

The Board and Fire District staff shall assist any new member in understanding the Board's functions, policies, and procedures before they take office. The following methods shall be employed:

- a. *The new member shall be provided applicable materials documenting the role of a Board member.*
- b. *The new member shall be invited to attend and participate in meetings prior to being sworn in.*
- c. *The Chief shall provide material pertinent to meetings and be responsive to questions regarding said material.*
- d. *The new member shall be invited to meet with the Chief to discuss the services staff provides in support of WKRFA and the Governing Board.*
- e. *The Chief, or his representative, will give each new member:*
 - *A copy of the Board policy manual*
 - *A copy of WKRFA's Rules and Regulations*
 - *A copy of the WFCA's Fire Commissioner's Handbook*

4. Meetings of the Governance Board

All meetings of the Governance Board shall be conducted in compliance with RCW 42.30, the Washington State Open Public Meetings Act.

4.01 Regular Meeting Agenda

The WKRFA Secretary shall draft the agenda after conferring with the Fire Chief and the Board Chair, following the general order listed below:

- Meeting called to order
- Flag salute
- Roll call
- Approval of agenda
- Approval of the minutes
- Public comments*
- Administrative Secretary's Report
 - Financial Update
 - Review warrants and vouchers
- Fire Chiefs Report
- Training Report
- Volunteer Representative Report
- Information Only Items
- Unfinished Business – Follow-up items
- Discussion items

- Action Items
- Executive Session (as needed)
- Good of the Order - Board member comments
- Adjournment

4.02 Preparation of the Agenda

Agendas for Regular Board meetings shall be prepared in the following manner:

- Within ten (10) days of the Regular Board meeting the Administrative Manager shall confer with the Board Chair and the Fire Chief to set the agenda items, and see that it is prepared and made available to the Board at least seven (7) days prior to regular Board meetings.
- Agendas shall be complete with detailed information relative to the agenda, including Board meeting coversheets, attachments, supporting materials and existing Board policy pertinent to agenda items.
- All issues, unless they are emergent in nature, shall appear before the Board on a “two-touch” rule. That is, the Board shall see all items first as an Information or Discussion item (“first touch”) with all supportive material for the Board to review and have ample discussion. If the item is satisfactorily discussed and all questions are answered concerning the matter, the Board may then request the item come back for the ‘second touch’ as an Action Item at the next meeting.
- For special meetings of the Board, the agenda shall be distributed as soon as possible prior to the meeting, but no later than allowed by law. Detailed information relative to the agenda of a special meeting may be provided at the meeting if it is not possible to distribute such material with the agenda.

4.03 Minutes

The Board shall require published minutes of all its meetings. *A draft copy of the Board minutes shall be given to the Board seven (7) day prior to a Regular Board meeting.* Neither a full transcript nor a recording of the meeting is required, except as otherwise provided by law. The written minutes must be published after Board approval and shall include at least the following information:

- Members of the governing body present.
- Motions, proposals, resolutions, orders, and measures proposed and their disposition.
- Results of all votes.
- The substance of any discussion on any matter.
- Minutes of executive sessions may be limited to material, the disclosure of which is not inconsistent with RCW Title 52.

4.04 Rules of Order

Except as otherwise provided by state law or Board Policy, the Board shall follow the rules of parliamentary procedure identified in “Robert’s Rules of Order”. Such Rules may be amended at any meeting by majority vote, and the order of business may be suspended at any meeting by a majority vote of the Board.

4.05 Public comment

Members of the audience may comment on items relating to any matter related to WKRFA business under the Public Comment Period. However, several rules shall apply to the opportunity to comment to the Board:

- Comments may be limited to three (3) minutes per person, and a total of fifteen (15) minutes per topic. Members of the audience may not ‘donate’ their three minutes to another speaker.
- Members of the audience may also speak on an individual agenda item from the approved agenda at the time the issue is being considered by the Board, ONLY when recognized by the Chair.
- All speakers shall address their remarks to the Board Chair, adhering to the following requirements.
 - Comments shall at all times be confined to those questions, comments and/or facts which are germane and relevant to the question, issue or matter which is under consideration;
 - Comments must be courteous in their language and deportment;
 - Use of profanity is prohibited;
 - Comments shall not engage in or discuss/comment on personalities; nor shall they indulge in derogatory remarks or insinuations in respect to any member of the Board, or WKRFA staff;
- Any person making personal, impertinent or slanderous remarks while addressing the Board shall be barred from further participation by the Chair.

4.06 Voting

- Votes will be recorded as necessary. Any Board member may request that their vote be changed if such a request is made prior to consideration of the next order of business.
- Two members may request a roll-call vote.
- Members may abstain from voting. Prior to the vote, the member must state for the record, the reason for abstaining.

4.07 Quorum

A quorum consists of 50% of the Governing Board Membership, plus one (1). No action may be taken by the Board without the presence of a quorum.

4.08 Conflict of Interest

Members must declare a conflict of interest, recusing themselves and abstain from voting when conflicts of interest exist.

4.09 Adjournment

Meetings may be adjourned by the Chair at the conclusion of the meeting agenda, or at any time during the meeting by a majority vote of the Board.

4.10 Regular Meeting

The Board shall hold open public meetings monthly. Regular meetings may be cancelled when it is determined by a majority of the Board members present that it is in the best interest of the WKRFA or that a quorum will not be present. Board meetings scheduled to replace cancelled regular meetings shall be considered special meetings.

4.11 Special Meetings

The Chair or a majority of the members of the Board may call and hold additional meetings as deemed necessary, in accordance with the provisions of RCW 42.30.080. Actions taken during a Special Meeting must be limited to the subject(s) identified by the agenda.

4.12 Executive Sessions

Executive sessions may be called by the Chair or by a majority of the members of the Board during an official meeting, in accordance with Washington State law.

4.13 Meeting of the Board of Volunteers

The WKRFA Board of Volunteer Firefighters Trustee meetings shall be held immediately after regular Board meetings when there is BVFF business to be conducted.

5. Personnel

5.01 Equal Employment Opportunity

The WKRFA is committed to equal employment opportunity. Management is required to recruit, employ, train, transfer, promote, pay, discipline, lay off and terminate employees and members solely on the basis of individual qualifications and merit and/or according to the standards and policies outlined in its personnel and related policies.

Decisions involving any aspect of the employment relationship must be made without regard to an employee or volunteer member's race, color, creed, religion, sex, age, national origin, marital status, and physical or mental handicaps that with reasonable accommodation do not prevent performance of the work involved, or any other status or characteristic protected under any applicable federal or state law.

5.02 Affirmative Action

Equal employment opportunity and treatment shall be provided in hiring, retention, transfer, promotion, and training of all employees and members regardless of age, handicap, national origin, race, color, religion, sex, or marital status.

Positive action will be taken to ensure equal employment opportunities, including reasonable accommodations based on an individual's qualifications for specific duties in relation to organizational needs.

Continuous effort will be devoted to prevent discriminatory practices in the WKRFA.

The WKRFA will make special efforts to inform all employees and members of available training opportunities and assist them in securing training advancement.

5.03 Workplace Harassment

The Governance Board is committed to maintaining a working environment for its employees and members, which is free from any form of workplace harassment in violation of state and federal employment discrimination laws.

5.04 Personnel Policies

Personnel policies are effective for all employees and members.

5.05 Assignments

The assignment of employees and volunteer members, the delegation of duties, the determination and duration of hours of work, including the assignment of overtime, the location of work assignments and other matters related to the direction of the work force shall be determined by the Chief.

5.06 Duties of WKRFA Staff

The duties of all WKRFA staff shall be described in Position Summaries approved by the Governing Board.

5.07 Delegation of Responsibility

The Governing Board shall delegate to the Chief the responsibility of developing and maintaining rules and regulations to implement Board policies and govern the activities of WKRFA staff and volunteer members. Regulations proposed by the Chief shall be approved by the Board prior to implementation. Standard Operating Guidelines are to be approved by the Chief.

6. Budget Administration

6.01 Budget

The budget is the WKRFA's financial plan developed to authorize collection of revenue and payment of expenses necessary to carry out the programs supporting the goals and objectives of the WKRFA. The Board shall adopt a budget annually in accordance with state law, and Board members shall become familiar with and understand the budget and budget forecasts.

6.02 Spending Limitations

The Chief may be authorized to approve limited expenditures for supply and equipment items within parameters established by the Board of Governance, provided they are within the appropriate approved budget item total. The Chief's authorized spending limitations and authority shall be established by Board policy.

6.03 Purchases

The Governing Board must approve all purchases by either advance or subsequent ratification.

6.04 Reports

The WKRFA Administrative Manager shall prepare and provide to the Board on a monthly basis, or more frequently, at the Chief's discretion, written and oral financial reports of actual revenues and expenditures as compared with the approved budget.

7. Compensation

7.01 Volunteer Members Reimbursement for Expenses

Volunteer Members shall be compensated in the following manner for expenses incurred while attending meetings or working on behalf of the WKRFA:

- Expenses for such activities will be reimbursed by the WKRFA as provided for by RCW Title 52 and WKRFA policy.
- Reimbursement for expenses is considered public information and shall be included in the register of paid bills.
- Volunteer Members shall report to the WKRFA Secretary on their attendance at meetings for which reimbursement is sought.

7.02 Board Compensation for Services Performed

A member of the Governance Board shall be compensated per RCW 52.14.010 for each day or portions thereof in actual attendance at official Board meetings or when performing other services or duties for the WKRFA. It is the function of the Board to approve the services that any member of the Board is authorized to perform. Board members shall be entitled to receive full compensation authorized by statute for the following services:

- Attendance at regular and special meetings of the Governing Board.
- Attendance at regular Fire Commissioners Association meetings and at meetings of the Board of Directors of the Association if a member of that board.
- Attendance at Washington Fire Commissioners Association meetings, conferences and seminars.
- Attendance at fire department related seminars and educational classes.
- Attendance at WKRFA open house events.
- Attendance at other WKRFA related activities approved by the Board.
- Attendance Travel time when a separate day of travel is required because of the location and scheduling of the activity.

7.03 Educational Goal

It is the intention of the Governing Board to keep Board members informed of pertinent information relative to providing emergency services and changes in emergency services laws in the following manner:

- Board members shall obtain at WKRFA expense, subscriptions to publications designated by the Board.
- Board members are encouraged to attend appropriate educational opportunities offered for emergency services providers.
- The Chief shall alert Board members of conferences, meetings, and publications that may be useful and informative.

7.04 Travel

Members of the WKRFA Governance Board shall be authorized reimbursement for travel expenses to activities that are of direct benefit to the WKRFA. Reimbursement for daily expenses and per diem shall be the same as that allowed for WKRFA employees.

8. Legal Counsel

8.01 Advice of Counsel

The Board shall request legal advice and recommended courses of action for specific legal questions that may expose the Fire District to liability or violations of law.

8.02 Authorization to Seek Counsel

Authority to seek legal counsel shall be limited to the Fire Chief, Administrative Secretary and members of the Governance Board.

9. Property Inventory, Review, and Disposal

9.01 Inventory Required

The Fire District shall maintain a formalized program of accountability and controls over all inventories of furniture, fixtures, and equipment exceeding \$500 in purchase price. The purpose of the inventory will be to aid the administration in obtaining insurance coverage, to aid in the management of equipment and facilities, to assist in budgeting for maintenance and replacement of assets, and to establish responsibility for the custody of equipment.

9.02 Review of Inventory

The Chief shall review the inventory annually and provide the Governance Board with a written report detailing said inventory.

9.03 Lawful Disposal

The WKRFA shall dispose of surplus or non-usable property using the monetary policies required by Washington State Law, with sales being conducted in a manner that will not exhibit favoritism or invite criticism.

9.04 Sale to Other Agencies

Items declared surplus or non-usable may, upon approval of the Board, be sold or disposed of to other fire departments or government agencies. Where possible, sale of surplus equipment shall be made available to public agency emergency service providers with which the Fire District may expect to have mutual aid agreements or receive mutual aid support.

DRAFT

APPENDIX A

WKRFA Commissioner Creed

As an individual commissioner of the Governing Board, I pledge to:

- Be motivated only by desire to serve the people of my community.
- Recognize that it is my responsibility, together with that of my fellow Board members, to see that services are properly run - not to run them myself.
- Work through the Fire Chief or management employees designated by the Chief, not over or around them.
- Recognize that WKRFA business may be legally transacted only in open meetings legally called.
- Attempt to inform themselves as to the proper duties and functions of a Commissioner.
- Meet their legal responsibility by functioning as part of a legislative, policy-forming body, not as an administrative officer.
- Make decisions in meetings of the Governance Board only after all sides of the questions have been presented.
- Consider public disclosure regulations and intent when discussing WKRFA business, thus avoiding "secret" sessions of Board members held without the presence of WKRFA administration or the general public.
- Protect the confidentiality of privileged or private WKRFA records and information that is not subject to public disclosure laws.

Board of Commissioner's Duty Statement to the Community

WKRFA Commissioners are duly elected servants of the community and report directly to their constituents via public meetings, face to face or phone conversations, and the elections process. Members of the Board are obligated to conduct the business of the WKRFA in a professional manner. The following is a partial list of the duties and obligations of Board members:

- Uphold the laws of the State.
- Attempt to appraise fairly both the present and the future interests of the community.
- Attempt to procure adequate financial support for programs, facilities, and services.
- Ensure that proper management of organization resources, programs and services is taking place.
- Interpret the administrative needs and attitudes of the community.
- Interpret to the community the aims and methods of the organization.
- Ensure the integrity of the organization by conducting business in an open and ethical manner.
- Ensure that the organization prospers and survives in the long term.
- Establish polices and approve operational procedures for the organization.
- Maintain a continuous track record of financial accountability and solvency of the organization.
- Establish an annual budget and approve annual organizational goals.
- Determine the mission and purpose of the organization.
- Support the Chief in carrying out the mission of the organization and evaluate his or her performance.
- Ensure effective organizational strategic planning.
- Enhance the public image of the organization.
- Recruit and orient new Board members and assess Board performance. Make yourself available to be present at selected programs and activities of the organization. The best testimony that a Board member can give of the quality of the programs and services of the organization is to personally experience them.
- Provide accurate information consistent with the policies and procedures of the Fire District when representing the organization.
- Indicate when your personal opinions are being expressed, as opposed to organizational policy.

- Act in unison with other members of the Board and support the Board’s collective action in a positive manner.
- Conduct an annual systematic review of all organizational activities in order to determine their effectiveness.
- Seek cooperative relationships with other civic, governmental and private groups including businesses.
- Ensure that incidental conversations you have with others reflect well on the organization. The grapevine is a powerful source of information in any community and can affect an organization’s image.

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Board Role in Reinforcing the Organization's Vision

- Ensure that there is a WKRFA vision.
- Ensure that the vision statement, mission statement, and management philosophy are reviewed periodically.
- Ensure that the vision statement is communicated to the citizenry.
- Ensure that the Chief interprets the vision statement to the staff.
- Ensure that the goals and objectives that are established are tied to achievement of the vision.
- Evaluate the annual achievement of the goals and objectives of the organization.
- Ensure that an accountability system is established that links the work of staff and their recognition to accomplishment of the organization's vision.
- The vision statement should influence the decision making of the Commissioner and guide the organization toward a common end.
- The vision is an intuitive statement, to be believed in. Believe it!

Potential Commissioner and Staff Problem Areas

- Keeping Board members informed. A Board member should never come to a meeting without having information on what is happening and why.
- Mass media relations. Management and members of the Board must avoid making statements on matters not yet discussed or decided.
- Personnel. Recognize there is a chain of command. Hold the Chief responsible for his staff and don't interfere.
- Clear policies. Policy can and should be placed in written form.
- Use of committees. If committees are used, set written guidelines for their functions.
- The Board is a decision maker. Individual members have no power – only the Board as a whole can make decisions.
- Fiscal practices. A clear-cut policy must be established regarding decision-making authority on expenditures, fees to be charged, budget preparation, bidding, financial reports and other fiscal matters.
- Learn the art of compromise. Before the Chief or individual Commission members get out so far on a limb that they can't get back, explore possible compromises.
- Discretionary judgments. The Commission needs to accept that certain latitude is required by the Chief to make judgment decisions on a day-to-day basis that are not covered by policy.

Working with the Chief and the Staff

- Hold the Chief responsible for conducting the business of the organization.
- Give the Chief authority commensurate with his responsibility.
- Expect the WKRF to be administered by the best trained, technical, and professional people it is possible to retain.
- Expect the Chief to keep the Board adequately informed at all times through both oral and written reports.
- Refer all complaints to the proper administrative staff or insist that they be presented in writing to the entire Board.
- Present any personal criticisms of employees to the Chief.

Why does the relationship between the Chief and the Board deteriorate? Some of the factors that contribute to the breaking down of the relationship are as follows:

- Lack of a common sense of vision or purpose for the Fire Dept.
- Failure to reinforce the growth and development of one another; in other words, they don't assume the responsibility of helping each other continue to grow.
- Loss of personal rapport leading to a breakdown in communications; in other words, they are not connecting.
- Failure of the administration to use influence to help shape policy.
- Failure of Board members and Fire District staff to understand their respective roles (policy vs. administration and operations).
- Failure of Board members and administration to listen effectively to one another. Failure to support one another and act as a cohesive unit, especially under pressure.
- Development of cliques.
- Focusing on people and personalities rather than ideas, concepts and policies.

Unethical Practices

- Holding unofficial “secret” meetings.
- Withholding information.
- Providing inaccurate and/or misleading information.
- Divulging confidential information.
- Fiscal irresponsibility.
- Using Fire District services for personal use.
- Asking for preferential treatment.
- Giving preferential treatment.
- Engaging in activities that are in direct conflict with the best interests of the Fire District.
- Undermining other Commissioners by talking behind their backs and/or operating with hidden agendas.
- Engaging in immoral behavior.
- Falsifying information.
- Padding an expense reimbursement voucher.
- Authorizing Fire District staff to violate Fire District rules and regulations.
- Pilfering Fire District materials, supplies, and/or equipment.
- Concealing one’s errors.

Board of Commissioner's Duty Statement for the Chief

The Chief reports to the Board of Commissioners and is responsible for carrying out the directions of the Board as follows:

- Providing accurate and complete information to the Board so the commissioners can make thoughtful decisions and establish viable and relevant policies.
- Recommending specific policies to the Board as well as recommending action on agenda items that require Board action.
- Administering and implementing policies established by the Board.
- Being responsible for the attitudes and working environment of the organization.
- Developing and nurturing interagency relationships.
- Assuming responsibility for legal matters on a day-to-day basis.
- Development of the staff as a working team.
- Preparation of a preliminary budget proposal for submission to the Board.
- Preparation of the program goals and objectives of the organization.

Title 52: Fire Protection Districts

Chapter 52.26. Regional fire protection service authorities.

§ 52.26.090 Powers of governing board. (1) The governing board of the authority is responsible for the execution of the voter-approved plan. Participating jurisdictions shall review the plan every ten years. The board may:

- (a) Levy taxes and impose benefit charges as authorized in the plan and approved by authority voters;
- (b) Enter into agreements with federal, state, local, and regional entities and departments as necessary to accomplish authority purposes and protect the authority's investments;
- (c) Accept gifts, grants, or other contributions of funds that will support the purposes and programs of the authority;
- (d) Monitor and audit the progress and execution of fire protection and emergency service projects to protect the investment of the public and annually make public its findings;
- (e) Pay for services and enter into leases and contracts, including professional service contracts;
- (f) Hire, manage, and terminate employees; and
- (g) Exercise powers and perform duties as the board determines necessary to carry out the purposes, functions, and projects of the authority in accordance with Title 52 RCW if one of the fire protection jurisdictions is a fire district, unless provided otherwise in the regional fire protection service authority plan, or in accordance with the statutes identified in the plan if none of the fire protection jurisdictions is a fire district.

(2) An authority may enforce fire codes as provided under chapter 19.27 RCW. [2006 c 200 § 6; 2004 c 129 § 9.]