

# West Klickitat Regional Fire Authority Governance Policy

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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
8/12/2024		V 8/12/2024 Approved by Planning Committee
9/26/2024		V 8/12/2024 formatting and page numbers coordinated.-Rplumb
9/30/2024		V 8/12/2024 Approved by Governing Board

## 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, 12<sup>th</sup> 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:

- a) They must be aware and apply all of the legal requirements in areas ranging from budgeting and taxation to holding public meetings and elections.
- b) 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.
- c) 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:

- a) Recognize that an individual member has no legal status to act or speak for the Board outside of an official meeting.
- b) Refuse to make commitments on any matter that should properly come before the Board.
- c) Respect the opinion of other members and graciously accept the principle of "majority rule" in Board decisions.
- d) Insist that all of the Governance Board's transactions be on an ethical and above-board basis.
- e) Refuse to allow personal problems to be brought into Board consideration.
- f) 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.

- a) **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.

- b) **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.

- a) **Set Priorities** - List projects in order of importance. Act on them accordingly.
- b) **Develop Study Plans** - List steps that must be followed and completion dates for each project.
- c) **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.
- d) **Delegate Responsibility where Possible** - Maximize Board involvement in policy making efforts and have an adopted process to delegate additional WKRFA activity when appropriate.
- e) **Preparation** - Stay abreast of current subjects so you have knowledge of the WKRFA's activities.
- f) **Follow Through** - Use your own leadership and authority to set policy standards that ensure good ideas are implemented.

#### 1.05 Legal Qualifications

- a) All members of the Governance Board must be registered voters and must reside within the boundaries of the WKRFA.
- b) 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.

- a) Agreements and policies regarding mutual aid and automatic aid to other emergency services providers.
- b) Response outside the WKRFA and not within mutual aid response areas.
- c) Contracts with other agencies.
- d) Contracts with vendors and businesses providing services to the WKRFA.



- e) WKRFA fees for services provided.
- f) The regular Board meeting schedule.
- g) Contracts with employees.
- h) Activities permitted within the fire stations.
- i) Participation of staff and Board members in WKRFA related educational sessions.
- j) Accident insurance coverage for personnel (paid and volunteer).
- k) Membership with the Washington Fire Commissioners Association.
- l) Budget forecasts and budget activities supported and driven by established goals, objectives, strategic plans and performance measures
- m) Organizational action plan, goals, and objectives.
- n) Assessment of current insurance needs.
- o) Review of equipment and facility's needs.
- p) Current issues and their impacts on the WKRFA.
- q) Communications between commissioners.
- r) Open Public Meeting Act Policy
- s) Public Records Act Policy
- t) Activities and/or progress of any committees and revise task schedules as necessary.
- u) 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 RCW 52.26.090 and Title 52 RCW.

### **2.02 Committees**

The Board is authorized to appoint advisory committees as follows:

- a) The Board Chair will outline the duties and responsibilities of each advisory committee at the time of committee appointment.
- b) A Board member may serve as an ex-officio member.
- c) The Board Chair will inform the advisory committee(s) about the Washington Inspection of Public Records Law and Open Public Meeting Act.
- d) The Chair of each advisory committee is responsible for keeping written minutes and making them available to the public through the WKFRFA office.
- e) 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.
- f) Advisory committees may be disbanded at any time by a majority vote of the members of the Board.

## 2.03 Board Membership

- a) **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.
- b) Not later than Jan. 31, 2027 the Governing Board shall adopt and approve a plan amendment 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

- c) **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.
- d) **Service as Volunteer** – A member of the Governance Board may serve as a volunteer of the WKRFA if the Board unanimously approves by 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

- a) **Officers** – The officers of the Board shall consist of:
  - i. Chair
  - ii. Vice Chair
- b) **Election** – Election of officers shall be held at the first meeting of each calendar year.
- c) **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:
  - i. To preside at all meetings of the Board, with the right to make motions, discuss questions, and the option to vote on any issue.
  - ii. To sign any documentation that requires an official signature on behalf of the Board.
  - iii. 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.
  - iv. To speak on behalf of the Board when the Board is not in session, in accordance with discussions, agreements, and actions taken by the majority of the Board.
  - v. 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:

- a) 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.
- b) Policies approved by majority vote of the Governance Board and recorded in the minutes of the Board shall be regarded as official.
- c) The Board shall authorize reports and studies it deems necessary to ensure its policies have been properly executed.
- d) 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.
- e) 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.
- f) 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.

- g) 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 and an amendment of the policy, if necessary, will be provided for action at the next Board meeting.
- h) 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.
- i) Proposals to adopt, change, delete, add to or repeal a policy may originate from anyone affected by WKRFA activities, including but not limited to, 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.
- j) 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 a quorum of members of the Governance Board when the proposal has been submitted in writing, placed on the agenda, and considered during a Board meeting.

### **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 used 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 the 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 (4.02).

### **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*
- e. *The new member shall complete the required Open Public Meetings and Open Public Records training requirements within 90 days of taking office:*

## **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:

- a) 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.
- b) 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.
- c) Regular meeting agendas shall be posted on the WKRFA website at least 24 hours in advance of the meeting but shall remain subject to amendment at the meeting.
- d) 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.
- e) For special meetings of the Board, the agenda shall be distributed as prescribed in RCW 42.30.080 soon as possible prior to the meeting, but no later than 24 hours in advance of the meeting. 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.
- f) Special meeting agendas (and meeting notice if separate) shall be posted on the WKRFA website at least 24 hours in advance of the meeting as required by RCW 42.30.077 and shall not be subject to amendment at the meeting.

#### **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) days 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:

- a) Members of the governing body present.
- b) Motions, proposals, resolutions, orders, and measures proposed and their disposition.
- c) Results of all votes.
- d) The substance of any discussion on any matter.
- e) The reason, statutory authority and times of all executive sessions.
- f) Minutes of executive sessions shall not be taken.

#### **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**

Public comments shall be allowed at all Board meetings where final action is being taken. Public comment may be allowed at the discretion of the Board at meetings where not final action is being taken.

When public comment is authorized, members of the audience may comment on items relating to any matter related to WKRFA business under the Public Comment Period noted on the agenda. All public comment is subject to the following rules:

- a) 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.
- b) 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, in the chair's sole discretion or when recognized by a majority of the Board pursuant to a motion.
- c) All speakers shall address their remarks to the Board, 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;
- d) Any person making personal, impertinent or slanderous remarks while addressing the Board shall be barred from further participation by the Chair.

#### **4.06 Voting**

- a) 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.
- b) Two members may request a roll-call vote.
- c) 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. When a contractual conflict of interest exists under chapter 42.30 RCW, the Board may not approve the contract. When the conflict of interest qualifies under an exception under chapter 42.30 RCW, the conflicted Board member shall recuse themselves and abstain from voting.

#### **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**

Per RCW 52.14.090 The Board shall hold open public meetings monthly. If the regular date falls on a holiday the meeting defaults to the next business day as a regular meeting. 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 policies and procedures to implement Board policies and govern the activities of WKRFA staff and volunteer members. Policies proposed by the Chief shall be approved by the Board prior to implementation.

## **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 adopted Procurement 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:

- a) Expenses for such activities will be reimbursed by the WKRFA as provided for by RCW Title 52 and WKRFA policy.
- b) Reimbursements for expenses are considered public information and shall be included in the register of paid bills.
- c) 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:

- a) Attendance at regular and special meetings of the Governing Board.
- b) Attendance at regular Fire Commissioners Association meetings and at meetings of the Board of Directors of the Association if a member of that board.
- c) Attendance at Washington Fire Commissioners Association meetings, conferences and seminars.
- d) Attendance at fire department related seminars and educational classes
- e) Attendance at WKRFA open house events.
- f) Attendance at other WKRFA related activities approved by the Board.
- g) 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 as detailed in the Travel Policy.

## **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.

## 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 appropriate policy is in place to ensure the WKRFA Chief, staff and Volunteer Fire Fighters have proper guidance to run effectively and efficiently
- Work through the Fire Chief or management employees designated by the Chief.
- Recognize that WKRFA business may be legally transacted only in open meetings legally called in accordance with Washington State Law.
- Use the Commissioner Handbook and other available resources to inform myself as to the proper duties and functions of a Commissioner.
- Meet my legal responsibility by functioning as part of a legislative, policy-forming body of the WKRFA, 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 illegal “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 and model 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 policies 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 their 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.

## **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 annually.
- Ensure that the vision statement is communicated to the community members.
- Ensure that the Chief interprets and models the vision statement to the staff.
- Ensure that the goals and objectives that are established by the Board are tied to achievement of the vision.
- Evaluate the annual achievement of the goals and objectives of the organization.
- Ensure that an accountability procedure 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 the corresponding outcome.
- The vision is an intuitive statement, to be believed in. Believe it!

# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

- I. NUMBER: 100.02
2. SUBJECT: *Litigation Defense Policy & Procedure*
3. POLICY: RCW 4.96.041 authorizes local governmental entities to establish a policy and procedure to provide past and present officers, employees and volunteers who are named as defendants in an action or proceeding with a defense at the cost of the local governmental entity. It is the purpose of this policy and procedure to comply with the statutory requirements.
4. SCOPE: This Policy and Procedure is applicable to all personnel of West Klickitat Regional Fire Authority.
5. RESPONSIBILITIES:
  - A. It shall be the responsibility of the RFA Governing Board to enforce this policy and procedure.
6. PROCEDURE:
  - A. **Request** Any past or present RFA Board Member, officer, employee or volunteer who is named as a defendant in an action or proceeding may file a written request with the Governing Board to provide a defense to the action or proceeding at the expense of the RFA. A copy of the complaint or other pleading initiating the action or proceeding must be attached to the request.
  - B. **Request for Injunctive Relief.** Any Board member, officer, employee or volunteer who is required to seek injunctive relief to enable them to perform their duty to the RFA when faced with threats of harm to their personal or business interests directly resulting from their service to the RFA may request that the Board provide legal counsel as necessary to obtain and enforce the necessary injunctive relief.
  - C. **Investigation.** Upon receipt of a request the Board shall refer the matter to the RFA's attorney or another investigator to conduct an investigation of the acts or omissions out of which the action or proceeding arose to determine the following:
    1. The nature of the acts or omissions that gave rise to the action or proceeding.

2. Whether the acts or omissions of the individual were, or in good faith purported to be, within the scope of the individual's official duties with the RFA.
  3. Whether the RFA has insurance coverage, which may cover the alleged acts or omissions of the individual.
- D. **Report to Board** The investigator shall file a written report of the investigation with the Governing Board. The report shall be a confidential document until the action or proceeding is completed.
- D. **Board Action.** If the investigation finds that the acts or omissions of the individual were, or in good faith purported to be, within the scope of the individual's official duties with the RFA and that the RFA's insurance policies provide possible coverage the Board shall tender defense of the action or proceeding to the RFA's insurance carrier. In the event insurance coverage is not available the Board shall authorize the individual's defense at the expense of the RFA. The Board shall select the attorney to defend the action or proceeding.
- E. **Settlement** In the event the RFA agrees to provide the defense of the action or proceeding, the Governing Board of the RFA shall have the discretion to determine whether the action or proceeding should be settled and the terms and conditions of the settlement.
- F. **Reservation of Rights.** The Governing Board of the RFA, in the event the RFA shall have assumed defense of the action or proceeding, may withdraw its defense if, in the conduct of the defense, it shall become aware of information showing that the acts or omissions of the individual were not, or in good faith did not purport to be, within the scope of the individual's official duties with the RFA.
- G. **Payment of Judgment** In the event a monetary judgment for non-punitive damages is entered against the individual as a result of the action or proceeding, the Governing Board may, in its discretion; appeal the judgment if an appeal procedure is available. When the monetary judgment for non-punitive damages becomes final, the Board shall satisfy the judgment at the expense of the RFA unless the damages are covered the RFA's insurance coverage.
- H. **Punitive Damages.** In the event a judgment for punitive damages is entered against the individual, the Governing Board may, in its discretion, appeal the judgment if an appeal procedure is available. When the monetary judgment for punitive damages becomes final the Board shall review the judgment with the RFA's attorney to determine if the judgment shall be satisfied at the expense of the RFA unless the damages are covered by the RFA's insurance coverage.
- I. **Insurance.** As indicated above, the RFA's obligations under this policy may be satisfied in full by the RFA's insurance carrier since the officers, employees and volunteers

are named insured's on the RFA's insurance policies. The provisions relating to assumption of defense coverage and payment of monetary judgment are intended to apply only in those instances where insurance coverage is not available.

### **West Klickitat Regional Fire Authority**

**In the event that a formal claim or summons and complaint is served against the RFA, the following checklist should be followed:**

1. On receipt of service of summons and complaint or claim, record date, time and name of person served.
2. Notify Commissioners, Chief, and RFA Secretary.
3. Notify the appropriate Fire RFA attorney.
4. Notify the appropriate Fire RFA Insurance Agent.

**Upon Direction - Other items that may need to be performed:**

5. Locate and preserve all applicable records.
6. Obtain identification of RFA Personnel involved in the incident.
7. Caution all personnel not to disclose information unless authorized by Board of Commissioners.
8. Obtain confidential reports from all involved RFA Personnel for immediate transmittal to Attorney.
9. Establish contact Representative to communicate with Attorney for RFA and Insurance Carrier Investigator or Attorney.
10. Establish procedure for response to news media and public inquires.
11. Tender defense of claim or suit to insurance carrier in writing.
12. Arrange meeting with Attorney for RFA and Insurance Carrier Representative.
13. Contact Insurance Carriers of Individuals that are named as Defendants.
14. Tender of defense by Individuals to Private Insurance Carriers.
15. Schedule meeting of Governing Board for appropriate action.
16. Review RFA Policies and Procedures that are involved in claim.
17. Enact corrective Policies and Procedures.
18. Review action of RFA Insurance Carrier with RFA Attorney:
  - (a) Unqualified acceptance of defense.
  - (b) Denial of coverage.
  - (c) Acceptance of Defense with reservation of rights.
19. Governing Board action regarding the following:
  - (a) Challenge of insurance carrier decision.
  - (b) Approve additional actions by RFA to provide defense.
20. Monitor progress of claim or litigation.

Adopted: \_\_\_\_\_

Revised: \_\_\_\_\_

# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

1. NUMBER: 100.03
2. SUBJECT: *Governing Board Compensation*
3. POLICY: It is the policy of West Klickitat Regional Fire Authority to compensate the Governing Board in accordance with applicable statutes and regulations.
4. SCOPE: This Policy and Procedure is applicable to current Board members.
5. RESPONSIBILITIES:
  - A. Each Board member is responsible to:
    1. Document all activities and services performed for the WKRFA and to submit these and all claims for reimbursement to the WKRFA Administrative Manager so that the claims may be paid.
6. PROCEDURE:
  - A. Board members shall be compensated for a day of service, which consists of a 24-hour period. The following are included:
    1. Attendance at any regular, special, or called meetings of the WKRFA Board.
    2. Attendance at any seminars or educational meetings.
    3. Attendance at meetings of the various associations that the WKRFA may be a member of.
    4. Traveling, out of town, to and from any of the above listed activities.
    5. The performance of any other services on behalf of the WKRFA, which may be approved by the Board from time to time.
  - B. In all cases, the individual board members' compensated activities shall be listed on a payroll voucher to be signed by the majority of the Board.
  - C. Board members shall be compensated in accordance with RCW 52.14.010 for any of the above listed activities.
  - D. In addition to the above listed compensation, the Governing Board shall be reimbursed for reasonable expenses incurred while performing Board approved services on behalf of the WKRFA.

Adopted: \_\_\_\_\_

Revised: \_\_\_\_\_

# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

1. NUMBER: 100.03
2. SUBJECT: *Governing Board Compensation*
3. POLICY: It is the policy of West Klickitat Regional Fire Authority to compensate the Governing Board in accordance with applicable statues and regulations.
4. SCOPE: This Policy and Procedure is applicable to current Board members.
5. RESPONSIBILITIES:
  - A. Each Board member is responsible to:
    1. Document all activities and services performed for the WKRFA and to submit these and all claims for reimbursement to the WKRFA Administrative Manager so that the claims may be paid.
6. PROCEDURE:
  - A. Board members shall be compensated for a day of service, which consists of a 24-hour period. The following are included:
    1. Attendance at any regular, special, or called meetings of the WKRFA Board.
    2. Attendance at any seminars or educational meetings.
    3. Attendance at meetings of the various associations that the WKRFA may be a member of.
    4. Traveling, out of town, to and from any of the above listed activities.
    5. The performance of any other services on behalf of the WKRFA, which may be approved by the Board from time to time.
  - B. In all cases, the individual board members' compensated activities shall be listed on a payroll voucher to be signed by the majority of the Board.
  - C. Board members shall be compensated in accordance with RCW 52.14.010 for any of the above listed activities.
  - D. In addition to the above listed compensation, the Governing Board shall be reimbursed for reasonable expenses incurred while performing Board approved services on behalf of the WKRFA.

Adopted: \_\_\_\_\_

Revised: \_\_\_\_\_

# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

1. NUMBER: 200.01
2. SUBJECT: *Budget Preparation and Adoption*
3. POLICY: It is the policy of the WKRFA to plan for and establish its budget in a smooth, orderly process. This Policy and Procedure is established to define that process.
4. SCOPE: This Policy and Procedure is applicable to the Fire Chief, Administrative Manager, and officers of the WKRFA.
5. RESPONSIBILITIES:
  - A. The WKRFA Fire Chief and the Administrative Manager shall be responsible for preparing a preliminary Budget for the WKRFA Governing Board each year.
6. PROCEDURE:
  - A. This preliminary budget will be presented to the Board on or about October 15 of each year.
  - B. In preparing the preliminary budget, the WKRFA Chief and the WKRFA Administrative Manager shall:
    1. Work with the County's Assessor's office to estimate tax revenues for the coming year.
    2. Work with various personnel of this WKRFA who have program responsibility to determine their needs for the coming year; and
    3. Work with vendors and suppliers (as necessary) to determine cost changes for the coming year.
  - C. After receiving the preliminary budget, the Governing Board shall convene one (or more) public meetings for the purpose of reviewing and adopting the Final Budget.
  - D. The WKRFA Administrative Manager shall be responsible for filing the adopted budget with the correct county and/or state authorities.

Adopted: \_\_\_\_\_

Revised: \_\_\_\_\_



# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

NUMBER: 200.02

SUBJECT: **Financial Management Policies**

**Adopted on September 30, 2024**

### Statement of Purpose

The financial integrity of the West Klickitat Regional Fire Authority (the “WKRFA”) is of utmost importance. To discuss, write, and adopt a set of financial management 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 management policies have many benefits, such as assisting the elected officials and staff in the financial management of the municipality, saving time and energy when discussing financial matters, bolstering public confidence, and providing continuity over time as elected officials and staff members change. While these policies will be amended periodically, they will provide the basic foundation and framework for many of the issues and decisions facing the WKRFA. They will promote sound financial management and assist in the WKRFA’s stability, efficiency, and effectiveness.

### Financial Goals

Our financial goals seek to:

- Ensure the financial integrity of the municipality
- 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 WKRFA 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 openness and transparency while being fully accountable to the public for the WKRFA’s fiscal activities

Financial Policies

WKRFA financial management policies address the following major areas:

- General Policies
- Revenue Policies
- Expenditure Policies
- Operating Budget Policies
- Capital Management Policies
- Accounting Policies
- Debt Policies
- Communication Policies
- Compliance Policies
- Investment & Cash Management Policies
- Reserve Policies

These policies may be addressed in this policy or separate policies, including but not limited to a Post-Issuance Compliance Policy for Bonds.

**I. General Policies**

1. The WKRFA may adopt resolutions to set financial policies to assure the financial strength and accountability of the WKRFA.
2. The WKRFA Manager shall develop administrative directives and general procedures for implementing the Governing Boards' financial policies.
3. All Departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and programs will be developed to reflect current policy directives, projected resources, and future service requirements.
4. To attract and retain employees necessary for providing high quality services, the WKRFA shall establish and maintain a competitive compensation and benefit package with the public and private sectors within the budget parameters.
5. Efforts will be coordinated with other governmental agencies to achieve common policy objectives, providing governmental services on an equitable basis, and support favorable legislation at the state and federal level.
6. The WKRFA will strive to maintain fair and equitable relationships with its contractors and suppliers.

## 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. Current expenditures will be funded by current WKRFA revenues.
2. Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the county Assessor.
3. General Fund and other unrestricted revenues will not be earmarked for specific purposes, activities or services unless otherwise authorized by the Governing Board or required by law, or generally accepted CASH Basis accounting. 10% of the nonrestricted revenues will be deposited into the Capital Fund and utilized by the WKRFA in accordance with the approved budget and/or Governing Boards' approval.
4. 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 WKRFA's goal to not rely on these types of revenues to balance the operating budget.
5. The WKRFA 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.

### Fees and Charges

- a. WKRFA reimbursable work performed by the WKRFA (labor, contracted services, equipment and other indirect expenses) shall be billed at actual cost.

### Grants and Gifts

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

### General Expense Funds

The General Funds are the primary operating accounts and are used for the payment of operating and maintenance expenses, including labor costs related to the day-to-day operation of the WKRFA.

### Capital Project Funds

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

### Debt Service Funds (if applicable)

Revenue Bond Accounts are maintained to pay the principal and interest payments associated with bond issues. Monies are transferred semi-annually from the Maintenance and Capital Funds in the amount of the debt service payment(s) to the related Revenue Bond Account.

### Bond Reserve Funds (if applicable)

The Bond Reserve Fund is maintained to meet bond covenants and to provide an additional source to draw upon if an unforeseen revenue decrease occurs.

### Petty Cash

The WKRFA's petty cash shall be balanced and replenished monthly. Any out-of-balance conditions (Cash Over/Short) shall be immediately reported to the Administrative Manager, reviewed, and posted. Cash over/short conditions of more than \$50 shall be reported to the Governing Board no later than the next regular meeting.

### Depository Account

All monies collected from customers are receipted and sent to the County Treasurer to be deposited. All WKRFA funds received shall be sent to the County Treasurer within one business day of receipt, except when staffing levels are inadequate, but in such event such deposits shall be made as soon as possible.

### Fund Balance and Maintenance of Minimum Reserve Levels

The WKRFA shall strive to maintain adequate fund balances (reserves) 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.

1. Unrestricted Cash Reserve – The WKRFA's goal is to maintain an unrestricted cash reserve that is equivalent to 3 months of operating expenditures or greater. (The Unrestricted Cash Reserve goal of 3 months or greater, includes the General Funds, Capital Funds, Emergency Funds and Replacement Funds).

2. Bond Reserve Fund (if applicable) – The Bond Reserve Fund is a restricted fund and may be legally required for specific debt issues subject to the determination by the General Manager and/or the Finance Administrator. Bond Reserve Funds will be established in accordance with the legal covenants of the debt issue. The Bond Reserve Fund may be funded from bond proceeds, purchase of a Surety Policy from a bond insurance company, or surplus cash that is available.

### **III. 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 WKRFA 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. Department managers are responsible for managing their budgets within the total appropriation for their department.
3. The WKRFA will take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include expenditure reductions, or use of contingencies. The WKRFA 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.
4. Long-term debt or bond financing shall not be used to finance current operating expenditures.
5. Emphasis will be placed on improving individual and work group productivity rather than adding to the work force. The WKRFA may invest in technology and other efficiency tools to maximize productivity. The WKRFA may hire additional staff only after the need for such positions has been demonstrated, documented and approved by the board.
6. All compensation planning will focus on the total costs of compensation which includes direct salary, health care benefits, pension contributions, and other benefits which are a cost to the WKRFA.
7. 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 shall be reduced in scope or eliminated.
8. The WKRFA will make every effort to maximize any discounts offered by creditors/vendors.

#### **IV. Operating Budget Policies**

1. The WKRFA will adopt and maintain a balanced annual operating budget.
2. The WKRFA will strive to adopt a budget where current annual operating revenues will be equal to or greater than current operating expenditures.
3. Balanced revenue and expenditure forecasts may be prepared to examine the WKRFA's ability to absorb operating costs due to changes in the economy, service demands, contractual obligations, and capital improvements. The forecast should encompass five years and be updated annually.
4. In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the planned use of reserves to balance the budget is permitted. If 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 operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy and will be available for capital expenditures and/or "one-time" only General Fund expenditures.
6. The WKRFA will provide for adequate maintenance and the orderly replacement of capital assets and equipment.
7. The operating budget shall serve as the annual financial plan for the WKRFA. It will serve as the policy document of the WKRFA for implementing the Governing Boards' goals and objectives. The budget will provide the staff with the resources necessary to accomplish the determined service levels.
8. The WKRFA Administrative Manager shall present a proposed annual operating budget to the Governing Board in October. The Governing Board will adopt by resolution a final balanced budget no later than November 30.
9. Budget control and accountability is maintained at the departmental level.
10. The WKRFA Administrative Manager and/or Administrative Assistant 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 Governing Board without a budget amendment. Amendments to the budget are approved by the Governing Board.

#### **V. Capital Management Policies**

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

##### Capital Improvement Plan

1. The WKRFA may develop a Capital Improvement Plan (CIP).
2. The CIP will include all projects to maintain public capital facilities required to maintain service levels at standards established by the WKRFA. It may also include for consideration such other projects as requested by the Governing Board.

3. The CIP will provide details on each capital project plan including estimated costs, sources of financing and a full description of the project.
4. The WKRFA will finance only those capital improvements that are consistent with the adopted CIP and the WKRFA's priorities. All capital improvement operating, and maintenance costs will be included in operating budget forecasts.
5. A status review of the CIP will be conducted annually, and a report will be presented by the WKRFA Administrative Manager to the Governing Board.

#### Capital Asset Management

6. The WKRFA will maintain its capital assets at a level adequate to protect the 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.
7. 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 an assigned asset number when placed into service.
8. The WKRFA Chief and/or Administrator will conduct an annual physical count/inspection of all capital assets.
9. Adequate insurance will be maintained on all capital assets consistent with the results of the annual physical count/inspection.

#### **VI. 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 Cash Basis Accounting as promulgated by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA) where applicable.*

1. The WKRFA uses Cash Basis Accounting
2. The WKRFA will maintain expenditure categories according to state statute and administrative regulation. The WKRFA will use the "Budgeting, Accounting & Reporting System" (BARS) prescribed by the State Auditor for its revenue and expenditure classification.
3. Monthly budget reports showing the current status of revenues and expenditures will be prepared and presented to the Governing Board. Board approved budgets will be available for public inspection on the WKRFA's website.
4. Monthly financial updates will be presented to the Governing 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 by Cash Basis Accounting and demonstrates compliance with Washington State statutes and the BARS manual prescribed by the State Auditor, which is a comprehensive basis of accounting. The report will provide full disclosure of all financial activities and related matters.
8. An accountability audit (i.e., accountability for public resources and compliance with state laws and regulations and its own policies and procedures) shall be performed at least once every three years by the Washington State Auditor's Office as currently performed.
9. The WKRFA'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.

## **VII. 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 WKRFA 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 financing. Adherence to the policy is essential to ensure that the WKRFA maintains a sound debt position and protects the credit quality of its obligations.

### **Capital Planning:**

The WKRFA shall integrate its debt issuance with its Capital Improvement Program (CIP) spending to ensure that planned financing conforms to policy targets regarding the level and composition of outstanding debt. This plan 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 WKRFA shall set aside sufficient revenue from operations to fund ongoing normal maintenance needs and to provide reserves for periodic replacement and renewal. The issuance of debt to fund operating deficits is not permitted.

### **Legal Governing Principles**

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

1. State Statutes – The WKRFA may contract indebtedness as provided for by State law, subject to any limitations on indebtedness.
2. Federal Rules and Regulations – The WKRFA shall issue and manage debt in



accordance with the limitations and constraints imposed by federal rules and regulations including the Internal Revenue Code of 1986, as amended; the Treasury Department regulations there under; and the Securities Acts of 1933 and 1934.

3. Local Rules and Regulations – The WKRFA shall issue and manage debt in accordance with the limitations and constraints imposed by local rules, policies, and regulations.

### **Roles & Responsibilities**

The Governing Board shall:

- Approve indebtedness;
- Approve appointment of the bond underwriter and bond counsel;
- Approve the Financial Management Policy, including the section on the Debt Policy;
- Approve budgets sufficient to provide for the timely payment of principal and interest on all debt; and

The WKRFA Chief, Administrative Manager, and/or Administrative Assistant in consultation with the Governing Board shall:

1. Assume primary responsibility for debt management.
2. Provide for the issuance of debt at the lowest possible cost and risk;
3. Provide for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved capital expenditures;
4. Recommend to the Governing Board the manner of sale of debt;
5. Monitor opportunities to refund debt and recommend such refunding as appropriate.
6. 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.
7. 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;
8. Provide for and participate in the preparation and review of offering documents;
9. Comply with all terms, conditions and disclosure required by the legal documents governing the debt issued;
10. Submit to the Governing Board all recommendations to issue debt;
11. Provide for the distribution of pertinent information to rating agencies;
12. Comply with undertakings for ongoing disclosure pursuant to SEC Rule 15c2-12
13. Apply and promote prudent fiscal practices.

### **Ethical Standards Governing Conduct**

The members of the WKRFA staff will adhere to the standards of conduct as stipulated by the Public Records Act, RCW 42.56, and Ethics in Public Service, RCW 42.52, as applicable.

### **Types of Debt Instruments:**

The WKRFA may utilize several types of municipal debt obligations to finance long-term capital projects.

1. **Revenue Bonds** – The WKRFA shall use Revenue Bonds as permitted under State law for the purpose of financing construction or improvements to facilities of enterprise (i.e., utility) systems operated by the WKRFA in accordance with the Capital Improvement Plan.
2. **Short Term Debt** – The WKRFA may 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 WKRFA 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 Governing Board approval and will bear interest at prevailing rates.
3. **Leases** – The WKRFA is authorized to enter into capital leases under State law, subject to the approval of the Commissioners.

### **General Requirements**

1. The WKRFA will not use long-term debt to pay for current operations. The use of bonds or certificates of participation will only 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.
3. The general policy of the WKRFA is to establish debt repayment schedules that use level annual principal and interest payments.
4. 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.
5. 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 WKRFA will use the most prudent methods of acquiring capital outlay items, including the use of lease-purchase agreements. In no case will the WKRFA lease-purchase equipment whose useful life is less than the term of the lease.
7. The WKRFA 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 WKRFA will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
8. The WKRFA shall use refunding bonds in accordance with the Refunding Bond Act, RCW 39.53. Unless otherwise justified, the WKRFA 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 “refunding”, unless otherwise justified.

9. With Governing 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.

## **VIII. Communication Policy**

1. It is the policy of the WKRFA to remain as transparent as possible.
2. The WKRFA shall manage relationships with the rating analysts assigned to the WKRFA’s credit, using both informal and formal methods to disseminate information.
3. The WKRFA’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 WKRFA will report its compliance with debt targets and the goals of the Debt Policies.
4. The WKRFA shall seek to maintain and improve its current bond rating.

## **IX. Compliance Policy**

### **Investment of Proceeds**

The WKRFA shall comply with all applicable Federal, State 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 WKRFA 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 Review**

At a minimum, the Debt Policy and the Post Issuance Compliance Policy (for Bonds) will be reviewed and updated every five years.

## **X. Investment and Cash Management Policies**

*Manage and invest the WKRFA'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 WKRFA standards and will ensure that proper controls and safeguards are maintained.
2. WKRFA 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.
3. The WKRFA will develop and adopt an investment policy. Currently the Local

Government Investment Pool (LGIP), which is an investment vehicle maintained by the County Treasurer's Office to help local governmental entities achieve higher rates of return by pooling local funds for economies of scale, is one authorized investment vehicle available to the WKRFA.

4. The WKRFA will maintain written guidelines on cash handling, accounting, segregation of duties, and other financial matters.
5. Monthly investment reports will be prepared, reviewed and distributed to the Governing Board showing cash position, and year-to-date budgeted and actual expenditures.
6. The WKRFA will conduct annual reviews of its internal controls and cash handling procedures.

Adopted: \_\_\_\_\_

Revised: \_\_\_\_\_

# West Klickitat Regional Fire Authority

## POLICY AND PROCEDURE

- I. NUMBER: 200.03
2. SUBJECT: **PROCUREMENT POLICY**

**Adopted on September 30, 2024**

### **Purpose**

It is the purpose of this policy to provide guidelines for the purchase of public works, goods and services by the RFA in order to maintain an accountable procurement process. It is also the purpose of this policy to allow for the flexible application of these guidelines for more efficient and cost effective purchases where their strict application would not be in the RFA's best interest.

### **Federal Funds.**

If the RFA is using federal funds for a purchase of equipment, materials, supplies, services or public works RFA staff shall follow the Federal Procurement Rules attached as **Exhibit A** otherwise procurement should be conducted in accordance with the following rules.

### **Definitions**

*Bid Exemptions.* RCW 39.04.280 establishes specific exemptions from the statutory bidding requirements in the following limited situations: 1) Purchases that are clearly and legitimately limited to a single source of supply; 2) Purchases involving special facilities or market conditions; and, 3) Purchases and Public Works in the event of an emergency.

*Budget.* The formally adopted budget of the RFA

*Commercially Reasonable Means.* Any method of purchasing property that insures the RFA and its taxpayers are getting the best deal possible. Examples could include negotiated, purchases, bidding procedures, obtaining multiple quotes, etc.

*Cooperative Purchase.* A Cooperative Purchase allows the RFA to comply with the statutory bid requirements by purchasing off of a bid that another municipal corporation has awarded or a purchase through a Designated Purchasing Cooperative. Use of a Cooperative Purchase requires Cooperative Purchasing Agreement with the municipal corporation that is going to bid or has gone to bid.

Best Value. The basis for awarding bids for equipment, materials and supplies which includes consideration of various factors determined by the RFA when going to bids, with price being a primary factor.

Designated Purchasing Cooperatives. The following interlocal cooperative purchasing arrangements are authorized for use by the RFA in accordance with the requirements of the sponsoring agencies.

*Department of Enterprise Services.* The Department of Enterprise Services “State Bid” operates cooperative purchasing under chapters 43.19 RCW and 39.34 RCW.

*Other Purchasing Cooperatives.* Other purchasing cooperatives as authorized by the Fire Chief that may be used when use of such cooperatives are in the best interest of the RFA. Examples include Houston Galveston Area Council (HGAC), National Purchasing Partners Government Division (NPPgov), Sourcewell Cooperative Purchasing, and King County Directors Association (KCDA) procurement services.

Emergency. Unforeseen circumstances beyond the control of the RFA that either: (a) present a real, immediate threat to the proper performance of essential functions; or (b) will likely result in material loss or damage to property, bodily injury, or loss of life if immediate action is not taken. (RCW 39.04.280(3)).

Public Work. Means all work, construction, alteration, repair, or improvement other than ordinary maintenance, executed at the cost of the RFA, or which is by law a lien or charge on any property within the RFA (RCW 39.04.010).

Responsible Bidder. In determining whether the bidder is a responsible bidder, the agency must consider the following elements:

1. Equipment, Materials and Supplies Purchases.
  - a. The ability, capacity, and skill of the bidder to perform the contract or provide the service required;
  - b. The character, integrity, reputation, judgment, experience, and efficiency of the bidder;
  - c. Whether the bidder can perform the contract within the time specified;
  - d. The quality of performance of previous contracts or services;
  - e. The previous and existing compliance by the bidder with laws relating to the contract or services; and
  - f. Such other information as may be secured having a bearing on the decision to award the contract.

## 2. Public Works Projects.

- a. Contractor must have valid certificate of registration.
- b. Contractor must have valid State UBI number.
- c. Contractor must maintain workers compensation coverage and unemployment insurance coverage for all employees and maintain a state excise tax registration number.
- d. Contractor cannot have been disqualified from bidding on any previous public works contract.
- e. Contractor cannot have violated the state apprenticeship utilization requirements on any public works project during the one-year period prior to the RFA's Project.
- f. Contractor must meet the statutory public works training requirements under RCW 39.04.350.

Small Works Roster A process authorized by RCW 39.04.155 that allows the RFA to publish and maintain a roster of contractors available to perform public works contracts. The RFA can establish and maintain its own roster or join a cooperative roster such as MRSC Rosters.

Single Trade Public Works Project: Projects that require only a single contractor performing a single trade as identified in chapter 296-127 Washington Administrative Code.

Multi Trade Public Works Project: Projects that require contractors or subcontractors to perform two or more of the trades as identified in chapter 296-127 Washington Administrative Code.

Sole Source Procurement: Non-competitive selection process to procure a product of service from a sole source vendor. If an item, even a specific name brand, is available from more than one vendor, it is not appropriate to declare the purchase sole source.

Vendor List. A process authorized by RCW 39.04.190 that allows the RFA to publish and maintain a roster of vendors available to sell equipment and supplies to the RFA. The RFA can establish and maintain its own roster or join a cooperative roster such as MRSC Rosters.

### **Purchasing Authority.**

Governing Board: The Governing Board shall approve an annual budget that authorizes specific and general expenditures within certain budgetary limits. The Board shall also review and approve all vouchers on at least a monthly basis.

Fire Chief. The Fire Chief, or designee shall have authority to make expenditures within the general budgetary limits adopted by the Board. Provided, however, the Fire Chief shall obtain

advance Board approval prior to making any specific expenditure that exceeds \$10,000 in value.

Staff Purchases: The routine re-ordering of materials, supplies and equipment, as defined and limited by the Fire Chief or designee, may be made by staff members without requiring any additional advance approval.

Purchases Made Using a Bid Exemption. Purchases made using a Bid Exemption shall require formal action of the Board of Commissioners in the form of a Resolution approving use of the Bid Exemption.

Non Budgeted Purchases. Purchases of goods or services outside of budgetary limits shall require approval by the Board of Commissioners.

Emergency Purchases. In the event of an emergency the Fire Chief, or in the Fire Chief's absence the Assistant Fire Chief, may approve a purchase outside of the budget if it is not feasible to obtain approval of the Board of Commissioners but not in excess of \$10,000.

### **Purchase of Materials, Equipment and Supplies.**

Purchases under \$75,500. No statutory process requirements. Staff shall use commercially reasonable means to make such purchases.

Purchases from \$75,500 to \$150,000. Purchases must be made from one of the RFA's Vendor List, Designated Purchasing Cooperatives or Bid Exemption, if applicable. If purchase cannot be made through the RFA's Vendor List, Designated Purchasing Cooperative, Cooperative Purchase or Bid Exemption, the purchase must be made through competitive bidding procedures as if the purchase price exceeded \$150,000.

Purchases over \$150,000. Formal sealed bidding procedure must be used unless purchase can be made through a Cooperative Purchase or Bid Exemption. Bids shall be awarded to the Lowest Responsible Bidder as defined in the bid documents or the Bidder providing the Best Value to the RFA as defined in the bid documents.

### **Public Works**

Single Trade Public Works projects under \$75,500. No statutory bidding procedures required. Staff shall use commercially reasonable means to contract for such Public Works.

Multi Trade Public Works projects under \$150,000. No statutory bidding procedures required. Staff shall use commercially reasonable means to contract for such Public Works.

Single Trade Public Works Projects \$75,500 - \$350,000. The RFA shall establish and use a Small Works Roster.

Multi Trade Public Works Projects \$150,000- \$350,000. The RFA shall establish and use a Small Works Roster.



Public Works projects over \$350,000. Formal Sealed bidding shall be used except in case of an emergency. Bids shall be awarded to the Lowest Responsible Bidder as defined in the bid documents.

Direct Contracting under the Small Works Roster for projects estimated to cost under \$150,000:

- i. The RFA may seek quotes from all eligible contractors that have expressed interest in working in the RFA's geographical area. **Or**
- ii. Use Direct Contracting.
  - (a). The RFA shall follow its Small Business Utilization Plan when using Direct Contracting.
  - (b). If there are six or more contractors meeting the definition of small, minority, women or veteran owned businesses on the roster, the RFA may directly contract with one of those small businesses that have indicated interest in performing work in the RFA's geographical area.
  - (c). The RFA shall rotate through the eligible contractors and shall, when qualified contractors are available from the roster who may perform the work or deliver the services within the budget described in the notice or request for proposals, use different contractors on different projects.
  - (d). If there are five or less contractors meeting the definition of small business on the roster, the RFA may direct contract with any of those small businesses that have indicated interest in performing work in your geographical area.
  - (e). Under both of the above procedures the RFA shall notify all small, minority, women or veteran owned businesses on the RFA's roster you the RFA is using direct contracting.

#### **Services – Architects, Engineers and Land Surveyors.**

**OPTION 1.** The RFA shall use the RFQ process established under chapter 39.80 RCW prior to retaining the services of architects, engineers and land surveyors.

**OPTION 2.** The RFA is a member of the MRSC Rosters consultant roster and shall use the Statements of Qualifications submitted to MRSC Rosters to select a qualified architect, engineer or land surveyor.

#### **Services – Telecommunications and Data Processing.**

The RFA shall use the competitive negotiation procedures established under RCW 39.04.270 when purchasing telecommunication and data processing services unless the purchase is made through a Designated Purchasing Cooperative, Cooperative Purchase or Bid Exemption t.

**Services – Other**

No statutory procedures required. RFA staff shall use commercially reasonable means to identify and contract with service providers.

Adopted: \_\_\_\_\_  
Revised: \_\_\_\_\_

## Procurement Policy Exhibit A

### Procurement Policy For Purchases or Projects Using Federal Funds. Uniform Guidance Procurement Policy Compliance Statement

**Contracts funded with federal grant or loan funds must be procured in a manner that conforms with all applicable Federal laws, policies, and standards, including those under the Uniform Guidance (2 C.F.R. Part 200).**

The policy of the RFA when spending federal funds is to follow the most restrictive rule applicable under the RFA's adopted Procurement Policy or under the federal Uniform Guidance (2 C.F.R. 200, Subpart D) ("UG"). The purpose of this Policy is to identify those areas where the Uniform Guidance requirements are the most restrictive rule. For any federal grant funded project, the specific federal grant guidelines should be closely reviewed and the granting agency should be consulted as necessary to insure compliance with the Uniform Guidance.

#### **Equipment, Materials and Supplies.**

Follow RFA procurement policy except where noted below:

General Requirement. May not specify specific brands when equal products exist.

Cost under \$10,000. Use commercially reasonable methods, fairly and equitably distribute service contracts.

Cost over \$10,000 or when value of goods purchased over prior fiscal year exceeds \$10,000. When purchase is for items designated by the EPA under 40 CFR Part 247, must procure items that contain the highest percentage of recovered materials consistent with maintaining a satisfactory level of competition. Consult 40 CFR 247.10 through .17 for full list but general items include paper and paper products, vehicle lubrication products, tires and parts, some construction products, and certain landscaping products.

Cost between \$10,000 and \$75,500. Use vendor list process or obtain quotes from an adequate number of qualified sources and award to lowest cost responsible bidder (Note Best Value bid awards not permitted).

Cost between \$75,500 and \$250,000. Follow RFA procurement policy.

Cost over \$250,000. Conduct price/cost analysis prior to advertising for bids. Five percent bid bonds required when using sealed bid process.

Vendors that assist in drafting of bidding documents cannot be awarded contract.

For all contracts in excess of \$10,000 must take affirmative steps to encourage small and minority firms and women-owned business participation.

Conduct Federal Debarment check on vendors prior to awarding bid. Cannot award if vendor is debarred.

### **Public Works Contracts.**

Cost under \$10,000. Use commercially reasonable methods, fairly and equitably distribute service contracts.

Cost between \$10,000 and \$50,000. Use small works roster process or obtain quotes from an adequate number of qualified sources and award to lowest cost responsible bidder (Note Best Value bid awards not permitted).

Cost between \$50,000 and \$250,000. Follow RFA procurement policy.

Cost over \$250,000. Cannot use small works roster, must use competitive sealed bidding. Conduct price/cost analysis prior to advertising for bids. Five percent bid bonds required when using sealed bid process.

Contractors that assist in drafting of bidding documents cannot be awarded contract.

For all contracts in excess of \$10,000 must take affirmative steps to encourage small and minority firms and women-owned business participation.

Conduct Federal Debarment check on contractor prior to awarding bid. Cannot award if contractor is debarred.

### **Service Contracts other than Architects, Engineers and Surveyors.**

There are no state mandated bid requirements for service contracts. The Uniform Guidelines establish the following more restrictive requirements.

Cost under \$10,000. Use commercially reasonable methods, fairly and equitably distribute service contracts.

Cost between \$10,000 - \$250,000. Obtain quotes from an adequate number of qualified sources and award to lowest cost responsible bidder.

Cost over \$250,000. Use a competitive sealed bidding process following procedures used for public works . Conduct price/cost analysis prior to advertising for bids. Award to lowest responsive, responsible bidder. If conditions are not appropriate for using a sealed competitive bid process may use the Competitive Negotiation process established under RCW 39.04.

Service Providers that assist in drafting of bidding documents cannot be awarded contract.

For all contracts in excess of \$10,000 must take affirmative steps to encourage small and minority firms and women-owned business participation.

Conduct Federal Debarment check on service provider prior to awarding bid. Cannot award if provider is debarred.

**Bid Exemptions.**

Follow RFA procurement policy.

Cost over \$250,000. Perform cost or price analysis prior to contracting. Must negotiate profit as separate element of the contract price.

For all contracts in excess of \$10,000 must take affirmative steps to encourage small and minority firms and women-owned business participation.

Conduct Federal Debarment check on contractor prior to awarding bid. Cannot award if contractor is debarred.

**Cooperative Purchasing (Piggyback).**

Strictly scrutinized under Uniform Guidance. Must be able to document that entity that went out for bid fully complied with Uniform Guidance in addition to complying with the local or state bid laws applicable to the entity.

For all contracts in excess of \$10,000 must take affirmative steps to encourage small and minority firms and women-owned business participation.

Conduct Federal Debarment check on contractor prior to awarding bid. Cannot award if contractor is debarred.

**Conflicts of Interest.**

The RFA follows the conflict of interest rules set forth in chapter 42.23 RCW and prohibits acceptance of gifts from contractors, vendors and service providers. The RFA's standards of conduct rules apply to all elected officials and all employees, volunteers and agents that are involved in the procurement process.