MINUTES OF THE REGULAR MEETING OF THE WOOD RIVER FIRE PROTECTION DISTRICT

Call Meeting to Order: Chairman Commissioner Jay Bailet called the meeting of the Wood River Fire Protection District to order on May 20, 2020 at Wood River Fire District Station 3, 11053 State Hwy 75, Bellevue, Idaho at 3:00 PM.

Attendance: Commissioners Jay Bailet, Steven Garman, Dennis Kavanagh, Chief Ron Bateman, Office Manager Stephanie Jaskowski

Consent Agenda:

Action Item: Approve and Sign Old Meeting Minutes from the Regular Meeting on March 18, 2020. Commissioner Garman motioned to approve the minutes from March 18, 2020 Regular Meeting, Commissioner Kavanagh seconded the motion. All in favor, motion carried.

Action Item: Approve and Sign March and April 2020 Payables. Commissioner Garman motioned to approve the March and April 2020 Payables; Commissioner Kavanagh seconded the motion. All in favor, motion carried.

Public Comment: WRFR Captain Ron Taylor thanked the commissioners for their support these last few months and for the temporary full time 4 person staffing which has been very helpful.

Chief Ron Bateman's Report:

ITEM: FY 2021 Budget (Chief's Report)

DESCRIPTION: I want to apologize in advance for the lengthy, convoluted and potentially confusing nature of what follows. I have worked to make it as easy-to-understand as possible by highlighting a couple of numbers – here and there – to orient you to the spreadsheets.

I have spent an enormous amount of time (with LOTS of help from Stephanie and staff) re-working our Chart of Accounts and creating a FY 2021 Budget. I don't know that either is perfect, but we like it a lot more. The COA and budget are quite similar to what we created and evolved in Colorado between 2009 and 2019. While there were elements of the FY 2020 Budget that I didn't agree with from an accounting standpoint (like having training and uniforms listed as payroll expenses), my desire to change the format is far less about some militant GASB adherence as it is the ability to skillfully, transparently and passionately talk about...and understand our financial reality – at all levels of the organization.

Chart of Accounts – There's a lot of work that goes into building a new system from the ground up, but it's well worth it. When I visited with the auditor late last year, he felt it worthwhile to create a new system, but we should wait until a new FY. Here are the general categories that we've established:

4000 - Revenue

5000 - Fund Transfers / Contractual Payables

6000 - Personnel

7000 – Operations

8000 – Administration

9000 – Divisions / Programs / Groups

There are several subcategories under each and, I believe, they are pretty self-explanatory. While some things could fit into multiple categories and we could haggle, for example, over whether or not satellite phones should be operational or administrative, we chose simply to lump them in with the other phones and that is that. My experience has been we may add, subtract or combine a few each year, but the bones of the skeleton should remain the same. Although we've not done so just yet, I would like to send this to our auditor and get his feedback. I will come back to the COA when we talk more about the draft budget, itself.

Capital Fund vs Operational Fund – One of the saving graces for WRFR right now (especially in light of the pandemic and additional costs that we incurred to assist SLWR with transfers and will incur going forward in our endeavor to better serve the community with consistent 4-person staffing) is that we have money in the bank. Fortunately, at least in the short run, our staffing and services won't be impacted as much other, municipally based, fire agencies might. But beyond financial conservatism, based upon the grim economic forecast, how we talk about the money we have in the bank is important going forward.

Currently, that balance is approximately \$1,850,000. I expect that we will finish the FY with a similar figure. When I did the math in early May, we determined that are spending about \$170,000 / month in payables (5 x \$170,000 = \$850,000). We expect to collect about \$350,000 in property tax revenue in the next 5 months and about \$480,000 in Ambulance District Revenue in the same time period. In short, we will spend about \$850K and bring in about \$850K.

Clearly, we can't say we have \$1.8 million to build a fire station AND pay our staff. It's one or the other. We need a capital plan and an operational plan. Therefore, it's my recommendation that we recognize some piece of those monies as a Capital Fund and the other portion as our Operating Reserve.

Simply stated, we are capital-poor: We don't own our ambulances; we don't own Station 1; we don't own the land at Station 2. And, short of some post-pandemic Steve Miller windfall concert with WRFR the sole recipient of the proceeds, this reality will not change overnight. It will take years...and it will take a plan. Today is the start of that plan.

So, how much should we allocate in establishing a Capital Fund (Re: Statement of Net Position – Capital)? There hasn't been much I could dig up online that states exactly how much that should be put towards one or the other. Fortunately, I have something to offer from my previous experience. A slice of our revenue stream in Colorado was legally required to go towards capital purchases (an election question to the voters – long before I arrived – established it as such). In short, approximately 17.5% of the tax revenue we received was earmarked for capital. Seventeen percent felt like a lot some years and I wished I'd had the money for operations, but we were able to grow in both respects – with the service and with equipment. I felt that \$500,000 (brown highlight) was a good place to start. Although that starting figure was somewhat arbitrary, it was also substantial, but not enough to compromise our operations. Comm. Bailet and I talked about not focusing on capital too much in the wake of the pandemic and so I elected to allocate just a touch over 10% towards that fund \$250,000 with the FY 2021 Budget (yellow highlight). The planned FY 2021 expenditures are simply equal to the contribution next year and nothing is written in stone with the exception of the payment for Engine 611.

Operations – Keep in mind the figure above that we have been spending about \$170,000 per month on bills and we moved \$500,000 to the Capital Fund so we are left with \$1,350,000 in our Operational Fund to begin FY 2021. Multiple Colorado entities (like the Special District Association or the Colorado Municipal League) that I have experience with would make recommendations to have anywhere between 2-6 months of an operating reserve on hand. Using that kind of logic would mean that we should keep somewhere between \$350,000 - \$1,000,000 as our operating reserve. The FRFR Board was incredibly conservative and, because gas / oil revenue was about 40% of our total budget and fluctuated wildly, they directed me to have 80% of our annual operating expenses in reserve (the 2019 FRFR Budget was developed so that we finished the year with an entire year in reserve).

Why is this important? It's good business to be certain, but it's also good culturally – it's important for our staff to know that they aren't going to abruptly lose their job. I've long said that there's no ability to forecast every economic hiccup, but some measure of job security is very valuable for our staff. This is stewardship. This is an odd word in today's society, but it is one of the ten characteristics of servant leadership and important to me. I will come back to personnel costs as a percentage of the whole in a minute. The Statement of Net Position – Operations is a somewhat cover sheet for the budget that shows a 35,000 ft view of how our operations will be impacted by what we intend to do during the year (green highlights are from the last page of the WRFR Budget). We will, also, come back to the \$173,895 Net Operational Gain figure.

FY 2021 WRFR Budget – The budget itself is a DRAFT. As with most fire departments, the majority of our expenses are in personnel costs (\$1,587,181/\$1,910,686 = 83.1%). I found a *Fire Engineering* article online that speaks to labor costs being 60-85% of total expenses. We are near the high end of that and, as a comparison I dug up the last two FRFR Budgets that I prepared. In 2018 personnel costs were 74.4% (\$2,912,709/\$3,901,763) and in 2019 they were 74% (\$3,207,354/\$4,332,896). Simply stated, the larger the percentage of labor (relative to total expenditures), the more vulnerable an organization is to economic downturns.

As an aside and a general guiding principle, I think, with the 3% cap as I understand it in Idaho, we should be more conservative than less in our budget process.

As it's presented right now the FY 2021 assumes the following:

A 3% increase in revenue from the Ambulance District (we had a teleconference on Monday night and the \$1,192,027 figure that I had was exactly what Comm. Greenberg had as well). A 3% increase in property tax revenue is also included, but we don't have that figure just yet.

A 3% COLA adjustment for RFT staff. This includes Stephanie, but not me. My assessment and understanding of Article 27 (Rates of Pay) of the current CBA is that it doesn't specifically state that 3% will be guaranteed. After meeting with LM yesterday, I do feel that this is a somewhat expectation. So, that is how I crafted it. Relevant to this discussion, on May 12, 2020, the Bureau of Labor Statistics (BLS) released information on the Consumer Price Index (CPI). It's data that I have often used to speak to / justify pay rate adjustments. The CPI is down for the past few months, but up 1.35% from a year ago. I share this information because I want data and science to inform our decision-making. This budget does not include the TFT element that we are currently utilizing to much success. It assumes 9 RFT members, a fire chief and an office manager. There are a couple of reasons that I didn't include that piece — First, we cannot do temporary in perpetuity, as it's inherently contradictory and, like I told the LM group, it's "bad form." We need to have a plan that we will follow. Second, I know that there has been considerable conversation about an Operations Chief. So, for the time being, the budget assumes 1.1 PT / POC member every day at \$18.50 / hour. This is a rough estimate based upon participation hours historically.

I put our contract for services with Hailey (Line Item 9310) in at \$20,000. I've kept the Board aware of my correspondence with the City Administrator, with regards to this current expenditure. Empirically, I am resolved that we are overpaying and the contract for services needs to be re-done soon. Heather, Mike and I had a conference call this morning and, in short, it was good and the consensus was it wouldn't be too organizationally harmful if we didn't continue forward with the arrangement (provided it was managed properly). With that said, I think 60% of what we pay right now is probably a place we could negotiate, if we wanted to do as much. That figure would be closer to \$21,600 / YR. So, what we have is \$173,895 to, "work with," so to speak. The reason that I created a second Statement of Net Position – Operations Version 2 is to show (highlighted in purple) what the end of FY 2021 might look like with an operating reserve, no matter how we choose to spend that money. We will have <u>more</u> than six months of operating reserve at the finish of FY 2021.

We can only do what the budget allows us to do. We can't hire 3 more RFT members AND an Operations Chief. We can't hire 1 more RFT member and an Operations Chief, for that matter. My friend's Dad used to tell me – "Ron, you can have anything you want, but you just can't have everything you want." What is it that's most important to us and the citizens we serve?

I recognize that most of what I have done today is told you the "problem." I haven't given you a "solution." That's not normally how I do it, but I wanted to share with you all that we've corralled. I have ideas, but the best solutions aren't wholly mine and I think they come from conversations like these. To attest, I met with the LMC group yesterday and a couple of ideas came out of that meeting.

Make no mistake; there is a lot of heavy lifting to do going forward. We will have to have some hard conversations about money, workload, potential election questions, JPA relationships, etc. My purpose is to continue to model the best way to have these conversations – with transparency and respect.

ACTION PROPOSED: With all of that said, I'd like to answer questions that you may have and to as you to think about these things over the next month. I'd like to come back to you with a more concrete plan for you at our June 17th board meeting. **No formal action necessary.**

Board Discussion was held clarifying points made on the chief's drafted budget in regards to increasing personnel and potential options to internally restructure distribution of duties and responsibilities to provide best service to the community. Commissioners directed Chief to continue working on developing the new budget researching future goals, capital funding, operations. To look into more revenue possibilities, levy increases. To begin future planning for new fire station and staffing. Commissioner Kavanagh complimented Chief on work well done on this information.

Old Business:

COVID update, current numbers were discussed along with local testing events recently held and participation.

Discussion was held regarding potential grant funding for COVID expense reimbursement from the County or St. Luke's. Commissioners directed Chief to continue working with St. Luke's on possible reimbursement for COVID expenses incurred helping them out on the transports.

New Business

Action Item: Confirm Budget Hearing on August 19th for Wood River Fire Protection District.

Commissioner Garman motioned to confirm the Budget Hearing date to be August 19th for the Wood River Fire Protection District, Commissioner Kavanagh seconded the motion. All in favor, motion carried.

Action Item: Review Station 2 & 3 valuation for insurance property/casualty/auto/liability insurance renewal with VFIS. Commissioner Kavanagh reviewed current insurance valuation of Station 3 and board discussion was held to increase valuation vs acceptable/unacceptable risk factors percentages and deductibles for claims. The board directed Stephanie to work with the agent to review valuation to \$3M, and \$10k – \$20K deductible increases and report back to them.

Any Other Business:

Review City of Hailey Contract for Fire Prevention Services – Discussion was held from information stated in the Chief's report how best to proceed, internal and external options, restructuring and possibilities of this cost of services. The Commissioners directed the Chief develop a new proposal based on the logic/statistics for this service and work with the City of Hailey on the agreement.

Adjourn: Commissioner Garman motioned to adjourn the meeting and Commissioner Kavanagh seconded the motion for Adjournment at 4:40 pm. All in favor, Motion carried.

Meeting Adjourned.

Stephanie Jaskowski, District Clerk

APPROVED:

Jay Bailet, Chairman

Steven Garman

Dennis Kavanagh

Date: (e/17/2020

Wood River Fire & Rescue – Accounts Payable Report

Register: Mountain West Operations Checking Account & Current Assets

From: 05/01/2020 to 05/31/2020

	May 31, 20
ASSETS	
Current Assets	
Checking/Savings	
Petty Cash**	124.70
Mtn West Checking Account	55,705.75
Mtn West Capital Reserve Ckng	447.29
LOCAL GOVERNMENT INVESTMENT POOL	1,782,363.97
Total Checking/Savings	1,838,641.71
Accounts Receivable	
ACCOUNTS RECEIVABLE	-3.62
Total Accounts Receivable	-3.62
Total Current Assets	1,838,638.09
TOTAL ASSETS	1,838,638.09
LIABILITIES & EQUITY	0.00

Stephanie Jaskowski, District Clerk

DATE: 6/17/2000

APPROVED:	
Jay Bailet, Commissioner	
Stoll	
Steven Garman, Commissioner	
Wenn Kavanagh	
Dennis Kavanagh, Commissioner	

Register: Mtn West Checking Account From 05/01/2020 through 05/31/2020 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	С	Deposit	Balance
05/01/2020			-split-	Deposit		Х	24.94	65,391.99
05/01/2020			-split-	Deposit		X	150.00	65,541.99
05/01/2020	AutoPay3	IDAHO POWER	-split-	Station 3	275.10		150.00	65,266.89
05/01/2020	23488	BIG WOOD FITNESS	PAYROLL LIABILITIES	Station 5	250.00	Λ		65,016.89
05/01/2020	23489	ERICA EXLINE - IN	PAYROLL LIABILITIES	WRFR	1,000.00	v		
05/01/2020	23490	N.C.P.E.R.S.	-split-					64,016.89
05/01/2020	23491	BLUE CROSS OF ID	ACCOUNTS PAYABLE	Billing: M040	176.00			63,840.89
05/01/2020	23492	STATE INSURANCE	ACCOUNTS PAYABLE	Group #16450	13,080.66			50.760.23
05/01/2020	23515	COX COMMUNICAT		A a at #200970401	3,450.00			47,310.23
05/02/2020	23313	COX COMMONICAT	•	Acet #200870401	246.71	X	24.04	47,063.52
05/04/2020			-split-	Deposit		X	24.94	47.088.46
05/05/2020			UNDEPOSITED FUNDS	Deposit		X	3,188.00	50,276.46
05/06/2020	23493	AMAZONI COM	LOCAL GOVERNMEN	Funds Transfer	1.44.70	X	25,000.00	75,276.46
05/06/2020		AMAZON.COM	ACCOUNTS PAYABLE	002	141.50			75,134.96
	23494	ATKINSON'S MARK	ACCOUNTS PAYABLE	983	71.17			75,063.79
05/06/2020	23495	BPA HEALTH	ACCOUNTS PAYABLE		149.65			74,914.14
05/06/2020	23496	CLEAR CREEK DISP	ACCOUNTS PAYABLE		57.78			74,856.36
05/06/2020	23497	DELTA DENTAL	ACCOUNTS PAYABLE		1,053.65			73,802.71
05/06/2020	23498	FINI MACHINERY, I	ACCOUNTS PAYABLE		105.25			73,697.46
05/06/2020	23499	GEM STATE WELDE	ACCOUNTS PAYABLE		23.40			73,674.06
05/06/2020	23500	IDAHO LUMBER &	ACCOUNTS PAYABLE		44.73	X		73,629.33
05/06/2020	23501	INTEGRATED TECH	ACCOUNTS PAYABLE		283.50	X		73,345.83
05/06/2020	23502	LL GREEN'S HARD	ACCOUNTS PAYABLE	Customer #315	65.70	X		73,280.13
05/06/2020	23503	MCKESSON	ACCOUNTS PAYABLE		109.71	X		73,170.42
05/06/2020	23504	NAPA AUTO PARTS	ACCOUNTS PAYABLE	9663	114.35	X		73,056.07
05/06/2020	23505	O'REILLY AUTO PA	ACCOUNTS PAYABLE		47.96	X		73,008.11
05/06/2020	23506	RON BATEMAN	ACCOUNTS PAYABLE		143.55	X		72,864.56
05/06/2020	23507	SATELLITE PHONE	ACCOUNTS PAYABLE		55.76	X		72,808.80
05/06/2020	23508	SILVER CREEK FOR	ACCOUNTS PAYABLE		15.90	X		72,792.90
05/06/2020	23509	TREASURE VALLE	ACCOUNTS PAYABLE	BCES	122.60	X		72,670.30
05/06/2020	23510	UNITED OIL	ACCOUNTS PAYABLE		634.38	X		72,035.92
05/06/2020	23511	VERIZON WIRELESS	ACCOUNTS PAYABLE		167.10	X		71,868.82
05/06/2020	23512	WAXIE SANITARY	ACCOUNTS PAYABLE	#45816	823.92	X		71,044.90
05/06/2020	23513	CHUCK ROBERTSON	ACCOUNTS PAYABLE		5,800.00	X		65,244.90
05/06/2020	23514	BLAINE COUNTY E	ACCOUNTS PAYABLE	Original Invoice	2,160.00			63,084.90
05/07/2020			-split-	Deposit		X	24.94	63,109.84
05/07/2020	ACH	FIRST BANKCARD	ACCOUNTS PAYABLE	•	1,348.89			61,760.95
05/07/2020	ACH	CITY OF HAILEY	ACCOUNTS PAYABLE	Station 2	39.00			61,721.95
05/07/2020	ACH	CITY OF HAILEY	ACCOUNTS PAYABLE	Station 1	97.86			61,624.09
05/07/2020	BASE	P.E.R.S.I. RETIREME	-split-	M040	9,340.35			52,283.74
05/07/2020	CHOICE	P.E.R.S.I. RETIREME	•	M040	1,492.16			50,791.58

Register: Mtn West Checking Account From 05/01/2020 through 05/31/2020 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	С	Deposit	Balance
05/07/2020	EFTPS	EFTPS	-split-	82-0397612	12,316.14	v		20 475 44
05/07/2020	Lilis	El II 5	Payroll Clearing	Payroll - FT	26,204.86			38,475.44
05/07/2020			Payroll Clearing	Funds Transfer	5.342.78			12,270.58 6,927.80
05/10/2020	AutoPay1	CENTURY LINK	-split-	runus Transici	322.14			6,605.66
05/10/2020	AutoPay2	CENTURY LINK	-split-		69.01			
05/11/2020	Autopay1	INTERMOUNTAIN G	-split-		65.85			6,536.65 6,470.80
05/11/2020	Autopay 2	INTERMOUNTAIN G	-split-		70.08			6,400.72
05/11/2020	Autopay2	INTERMOUNTAIN G	-split-		201.86			6,198.86
05/13/2020	rtutopuys	ii i bidii o o i i i i i i i i i i i i i i i i	-split-	Deposit	201.00	X	96,467.34	102,666.20
05/15/2020			-split-	Deposit		X	20,744.52	102,666.20
05/20/2020			-split-	Deposit		X	49.88	
05/21/2020			-split-	Deposit		X	98.00	123,460.60 123,558.60
05/21/2020	BASE	P.E.R.S.I. RETIREME	-split-	M040 - PERSI	8,528.46		98.00	
05/21/2020	CHOICE	P.E.R.S.I. RETIREME	-split-	M040 - 1 EKS1	1.474.40			115,030.14
05/21/2020	EFTPS	EFTPS	-split-	82-0397612	11,615.24			113,555.74
05/21/2020	23516	STATE TAX COMMI	PAYROLL LIABILITIES	000230196-W				101,940.50
05/21/2020	23517	WOOD RIVER FIRE	PAYROLL LIABILITIES	000230190-W	3,711.87	Λ		98,228.63
05/21/2020	23517	Air St. Luke's Member	ACCOUNTS PAYABLE		608.04			97,620.59
05/21/2020	23519	AMAZON.COM	ACCOUNTS PAYABLE		45.00 233.18	V		97,575.59
05/21/2020	23520	CITY OF HAILEY / C	ACCOUNTS PAYABLE					97,342.41
05/21/2020	23521	CLEARWATER POW	ACCOUNTS PAYABLE		3,010.00 47.22	Λ		94,332,41
05/21/2020	23522	FINI MACHINERY, I	ACCOUNTS PAYABLE			v		94,285.19
05/21/2020	23523	GREAT AMERICA FI	ACCOUNTS PAYABLE		253.64			94,031.55
05/21/2020	23524	HENRY SCHEIN	ACCOUNTS PAYABLE		127.00			93,904.55
05/21/2020	23525	IDAHO STATE POLI	ACCOUNTS PAYABLE		728.73			93,175.82
05/21/2020	23526	JAKE.CHANEY	ACCOUNTS PAYABLE		20.00			93.155.82
05/21/2020	23527	JOHN A. SEILLER, A	ACCOUNTS PAYABLE		450.00	Λ		93,055.82
05/21/2020	23528	KETCHUM HEATING	ACCOUNTS PAYABLE			v		92,605.82
05/21/2020	23529	KNB FIRE	ACCOUNTS PAYABLE		293.02	Λ		92,312,80
05/21/2020	23530	L.N. CURTIS	ACCOUNTS PAYABLE		3,200.00	v		89,112.80
05/21/2020	23531	MCKESSON	ACCOUNTS PAYABLE		886.92			88,225.88
05/21/2020	23532	SAFELINK INTERNET			932.13			87,293.75
05/21/2020	23533	SAWTOOTH PLUMB			94.00			87,199.75
05/21/2020	23534	SUN VALLEY COMP			475.23			86,724.52
05/21/2020	23535	TELEFLEX LLC	ACCOUNTS PAYABLE ACCOUNTS PAYABLE		300.00			86.424.52
05/21/2020					677.50			85,747.02
05/21/2020	23536 23537	UNITED OIL	ACCOUNTS PAYABLE	122011	311.63			85,435.39
05/21/2020	23538	VALLEY COUNTRY WAXIE SANITARY		123811	15.67			85,419.72
05/21/2020	23538			#45816	19.54	Х		85,400.18
05/21/2020	23542	WSCFF EMPLOYEE			450.00	17		84,950.18
11/20/20	774C	BUFFALO ELECTRI	ACCOUNTS PAYABLE		509.44	X		84,440.74

WOOD RIVER FIRE & RESCUE

Register: Mtn West Checking Account From 05/01/2020 through 05/31/2020 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	С	Deposit	Balance
05/21/2020			Payroll Clearing	Funds Transfer	25,328.36	X		59,112.38
05/21/2020			Payroll Clearing	Funds Transfer	4,561.20	X		54,551.18
05/22/2020	AutoPay1	IDAHO POWER	-split-		224.69	X		54,326.49
05/22/2020	AutoPay2	IDAHO POWER	-split-		56.07	X		54,270.42
05/28/2020	Autopay3	CENTURY LINK	-split-		190.99	X		54,079.43
05/28/2020	23544	AMAZON.COM	ACCOUNTS PAYABLE		28.87			54,050.56
05/28/2020	23545	CLEARWATER POW	ACCOUNTS PAYABLE		37.35			54,013.21
05/29/2020			UNDEPOSITED FUNDS	Deposit		X	1,690.00	55,703.21
05/31/2020			-split-	Interest		X	14.54	55,717.75
05/31/2020	ACH	MOUNTAIN WEST B	-split-		12.00	X		55,705.75