

**North Mason Regional Fire Authority  
Board of Fire Commissioners Agenda  
January 9<sup>th</sup> (Belfair) 5:00 PM  
January 16<sup>st</sup> (Belfair) 5:00 PM**

**Blue information** and **Red action** requested

**Call to order**

**Pledge of Allegiance**

**Approval of Minutes-** December meeting minutes have been attached for review and approval.

**Voucher Approval:** Voucher materials for January have been sent for Board review and approval

**Financial Report:** The December and January budget summary is attached for review.

**Administration Report**

- **Washington State Auditor Update**
- **Last Dance NMHS**
- **Station Security Committee Update**
- **Station 21 Day Room Floor**
- **Station 81 Lighting**
- **CRT Initial Training**
- **Station 81 Design Update**

## Old Business

- **Chief's Deferred Compensation MOU-** Per the request of the Board, staff has attached a draft MOU for deferred compensation for review and consideration
- **Employee Communications Policy Revision-** A draft communications policy has been attached for review and consideration.
- **Administrative Employee Contract Review Policy-** Attached is a policy draft that addresses the conditions and frequency in which administrative contracts are reviewed.
- **Retention Committee Update-** Commissioners Miller, Severson and staff will provide a retention committee update. Attached is a preliminary look at the results of the NMRFA's recently distributed retention survey.
- **Sexual Harassment Policy Review and Update**
- **CAC Meeting-** Commissioner Quigley will provide an update from the January 8<sup>th</sup> CAC meeting.

## New Business

- **PUD #3 Collins Lake Easement Considerations-** Attached is a draft easement request for a PUD#3 fiber optic communications box on the Collins Lake Station property. This box would provide high speed internet for the citizens of Collins Lake and for the Collins Lake Fire Station. Staff highly recommends approval of the PUD #3 easement.
- **Urgent Care Patient Care Transfer Policy-** Staff has attached a transfer of care policy for the Belfair Urgent Care for Board review and consideration.
- **Station 21 Chair Surplus Request-** The NMRFA is requesting to declare surplus 12 office chairs.

## Closed Session Request

- **RCW 42.30.140 4(b)**- For the purpose of having the NMRFA governing body review a proposal made while in the progress of negotiating a collective bargaining agreement.

## **Public Comment**

## **Good of the order**

## **Adjournment**

## **BVFF Meeting Request**

**North Mason Regional Fire Authority (NMRFA)**  
**Meeting Minutes**  
**460 NE Old Belfair Hwy**  
**12/12/2017**

**Present:** Commissioners McIntosh, Kewish, Quigley, Miller, Severson; Executive Assistant Patti, Chief Bakken, Assistant Chief Cooper

**Guests:** Cpt. Hicks

Meeting minutes from November 14<sup>th</sup> and November 21<sup>st</sup> were presented for approval.

**Commissioner Miller moved to approve the meeting minutes as presented. Commissioner Severson seconded the motion. Motion approved.**

**Vouchers-** Vouchers for the month of December #1712001 to #1712111 and #1712112 to #1712116 in the amount of \$290,766.91 and \$4,464.90 respectively were presented for approval.

Commissioner Quigley inquired about the volunteer stipend for Chaplain Shirbish. Chief Bakken explained volunteers receive a stipend at the end of the year.

**Commissioner Kewish moved to approve the vouchers as presented; Commissioner Severson seconded the motion. Motion approved.**

**FINANCIAL REPORT:** Chief Bakken will provide an update on the financials at next week's meeting.

**ADMINISTRATION REPORT:**

**WA Survey and Rating Bureau:** Chief Bakken reported the Authority received a rating of 5. Some areas within the Authority will have higher ratings based on their proximity to a fire station (5 miles). The areas previously covered by Mason County Fire Dist. 8 will go from a rating of 7 to 5 or 8 to a 6. Chief Bakken commended Asst. Chief Cooper, Cpt. Hicks, Cpt. Ehresman, Cpt. Cleveland and Cpt. Reese for their hard work both before and during the survey. We plan to send out a press release on our re-rate throughout the area once the rates have been entered into the system.

**Santa Trailer:** The Commissioners were invited to participate in the annual Santa Trailer neighborhood visits this year. This event is always a lot of fun and includes Santa, candy canes and smoke detectors. The schedule is located on the website.

**Station Security Committee:** The committee had their initial meeting and decided it would be best to have an independent analysis conducted to identify issues. Once that has been completed the committee will work off of a prioritized list. They are collecting sample policies and plan to visit several stations outside of the Authority to see what methods they have in place.

**Floor at Sta 21:** We are in the process of repairing the floor in the dayroom at Station 21.

**Wildland Firefighter Program:** We will begin going to North Mason High School in about three weeks to present information on the wildland program. If you know any high school seniors who would be interested in applying, please have them contact us.

**Capital Facility Planning Update:** Cpt. Hicks and Chief Bakken had a great meeting with the owners of the property. We are working closely with our attorney throughout this process and will keep the Board updated as we progress.

**WA State Audit:** The State Auditor will be onsite to conduct our onsite audit on January 2<sup>nd</sup>.

**Deferred Compensation:** Commissioner's Quigley and Severson completed a review of the Chief's contracts. They reported both Chiefs deferred compensation is covered under section 15.2 in their contracts. A recommendation was made to draft up a MOU for review and approval that has clear language regarding deferred compensation in both contracts. In addition, a recommendation was made that contracts go through an annual regular review. It was also recommended that moving forward; all contract changes go thru the Board approval process.

**Closed Session:** The Board went into closed session at 6:00pm per RCW 42.30.140 4(b). For the purpose of having the NMRFA governing body review a proposal made while in the progress of negotiating a collective bargaining agreement. The Board came out of closed session at 7:40pm. No action was taken.

**Public Comment:** None

**Good of the Order:** None

**Commissioner McIntosh moved to adjourn; Commissioner Miller seconded the motion. Motion carried. The meeting was adjourned at 7:45pm.**

#### **BOARD FOR VOLUNTEER FIREFIGHTERS**

**Present:** Commissioner McIntosh, Asst Chief Cooper, Executive Asst. Patti, Volunteers Crabtree and Carnahan

Invoices for Volunteer Physicals and Invoices for Injury were presented for review and approval.

**A motion was made by Asst. Chief Cooper to approve the invoices as presented: Volunteer Crabtree seconded the motion. Motion approved.**

With no further business the meeting was adjourned at 7:48pm.

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Authority Secretary Katie Patti

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Commissioner Kelley McIntosh

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Commissioner Brooke Quigley

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Commissioner Bob Miller

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Commissioner Daniel Kewish

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Commissioner Paul Severson

**North Mason Regional Fire Authority (NMRFA)**  
**Meeting Minutes**  
**14880 NE North Shore Rd, Tahuya**  
**12/19/2017**

**Present:** Commissioners McIntosh, Kewish, Quigley, Severson; Executive Assistant Patti, Chief Bakken, Assistant Chief Cooper

**Excused:** Bob Miller; **Guests:** None

**FINANCIAL REPORT:** Chief Bakken is in the process of updating the Budget Summary and will distribute it to the Board at the first meeting in January. The report will also contain year end details.

**ADMINISTRATION REPORT:**

**Department Dinner:** Save the date - March 24<sup>th</sup> will be the date for the annual Authority dinner at Alderbrook.

**Station Security Committee:** We are looking at replacing some of our exterior doors in an effort to better secure station facilities.

**Retention Committee:** At the last meeting it was decided that a survey would go out to members to help gauge how we are doing with employee retention. At the Leadership Meeting Chief Bakken tasked the Captains and Acting LT's to speak to crews regarding this survey and its importance. The next meeting is scheduled to occur in January. The committee will be discussing how frequent meetings will be moving forward.

Commissioner Quigley inquired who is included in the Leadership group. It was initially Chiefs and Captains; however, we have now included Administrative staff and the Acting Lt's. The "Leadership 13" will be developed to include everyone, including Commissioners in the Authority. A draft will be presented to the Board in January. In addition, the communication policy is in its final stages of review and will be presented in January to the Board.

**New Floor in Day Room at Sta 21:** The floor is complete at Station 21. It looks great.

**Tahuya Station Update:** Chief Bakken provided an update on the Tahuya Station including the obstacles we have run into. A remodel plan was shared with the Board. He reported a structural engineer is coming in February to assess the current status of the station to ensure it can handle a total remodel. There was discussion on when the best time is to hold a community meeting to provide an update.

**Executive session**

**Present:** Commissioners McIntosh, Kewish, Quigley, Severson; Executive Assistant Patti, Chief Bakken, Assistant Chief Cooper

The Board went into Executive Session at 5:45pm for 10 minutes pursuant to RCW 42.30.110(1)(g) to review the performance of a public employee. The Board came out of executive session at 5:53pm. No action was taken.

**Mason County Board of Fire Commissioner Meeting Recap:** Commissioner McIntosh provided an update from the MCFCA Meeting that was held recently. At the meeting updates were provided from MACECOM on ProPhoenix and Cpt. Ehresman provided a GEMT update. The next meeting is scheduled for February. Commissioner McIntosh and Chief Burbridge are working on bylaws for the association. She mentioned there are several Region 9 educational opportunities coming up. Fire District 3 will be hosting the workshop on April 14<sup>th</sup> and WFCFA will be putting dollars forth for agencies to attend.

**Public Comment:** None

**Good of the Order:** Commissioner McIntosh reported MACECOM will be hiring dispatchers and will hold a testing process in February.

Brooke thanked Beau for sending out the Sexual Harassment and Non-Discriminate Policies. She recommended we place these items on the agenda for a policy review in January. AC Cooper spoke about the training opportunities on these topics that are available in Target Solutions. Chief has also had discussions with the shifts on this as well.

**Commissioner McIntosh moved to adjourn; Commissioner Quigley seconded the motion. Motion carried. The meeting was adjourned at 6:01pm.**

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Authority Secretary Katie Patti

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Commissioner Kelley McIntosh

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Commissioner Brooke Quigley

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Commissioner Bob Miller

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Commissioner Daniel Kewish

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Commissioner Paul Severson



# North Mason Regional Fire Authority Budget Summary

Month: EOTY (100% of Year)

## 2017 Revenue

Budgeted Revenue for 2017 (with carryover):	<b>\$6,622,480.76</b>		
Revenue to be Collected in 2017 (without carryover):	<b>\$4,156,649.00</b>		
Collected Revenue Year to Date (with carryover):	<b>\$6,614,927.65</b>	(98.8% of budget)	
Collected Revenue Year to Date (without carryover):	<b>\$4,208,529.54</b>	(101.3% of budget)	
Revenue Left to be Collected for Year w/o carryover:	<b>-\$51,880.54</b>	(-1.3% of budget)	
Revenue Collected This Month	<b>\$73,267.44</b>	(1.8% of budget)	
Tax Revenue Year to Date:	<b>\$3,146,520.57</b>	(100.3%)	Tax Revenue Left to be Collected: <b>-\$10,811.57</b>
Timber Revenue Year to Date:	<b>\$108,001.74</b>	(270%)	Timber Revenue Budgeted for Year: <b>\$40,000.00</b>
Ambulance Revenue Year to Date:	<b>\$476,848.86</b>	(90%)	Ambulance Revenue Left to Collect: <b>\$53,151.14</b>
2017 Wildfire Reimbursement	<b>\$49,909.50</b>		

## 2017 Expenditures

Budgeted Expenditures for 2017:	<b>\$ 4,156,649.00</b>		
Expenditures Year to Date:	<b>\$3,673,590.18</b>	(88.4% of budget)	

Expenditures w/ Contingency Contributions	\$4,103,590.18	(98.7% of budget)
Expenditure Funds This Month:	\$ 297,937.45	(7.2% of budget)
<b>2017 Contingencies</b>		
Emergency Contingency Beginning of the Year Balance:	\$500,140.68	
Emergency Contingency Expenditures Year to Date:	\$0.00	
Emergency Contingency Contributions Year to Date	\$0.00	
Emergency Contingency Current Balance:	\$500,140.68	
Capital Contingency Beginning of the Year Balance:	\$1,101,104.99	
Capital Contingency Expenditures Year to Date:	\$61,414.19	
Capital Contingency Contributions Year to Date	\$400,000.00	
Capital Contingency Current Balance:	\$1,439,690.80	
Fire Equip Contingency Beginning of the Year Balance	\$159,586.09	
Fire Equipment Expenditures Year to Date	\$4,991.16	
Fire Equipment Contributions Year to Date	\$30,000.00	
Fire Equipment Contingency Current Balance	\$184,594.93	
<b>Funds Currently On Hand (In Bank Account)</b>		
End of the Year 2017 Balance	\$2,874,932.12	

Reserve Funds: **\$2,124,426.41**

Operating Funds Available: **\$750,505.71** (Equals "Total Funds" Minus "Reserve Funds")

Available Funds Invested In State Investment Pool: **\$2,500,000.00**

Revised: January 5th, 2017



# Office of the Washington State Auditor

Pat McCarthy

**Pat McCarthy**  
State Auditor

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## **Entrance Conference: North Mason Regional Fire Authority**

### About our Office

The Washington State Auditor's Office's vision is government that works for citizens. Our goal is for government that works better, costs less and earns greater public trust.

The purpose of this meeting is to share our planned audit scope so that we are focused in the most significant areas. We value and appreciate your input.

### Audit Scope

Based on our preliminary planning, we will perform the following audits:

- **Accountability audit** for the fiscal years 2015 and 2016

We will assess for the management, use and safeguarding of public resources to ensure there is protection from misuse and misappropriation. In addition, we will evaluate whether there is reasonable assurance for adherence to applicable state laws, regulations and policies and procedures.

We plan to evaluate the following areas:

- Financial condition
- Self-insurance for unemployment
- General disbursements
- Controlled medications
- Internal Controls over fuel card (follow up on Management Letter from prior audit)

- **Financial statement audit** for the fiscal years 2015 and 2016

The purpose of our financial statement audit is to provide an opinion on whether your financial statements are presented fairly, in all material respects, in accordance with the applicable reporting framework. The audit does not attempt to confirm the accuracy of every amount, but does search for errors large enough to affect the conclusions and decisions of a financial statement user.

## **Engagement Letter**

We have provided an engagement letter that confirms both management and auditor responsibilities, and other engagement terms and limitations. Additionally the letter identifies the cost of the audit, estimated timeline for completion and expected communications.

## **Levels of Reporting**

### **Findings**

Findings formally address issues in an audit report. Findings report significant deficiencies and material weaknesses in internal controls; misappropriation; and material abuse or non-compliance with laws, regulations or policies. You will be given the opportunity to respond to a finding and this response will be published in the audit report.

### **Management Letters**

Management letters communicate control deficiencies, non-compliance or abuse with a less-than-material effect on the financial statements or other issues with significance to the audit objectives. Management letters are referenced, but not included, in the audit report.

### **Exit Items**

Exit items address control deficiencies or non-compliance with laws or regulations that have an insignificant or immaterial effect, or errors with an immaterial effect on the financial statements. These issues are informally communicated to management.

## **Other Information**

### **Confidential Information**

Our Office is committed to protecting your confidential or sensitive information. Please notify us when you give us any documents, records, files, or data containing information that is covered by confidentiality or privacy laws.

### **Audit Costs**

The cost of the audit is estimated to be approximately \$11,000, plus travel expenses.

### **Expected Communications**

During the course of the audit, we will communicate with Katie Patti, Executive Assistant on the audit status, any significant changes in our planned audit scope or schedule and preliminary results or recommendations as they are developed.

Please let us know if, during the audit, any events or concerns come to your attention of which we should be aware. We will expect Katie to keep us informed of any such matters.

### **Audit Dispute Process**

Please contact the Audit Manager or Assistant Director to discuss any unresolved disagreements or concerns you

have during the performance of our audit. At the conclusion of the audit, we will summarize the results at the exit conference. We will also discuss any significant difficulties or disagreements encountered during the audit and their resolution.

### **Audit Survey**

When your report is released, you will receive an audit survey from us. We value your opinions on our audit services and hope you provide us feedback.

### **Loss Reporting**

Local governments are required to immediately notify our Office in the event of a known or suspected loss of public resources or other illegal activity. These notifications can be made on our website at <http://portal.sao.wa.gov/saoportal/public.aspx/LossReport>.

### **Peer Reviews of the Washington State Auditor's Office**

To ensure that our audits satisfy *Government Auditing Standards*, our Office receives external peer reviews every three years by the National State Auditors Association (NSAA). The most recent peer review results are available online at <http://www.sao.wa.gov/about/Pages/PeerReviews.aspx>. Our Office received a “pass” rating, which is the highest level of assurance that an external review team can give on a system of audit quality control.

### **Emerging Issues**

Some of the emerging issues affecting local governments are the following:

1. As of January 1, 2018, there will be adjustment to the local government hourly billing rate from the current \$93 to \$95.
2. Following GASB Pronouncements Effective for the Reporting Year 2017:
  - **Statement No. 82, Pension Issues – an amendment of GASB Statements No. 67, No. 68, and No. 73**  
This statement addresses certain practice issues that arose with respect to the new pension standards. Specifically, RSI would present “covered payroll,” which is the portion of compensation paid to active employees on which contributions to a pension plan are based. Also, plan member contributions made by the employer on-behalf of plan members would be treated as employee contributions.

### **Available Resources**

The Washington State Auditor's Office also has many resources available throughout the year.

### **Local Government Support Team**

This team provides support services to local governments through technical assistance, comparative statistics, training, and tools to help prevent and detect a loss of public funds. Our website and client portal offers many resources, including a client Help Desk that answers auditing and accounting questions. Additionally this team assists with the online filing of your financial statements.

### **Local Government Performance Center**

The Performance Center is a resource for local governments that need to solve problems, reduce costs, and

improve the value of their services to citizens. The Center offers training and tools to help local governments improve performance and effectiveness. One tool provided by the Center is the Financial Intelligence Tool or FIT. It is available to the majority of governments that report their financial statements using the BARS Manual. You can download FIT through the online Client Portal where you sign in to file your annual report.

FIT is designed to provide understandable information to financial decision makers of any experience level. The financial data that you file online is clearly presented using widely accepted financial guidelines. To learn more about FIT and how to use it, please read a one-page explanation, which can be found at: [www.sao.wa.gov/local/Documents/FIT\\_Announcement.pdf](http://www.sao.wa.gov/local/Documents/FIT_Announcement.pdf).

### **Audit Team Qualifications**

**Carol Ehlinger, Audit Manager** – Carol has worked for the State Auditor’s Office since 2002. She worked on Team Wenatchee as an Assistant Audit Manager and on teams Tri Cities, Central King County and presently Port Orchard as the Audit Manager. Carol has been an Audit Manager since 2004. Carol is the Program Manager for Transits, Transportation Benefit Districts, Public Development Authorities and Public Facilities Districts.

**Megan McFarlane, Assistant Audit Manager** – Megan has worked for the State Auditor’s Office since 1997. She has been on Team Port Orchard throughout her career with the office, and has been an Assistant Audit Manager since 2014. She served as the Team’s Information Technology Specialist and Fraud Specialist, and currently serves as SAO’s Conservation District Specialist. During her time with the team, she has supervised, led, or assisted on most entities we audit in our region.

**Renata Sorna, Audit Lead** – Renata earned her Bachelor’s degree in Accounting from Old Dominion University. She has been working with SAO since 2014. She currently works as a lead auditor for Team Port Orchard. Prior to working as an auditor, she has worked as Project Manager of Corporate Communications in Telecommunication Company.

**Timothy Trail Jr., Assistant State Auditor** – Tim has worked for the State Auditor’s Office since October 2017 and has a Bachelor’s Degree in Accounting and Finance as well as an International Business Option from Oregon State University.

**Kelly Collins, CPA, Director of Local Audit** – Kelly has been with the Washington State Auditor’s Office since 1992. In her role she oversees the audit teams which perform the audits for over 2,200 local governments. She serves on the Washington Finance Officers Association Board and is a member of the Washington Society of Certified Public Accountants’ Government Auditing and Accounting Committee.

**Mark Rapozo, CPA, Assistant Director of Local Audit** – Mark has been with the Washington State Auditor’s Office since 1983. In his role as Assistant Director he assists with the statewide oversight and management of all the audits for local government. He also served as the chairman of the Local Records Committee of the

Washington State Archives for 10 years.





**Office of the Washington State Auditor  
Pat McCarthy**

January 5, 2018

Board of Commissioners and Fire Chief Beau Bakken  
North Mason Regional Fire Authority  
NE 460 Old Belfair Hwy  
Belfair, WA 98528

We are pleased to confirm the audits to be performed by the Washington State Auditor's Office for the NMRFA. This letter confirms the nature and limitations of the audits, as well as responsibilities of the parties and other engagement terms.

**State Auditor's Office Responsibilities**

**Financial Statement Audit**

The State Auditor's Office agrees to perform an audit of the financial statements of the NMRFA as of and for the fiscal years ended December 31, 2015 and December 31, 2016, prepared in accordance with the cash basis *Budgeting, Accounting and Reporting System Manual* (BARS). Our audits will be conducted with the objective of our expressing opinions on these financial statements.

We will perform our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free from material misstatement. Since we do not review every transaction, our audit cannot be relied upon to identify all misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the NMRFA's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the NMRFA's internal control. Accordingly, we will express no such opinion.

Although our audit is not designed to provide an opinion on the effectiveness of internal control over financial reporting, we are required to report any identified significant deficiencies and material weaknesses in controls. We are also required to report instances of fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that could have a direct and material effect on the accuracy of financial statements, or any instances of material abuse that come to our attention. Abuse is defined by *Government Auditing Standards* as involving behavior that is

deficient or improper, or misuse of authority or position for personal financial interests. As the determination of abuse is subjective, *Government Auditing Standards* do not require auditors to detect instances of abuse.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk exists that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with the standards identified above.

Our responsibility is to express in a written report an opinion on the financial statements based on the results of our audit. We cannot provide assurance that an unmodified opinion will be expressed. We may modify or disclaim an opinion on your financial statements if we are unable to complete the audit or obtain sufficient and appropriate audit evidence supporting the financial statements. If our opinion is other than unmodified, we will fully discuss the reason with you prior to issuing our report. Further, in accordance with professional standards, we may add emphasis-of-matter or other-matter paragraphs to the report for matters that, in our judgment, are relevant to understanding the financial statements or our audit.

We will also issue a written report (that does not include an opinion) on issues identified during the audit related to the NMRFA's internal control over financial reporting and on compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*.

The NMRFA prepares supplementary information that accompanies the financial statements, which is required by the BARS Manual (*for Schedule 09*). We agree to perform auditing procedures on this information, with the objective of expressing an opinion as to whether it is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

#### Accountability Audit

In accordance with RCW 43.09.260, we will perform an accountability audit for the fiscal years ended December 31, 2015 and December 31, 2016, of the NMRFA's compliance with applicable state laws, regulations, policies and procedures, and safeguarding of public resources in areas representing the highest risk of fraud, loss, abuse, or noncompliance.

Areas will be selected for audit using a risk-based approach and will be identified in the audit entrance conference.

Upon completion of our audit we will issue a written report describing the overall results and conclusions for the areas we examined.

#### Other SAO Responsibilities

- Provide the Board of Commissioners with advanced notification if we identify issues that require further audit work and increase audit cost.
- Safeguard Fire Authority's financial records and documentation from loss, damage, and inadvertent release to unauthorized persons.

### Reporting Levels for Audit Issues

Issues identified through the auditing process will be communicated as follows. Failure to appropriately address audit issues may result in escalated reporting levels.

- **Findings** formally address issues in an audit report. Findings report significant deficiencies and material weaknesses in internal controls; misappropriation; and material abuse or non-compliance with laws, regulations, contracts or grant agreements. You will be given the opportunity to respond to a finding, and this response, or a synopsis of it, will be published in the audit report. Professional auditing standards define the issues we must report as findings with regard to non-compliance with a financial statement effect and internal controls over financial reporting.
- **Management letters** communicate control deficiencies, non-compliance or abuse with a less-than-material effect on the financial statements or other issues with significance to the audit objectives. Management letters are referenced, but not included, in the audit report.
- **Exit items** address control deficiencies or non-compliance with laws or regulations that have an insignificant or immaterial effect on the audit objectives, or errors with an immaterial effect on the financial statements. These issues are informally communicated to management, but do not warrant the attention of those charged with governance and are not referenced in the audit report.

### Client's Responsibilities

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the cash basis *Budgeting, Accounting and Reporting System Manual (BARS)*; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. Our audit does not relieve management or the governing body of their responsibilities.

Management is also responsible for:

- Selecting and applying appropriate administrative and accounting policies.
- Establishing and maintaining effective internal controls over financial reporting, compliance, and safeguarding of public resources.
- Designing and following effective controls to prevent and detect fraud, theft, and loss.
- Ensuring compliance with laws, regulations and provisions of contracts and grant agreements.
- Making all financial records and related information available to us.
- Correcting the financial statements based on the results of our audit.
- Identifying and providing copies of previous audits, attestation engagements, or other studies that directly relate to the objectives of the audit, including whether related recommendations have been implemented.
- Promptly reporting to us knowledge of any fraud, allegations of fraud or suspected fraud involving management, employees or others, in accordance with RCW 43.09.185.
- Providing us with a management representation letter that confirms certain representations, both express and implied, which we will request at the conclusion of our audit. This letter

includes representations regarding legal matters. A separate letter may be needed from the NMRFA's legal counsel.

**Supplementary Information – Additional Responsibilities:**

- Preparing the supplementary information and providing us with certain written representation concerning the supplementary information.
- Including the auditor's report on the supplementary information in any document that both contains the supplementary information and indicates we have reported on the supplementary information.
- Either presenting the supplementary information with the audited financial statements or, if the supplementary information will not be presented, making the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information and auditor's report thereon are issued.

**Management's Written Representations**

At the conclusion of our audit, we will also request certain written representations from you about the subject matter information and related matters, including items discussed above.

**Estimated Audit Costs and Timeline**

We estimate the cost of the audit work to be \$10,500 for budgeted billable audit hours, plus estimated charges for travel time of \$500 for budgeted travel hours, plus travel costs, with work expected to commence by 12/26/2017. Invoices for these services will be prepared and presented each month as our audit work progresses.

We anticipate our reports, which will be addressed to the NMRFA's governing body and published on our website [www.sao.wa.gov](http://www.sao.wa.gov) to be available to you and the public as outlined below. These estimates are based on timely access to financial information and no significant audit reporting issues. The estimated cost and completion date may change if unforeseen issues arise or if significant audit issues are identified necessitating additional audit work. We will promptly notify you if this is the case.

<b>Report</b>	<b>Date*</b>
Independent Auditor's Report on Financial Statements	February 2018
Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	February 2018
Independent Auditor's Report on Accountability	February 2018

*\*Report Issuance Dates Are Estimates Only*

The audit documentation for this engagement, which may contain confidential or sensitive information, is the property of SAO and constitutes a public record under Chapter 42.56 RCW. Subject to applicable laws and regulations, appropriate individuals, as well as audit documentation,

will be made available upon request and in a timely manner to appropriate auditors and reviewers, NMRFA's management and governing body, and federal agencies, for purposes of a public records request, a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities.

The audit documentation for this engagement will be retained for a minimum of five years after the report release (publish) date in accordance with the public records retention schedule established by the Washington Secretary of State.

**Expected Communications**

During the course of the audit, we will communicate with Katie Patti, Executive Assistant on the audit status, any significant changes in our planned audit scope or schedule and preliminary results or recommendations as they are developed.

Please contact us if, during the audit, any events or concerns come to your attention of which we should be aware. We will expect Katie Patti to keep us informed of any such matters.

*Audit Dispute Process*

Please contact the Audit Manager or Assistant Director to discuss any unresolved disagreements or concerns you have during the performance of our audit. At the conclusion of the audit, we will summarize the results at the exit conference. We will also discuss any significant difficulties or disagreements encountered during the audit and their resolution.

By signing and returning this letter you acknowledge that the foregoing is in accordance with your understanding. Please contact us with any questions.

We appreciate the opportunity to be of service to you and look forward to working with you and your staff.

Sincerely,

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Carol Ehlinger, Audit Manager      1/5/2018  
Washington State Auditor's Office

**NMRFA Response:**

**This letter correctly sets forth our understanding.**

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Kelley McIntosh  
Board Commissioner

*Date*

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Beau Bakken  
Fire Chief

*Date*

# Memorandum of Understanding between The North Mason Regional Fire Authority and Fire Chief Beau Bakken and Assistant Fire Chief Scott Cooper

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Whereas; Beau Bakken (Fire Chief) and Scott Cooper (Assistant Fire Chief) serve as employees with the North Mason Regional Fire Authority (NMRRFA)

Whereas; Beau Bakken (Fire Chief) and Scott Cooper (Assistant Fire Chief) maintain individual employment agreements with the NMRFA.

Whereas; Both employee agreements are dated October 31<sup>st</sup>, 2011.

Whereas; the NMRFA has contributed to a deferred compensation plan for both Beau Bakken and Scott Cooper during their entire tenure as Fire Chief and Assistant Fire Chief.

Whereas; the NMRFA has contributed into the deferred compensation plan under the terms of Item 14.1 of the employee agreements and under the terms of Article 28 of the collective bargaining agreement between the Authority and IAFF Local 3876.

Whereas; A review by the NMRFA Board of Fire Commissioners of the terms and conditions concerning the deferred compensation benefit for employees Beau Bakken and Scott Cooper was recently conducted.

Whereas; the NMRFA Board of Commissioners have determined that the terms and conditions for deferred compensation benefits for Beau Bakken and Scott Cooper require clearer definition and specification.

Therefore all parties agree that the following provision is added as Item 7.5 to the employment agreements between the North Mason Regional Fire Authority and employees Beau Bakken and Scott Cooper.

7.5 Deferred Compensation. The employee will have the ability to participate in the Authority's deferred compensation programs (WA State DRS and Nationwide). The Authority will match all deferred compensation contributions at a rate of \$1.00 per \$1.00 contributed to a maximum annual match of \$2,400 per year.

This memorandum of understanding is agreed to by the following parties on this 9<sup>th</sup> day of January, 2017.

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Beau Bakken , Fire Chief

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Kelley, McIntosh, Chairperson

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Scott Cooper, Assistant Fire Chief

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Robert Miller, Commissioner

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Brooke Quigley, Commissioner

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Daniel Kewish, Commissioner

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Paul Severson, Commissioner



# Administrative Employment Contract Review

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**CATEGORY:** Administration  
**NUMBER:** Admin -  
**EFFECTIVE:** December, 2017

## REFERENCE

North Mason Regional Fire Authority

## SCOPE

Board of Fire Commissioners, Administrative Staff

## PURPOSE

To establish a timeline and procedure for the NMRFA's Board of Fire Commissioners to conduct annual reviews for all administrative employee contracts.

## POLICY

It is the policy of the North Mason Regional Fire Authority that the Board of Fire Commissioners will conduct an annual review of, and revise if necessary, all employee agreements/contracts between the NMRFA and its administrative staff members. The NMRFA's administrative staff includes, but not limited to the Fire Chief, Assistant Fire Chief, Executive Assistant and the Administrative Assistant.

## PROCEDURE

Annually, in October of each year, the Executive Assistant shall provide to the Board of Commissioners current copies of the employment agreements and all memorandum of understandings (MOU's) held by the following personnel:

- Fire Chief
- Assistant Fire Chief
- Executive Assistant
- Administrative Assistant

The Board shall review all agreements and MOU's for pertinent application, consistency, clarity, performance and execution. Following Board review the Board of Commissioners may take action to engage administrative staff to revise, amend or modify employee agreements consistent with federal, state and local laws and other applicable Authority policies.

The preferred method for contract revision, amendment or modification is through the execution of a mutually (Authority and employee) agreed upon and signed MOU. All MOU's that revise, amend or modify an employee agreement will be signed, at minimum, by a majority of the Board of Fire Commissioners members who voted in the affirmative for MOU ratification, and the respected employee.



# Employee Communications

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**CATEGORY:** Administration  
**NUMBER:** Pers-10  
**EFFECTIVE:** January 2018

## **REFERENCE**

North Mason Regional Fire Authority

## **SCOPE**

All Authority personnel

## **POLICY**

## **PURPOSE**

To establish internal and external communication practices among the Authority's membership that will promote increased understanding about the Fire Authority's objectives, policies, problems, and other matters of mutual interest.

## **POLICY**

The Authority recognizes that internal and external communication is essential to the unity and performance of our organization. The Authority is committed to providing effective and responsive means of communication both internally and externally. Everyone in the organization is accountable for the effectiveness of his or her own communication. Authority Supervisors play a heightened role in ensuring that communication within the organization is effective. The role of an Authority supervisor is outlined in Authority policy PERS-30. This policy provides the guidelines for communicating the views and progressive ideas of our members at all levels of our organization. The Authority is committed to this process.

The Fire Authority is also committed to maintaining open lines of communication with and among members at all levels. The Authority will use a variety of communication methods to ensure that all members of the organization are kept informed and have a chance to be heard.

## **PROCEDURE**

Open communication serves as a core value for the North Mason Regional Fire Authority. Supervisors are expected to hold regular meetings with members to discuss goals, policies, progress, developments, and problems. These meetings are open to discussion of anything relevant to the Fire Authority or to their assigned shift. Communications may pertain but are not limited to safety, production, policy changes, or explanations of current policies. The objectives of shift meetings are to identify and resolve problems, motivate members, and to improve morale and productivity.

To help keep members informed, the Fire Authority will provide bulletin boards in strategically located and accessible areas throughout the facilities. Material that may be posted on bulletin boards will be limited to official Fire Authority notices, general communications, legally required posters, safety notices and employee notices. All materials placed on the board must be approved in advance by the Chief or his/her designee.

Authority members are encouraged to submit suggestions to improve job operations or procedures. All members are encouraged to submit suggestions. To be eligible for consideration, an idea must identify a problem, potential problem, or savings opportunity and must propose and explain a solution. All suggestions shall be submitted to the member's immediate supervisor. Supervisors will have the responsibility to provide feedback and status reports for member submitted suggestions. In the event that submitted suggestions require action or input from others in the Authority, the supervisor will be responsible for ensure that such action and/or input is obtained and relayed back to the submitting member. The supervisor will ensure that action and communication concerning a submitted request is diligent and timely.

## **MODES OF COMMUNICATION**

There are eight communication methods through which concerns, issues, ideas, questions, and grievances can be shared and acted upon. The methods listed below are intended as a reference guide for the efficient and effective use of communication among the Authority's membership.

1. **Person-to-Person** – Person-to-person communication is the most basic yet critical form of communication. Once person-to-person communication is established it enables all other forms of communication. Having a personal connection builds trust and minimizes misinterpretation and misunderstanding. Credibility and trust at all levels will only come with consistently truthful and open communication. The Authority encourages all employees to address concerns, ideas, questions and grievances starting with person-to-person communication. Employees are encouraged to start this process at the lowest level possible. Supervisors having the primary responsibility for maintaining good employee relations should encourage employees to discuss their issues or concerns in a person-to-person method and assist the employee in finding a suitable solution.

Face to Face Communication v. Other Types of Communication						
	Words	Visuals	Voice	Face	Body language	Presence
Face to Face Communication	●	●	●	●	●	●
Video Conferencing	●	●	●	●	●	
Telephone	●	●	●			
Texting	●	●				
Email	●	●				
Social Networks	●	●				
Snail Mail	●	●				
Web Conferencing	●	●	●	●	●	

**2. Action Needed Now** - This is a communication method by which members may express opinions, feelings, suggestions, or criticisms and receive a direct and response in writing from their immediate supervisor. Responses from the supervisor will be delivered to the submitting member within five days of receipt of an “Authority Communication” form. The completed form may be signed or not, as the employee chooses.

‘Action Needed Now’ communications can also involve other communication forms such as Samepage or person-to-person when operational information and directives need to be communicated in an expedited manner.

**3. Authority Meetings** - Such meetings provide an opportunity for Authority members to meet periodically for the purpose of becoming informed about what is happening throughout the Authority. Authority meeting allow staff members to present issues and concerns for group discussion and resolution. Authority meetings are scheduled by the Fire Chief as needed or as recommended by the Authority’s leadership team. A biannual meeting with members of the Authority’s career staff and administration will occur at the January and June L3876 Union meeting.

**4. Grievance Procedure** - This is the most formal procedure for resolving employee issues or concerns. Employees may use the formal grievance procedure outlined in the Authority’s current labor agreement may process. Members wishing to use the grievance procedure designed for matters not addressed in the Authority’s labor agreement may process their grievances per the Authority’s grievance policy.

**5. Employee Assistance Program** - This is an Authority sponsored counseling service for members offered through the Authority’s Employee Assistance Plan (EAP) provider. The EAP is designed to resolve personal difficulties such as marital conflicts, unhealthy family relationships, substance abuse, depression, problems on the job, stress, emotional crisis, and/or legal or financial worries. The EAP works by first helping the member to define a problem and then assist in the process of deciding how best to resolve it. The EAP can also aid a member whose performance is suffering. In situations when the employee's performance and effectiveness are seriously deteriorating, the supervisor may recommend the EAP as a way of overcoming the cause of the problem. Use of the EAP is strictly confidential.

6. **Email-** Email and other electronic communications allow members to work around shift schedules and station assignments. They help to maintain a chain of communication without day-to-day, face-to-face communication. Email is instant and allows for an efficient exchange of information and should be used primarily for the mass communication of information. In addition, communicating via email gives the sender the chance to research and think about what they will say before they say it.

Consequently, emails can appear impersonal, can be easily misunderstood and can lead to an unintentional response from the receiver. Email greatly improves the possibility for misunderstandings and misinterpretation. Email should never be used when person-to person communication would serve as a better form of communication.

When using email it is the Authority's expectation that the sender allows ample time for the receiver to respond. After an email is sent there will be no expectation for the receiver to respond while off-duty unless otherwise arranged.

Information from low to high importance is disseminated through email and other venues as outlined in this policy. All employees are encouraged to regularly check Authority email as a means to stay informed.

Information regularly disseminated through email may include but is not limited to:

- Authority Updates
- Shift Updates
- Training
- Special Events
- Special requests

7. **Samepage-** Samepage is the Authority's primary electronic platform used for the passage of information from shift to shift. Additionally the Authority uses Samepage to host an EMS, Training, and Safety page. The Authority also uses the instant message feature to disseminate high priority information in a mass fashion.

Information to be passed from shift to shift using the Samepage platform should include but is not limited to:

- Apparatus
- Personnel (Sick/OT/Shift Trade)
- Operations
- Facilities
- Road Closures
- Frequent Callers/Unusual Events
- Safety Issues
- Miscellaneous Items
- Calendar of Events

The Samepage platform should not take the place of person-to-person communication of pass

down information among Authority officers and members. Samepage should be used a communication assistance tool that enhances the flow of communication while keeping all members well informed. All Authority members are responsible for reporting information on Samepage to insure a continuous flow of critical information and quick resolution to discovered discrepancies.

All information posted on Samepage should remain relevant to the areas outlined in this policy. All new information posted on Samepage should be placed at the top of its category and each post should be dated and initialed. Information posted on Samepage can be deleted by supervisors once the information is no longer relevant and or has passed through all three shifts.

**8. Miscellaneous electronic communication-** Other forms of electronic communications include the use of text messages, the Crew Sense scheduling platform, Active 911, Facebook and other social media applications. These applications and messaging systems can be beneficial but pose the same risks as other electronic forms of communication. Members who elect to use these forms of communication should first communicate with the receiver to ensure that the receiver is comfortable and responsive in communicating with the selected method. Members should ensure they're in compliance with NMRFA Social Media Policy Pers-41 while communicating through these formats.

#### **ATTACHMENTS**

**N/A**

# Sexual Harassment

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**CATEGORY:** Administration  
**NUMBER:** Admin-30  
**EFFECTIVE:** May 2010

## REFERENCE

Section 703 of Title VII, Civil Rights Act of 1967, 29 CFR 1604.11, RCW 49.60

## PURPOSE

Harassment can be a significant problem in any workplace, particularly for women. It is an illegal and discriminatory practice. The North Mason Regional Fire Authority promotes a work environment free of actions or behaviors which are illegal and/or which contribute to interpersonal conflicts, poor morale or poor performance in the workplace. Further, the Authority condemns any such conduct and affirms that it will take appropriate action to eliminate such offensive conduct from the workplace.

## POLICY

It is the policy of the North Mason Regional Fire Authority that all employees shall enjoy a work environment free from all forms of discrimination and harassment, including sexual harassment. All workers, including supervisors and managers, will be subject to severe discipline, up to and including discharge, for any harassing behavior.

It is illegal, and against Authority policy, for any worker — male or female — to make unwelcome sexual advances, or other verbal or physical conduct of a sexual nature, a condition of employment; to use a worker's submission to or rejection of such conduct as the basis for or a factor in any employment decision affecting the individual; or to create an intimidating, hostile, or offensive work environment by engaging in such conduct. No person shall threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect the employee's employment, evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment or career development.

Sexual harassment is a form of misconduct that undermines the integrity of the employment relationship. No employee, either male or female, shall be subjected to unsolicited or unwelcome sexual overtures or conduct, either verbal or physical.

Sexual harassment does not refer to occasional compliments of a socially acceptable nature. Instead, it refers to behavior that is not welcome, that is personally offensive, that lowers morale and that, therefore, interferes with productivity. Conduct or actions that arise out of a personal or social relationship and that are not intended to have a discriminatory effect on employment may not be viewed as harassment.



All employees are to be advised of this policy to assure them that they are not to endure insulting, degrading or exploitive sexual treatment.

Any employee who believes that he or she has been the subject of sexual harassment should report the alleged act immediately. Supervisors and managers who receive a sexual harassment complaint shall carefully investigate the matter; question all employees who may have knowledge of the alleged incident or similar problems. Both the complaint and the investigative steps and findings shall be documented as thoroughly as possible. Any supervisor or other employee who has been found, after appropriate investigation, to have sexually harassed another employee will be subject to disciplinary action up to and including termination. Employees must use the reporting procedure policy concerning any complaint of sexual harassment.

**No employee will be subject to any form of retaliation or discipline for pursuing a sexual harassment complaint. However,** No employee shall willfully and with malice bring forth or threaten to bring forth a false accusation of sexual harassment contemplated solely to damage, harm, "get even with," or otherwise intimidate a co-worker, supervisor or manager. False accusations will result in disciplinary action up to and including termination. The North Mason Regional Fire Authority prohibits retaliation made against any member who lodges a good faith complaint of harassment, or who participates in any related investigation. The Authority recognizes that making false accusations of harassment in bad faith can have serious consequences for those who are wrongly accused. The North Mason Regional Fire Authority prohibits making false and/or malicious harassment allegations, as well as deliberately providing false information during an investigation. Anyone who violates this rule is subject to disciplinary action, up to and including termination.

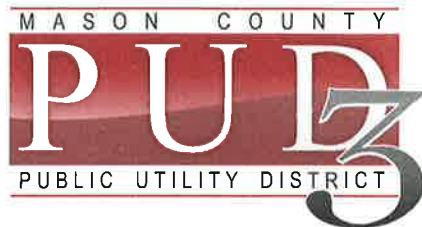
"*Sexual harassment*" is any unwelcome sexual advance, request for sexual favors and other verbal or physical conduct or behavior of a sexual nature which is deliberate or repeated or which:

- Is part of a decision to hire or fire;
- Is used to make decisions regarding wages, promotions or job assignments;
- Interferes with an employee's work performance; or
- Creates an intimidating, hostile, or offensive work environment.

Examples of sexual harassment include, but are not limited to:

Sexual innuendo, suggestive comments, insults, humor and jokes about sex or gender-specific traits, threats, suggestive or insulting sounds, leering, whistling, obscene gestures, touching, pinching, brushing the body, coerced sexual intercourse, assault

The creation of an intimidating, hostile, or offensive work environment may also include such actions as persistent comments on a worker's sexual preferences or the display of obscene or sexually oriented photographs or drawings.



**COMMISSIONERS**  
THOMAS J. FARMER  
LINDA R. GOTT  
BRUCE E. JORGENSON  
**MANAGER**  
ANNETTE CREEKPAUM

12/22/17

North Mason Regional Fire Authority  
Attn: Commissioners  
PO Box 277  
Belfair, WA 98528-0277

Re: Easement to install fiber optic cable

Dear Commissioners,

Mason County PUD 3 is seeking an easement to set a fiber optic hut on your property located at Collins Lake #4 Tract 33, parcel number 22331-53-00033, to extend the PUD 3's gigabit fiber-to-the home network to the residents of Collins Lake.

In exchange for this easement, PUD 3 will provide a connection to North Mason Regional Fire Authority to the PUD 3 Fiber Optic Network. The estimated value of this connection is approximately \$1,651.80. *(North Mason Regional Fire Authorities Retail Service Provider of choice will provide all services over this fiber connection.)*

If this is agreeable, please sign the enclosed easement, have it notarized, and return it for recording to the telecommunications department in the envelope provided. If you desire, you can have this document notarized at any of our offices.

If you should have any questions, please give me a call at 360.432.1550.

Sincerely,

A handwritten signature in blue ink, appearing to read "Terri Oberg". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Terri Oberg  
Telecommunications Services Assistant

to

Enclosures



# Patient Transfer of Care-Harrison Urgent Care Belfair

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**CATEGORY:** Administration  
**NUMBER:** OPS-XX  
**EFFECTIVE:** January 2018

## **SCOPE:**

All North Mason Regional Fire Authority Personnel and Harrison Urgent Care Staff.

## **PURPOSE**

- To streamline the process of transferring care of Urgent Care patients to the care of the North Mason Regional Fire Authority emergency response personnel.
- To ensure appropriate communication of patient history, evaluation and desired disposition.
- To improve communication between the Urgent Care and North Mason Regional Fire Authority emergency responders
- To ensure the safety of our patients.

## **BACKGROUND**

Clear and collegial communication between patient care providers results in improved patient care, patient satisfaction and a smooth transition between providers. Everyone has a responsibility to communicate in a clear, concise and collegial manner with colleagues across the patient care team. Our goal is to enhance the patient's experience, to build trust in the transition team, and to provide the highest level of appropriate care possible to each of our patients.

Pitfalls to collegiality and excellent patient care can arise when communication breaks down between the patient care teams and transferring crews, when direct communication is not established and when the patient are given mixed messages regarding the recommended transfer type to the facility of higher care level.

## **PROCEDURE**

In an effort to improve our processes, the following protocol is to be followed by emergency responders while transferring patients from the Harrison Urgent Care Belfair.

1. In the event that a medic unit transfer of a patient is requested, the Urgent Care Provider of the day will meet the NMRFA response crew team as they enter the building to initiate the transfer of the patient.
2. The Provider of the Day will introduce him or herself to the NMRFA transport crew team and establish communication with the lead paramedic or EMT.

3. The Provider of the Day will introduce the NMRFA transport crew to the patient and will provide a brief summary of the presentation and care provided at the bedside of the patient.
4. The NMRFA transport crew will then initiate their protocols for history taking, vital signs and preparation for transport.
5. In the Event that there is a difference of opinion regarding the most appropriate type of transfer, the NMRFA transfer crew leader will request a conversation outside of the patient's room and ear shot with the Provider of the Day.
6. The Provider and the NMRFA transfer crew leader will discuss the differing opinion and will come to consensus regarding the level of transfer needed.
7. The team will return to the patient's room and the Provider of the Day will explain the new recommendations to the patient.
8. Transfer will proceed as agreed upon.
9. In the event that the provider and ambulance team leader cannot come to consensus, contact will be made with the Office Manager, the Medical Site Director and/or with the Harrison Emergency Room Provider of the day for consultation regarding the most appropriate form of transport.
10. All unusual incidents concerning patient transfer of care will be documented by the NMRFA transfer crew and reviewed by the NMRFA's Medical Services Officer.