



# **COMMISSIONER BOARD MEETING**

**FEBRUARY 26, 2026**

**5:30 PM**

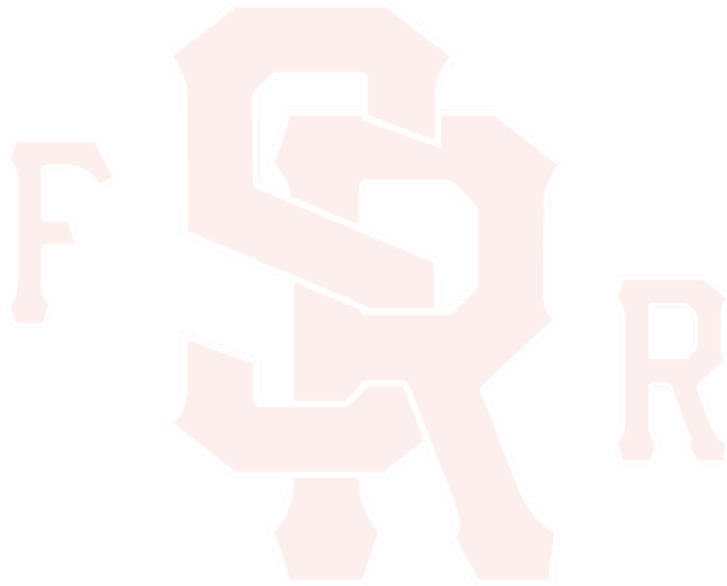
**SRFR STATION 31 TRAINING ROOM**

**VIA ZOOM**

**SNOHOMISH REGIONAL FIRE & RESCUE  
WASHINGTON**



# AGENDA





**BOARD OF FIRE COMMISSIONERS MEETING AGENDA**

**SNOHOMISH REGIONAL FIRE & RESCUE**

SRFR Station 31 Training Room / Via Zoom

163 Village Court, Monroe, WA 98272

February 26, 2026, 1730 hours

**CALL TO ORDER**

**PUBLIC COMMENT**

**UNION COMMENT**

**DISTRICT HIGHLIGHTS**

District Proclamation: Government Communicators Day

**CHIEF'S REPORT**

**COMMISSIONER REPORTS**

Meeting	Chair	Last Mtg.	Next Mtg.	Reporting
Capital Facilities	Schaub	1/26/26	3/16/26	No
Finance Committee	Steinruck	2/26/26	3/26/26	Yes
Sno911	Waugh	2/19/26	3/19/26	Yes
Sno-Isle Commissioners	Fay	12/4/25	3/5/26	No
Leadership Meeting	Schaub	1/22/26	TBD	No
Policy Committee	Schaub	11/13/25	3/12/26	No
Community Advisory Committee	TBD	11/12/25	6/10/26	No
Lake Stevens City Council	Steinruck	2/24/26	3/10/26	Yes
Monroe City Council	TBD	2/24/26	3/10/26	Yes

**COMMITTEE MEETING MINUTES**

**CONSENT AGENDA**

**Approval of Vouchers**

Benefits Vouchers: 26-0453 to 26-0463; (\$914,759.27)

AP Vouchers: 26-0465 to 26-0564; (\$557,902.00)

**Approval of Payroll**

February 15, 2026 Payroll (\$1,635,172.15)



**Approval of Minutes**

Approve Regular Board Meeting Minutes February 12, 2026

**OLD BUSINESS**

**Discussion**

**Action**

**NEW BUSINESS**

**Discussion**

2025 Fourth Quarter Report & Budget Amendment #1  
SRFR Strategic Plan 2026-2030 / ESCI Report

**Action**

Virtual Coordination Center WSDOT Agreement

**GOOD OF THE ORDER**

**ATTENDANCE CHECK**

Regular Commissioner Meeting Thursday, March 12, 2026, at 1730 - Station 31 Training Room/Zoom

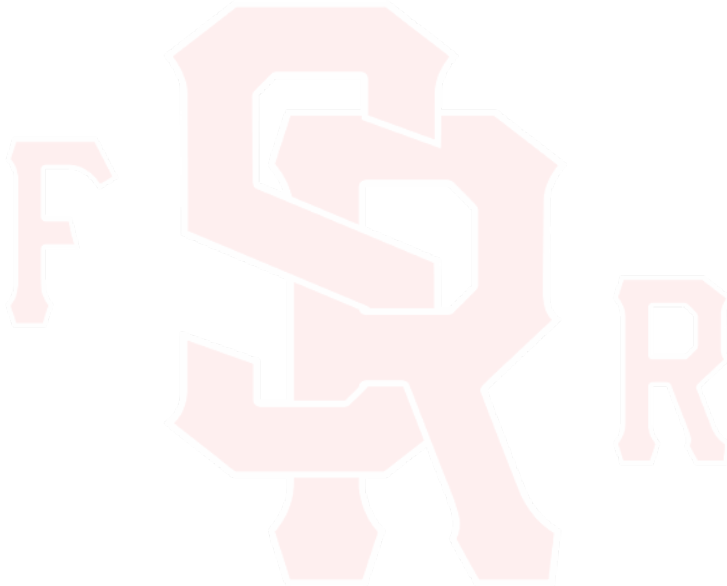
**EXECUTIVE SESSION**

RCW 42.30.110(1)(g): To Review the Performance of a Public Employee

**ADJOURNMENT**



# DISTRICT HIGHLIGHTS





**SNOHOMISH REGIONAL FIRE & RESCUE  
BOARD OF COMMISSIONERS**

**PROCLAMATION RECOGNIZING GOVERNMENT COMMUNICATORS DAY  
FEBRUARY 20, 2026**

**WHEREAS**, effective communication is essential to public trust, transparency, and the safety of our community; and

**WHEREAS**, professional government communicators serve as the critical bridge between public agencies and the people they serve, ensuring timely, accurate, and meaningful information reaches residents, employees, partners, and stakeholders; and

**WHEREAS**, these dedicated professionals manage media relations, emergency messaging, internal communications, digital platforms, community outreach, and strategic initiatives, often under tight deadlines and during rapidly evolving situations; and

**WHEREAS**, during emergencies and disasters, government communicators provide vital public safety information that helps individuals make informed decisions to protect themselves, their families, and their property; and

**WHEREAS**, much of their work occurs behind the scenes, drafting speeches, preparing briefings, coordinating announcements, developing educational materials, and highlighting the dedication of public servants, while maintaining professionalism, integrity, and responsiveness; and

**WHEREAS**, Government Communicators Day is observed annually on the third Friday of February to recognize the invaluable contributions of these public service professionals nationwide;

**NOW, THEREFORE, BE IT PROCLAIMED** that the Board of Commissioners hereby recognizes February 20, 2026, as Government Communicators Day, and expresses its sincere appreciation to the communication professionals who support and strengthen our organization and community.

**BE IT FURTHER PROCLAIMED** that we commend these professionals for their dedication, expertise, and commitment to ensuring our communities remain informed, engaged, and safe.

**ADOPTED** this 26th day of February, 2026, by the Board of Commissioners of Snohomish Regional Fire & Rescue.

\_\_\_\_\_  
Chairman Jim Steinruck

\_\_\_\_\_  
Commissioner Davin Alsin

\_\_\_\_\_  
Commissioner Rick Edwards

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Commissioner Troy Elmore

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Commissioner Randy Fay

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Commissioner Jeff Schaub

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Commissioner Roy Waugh

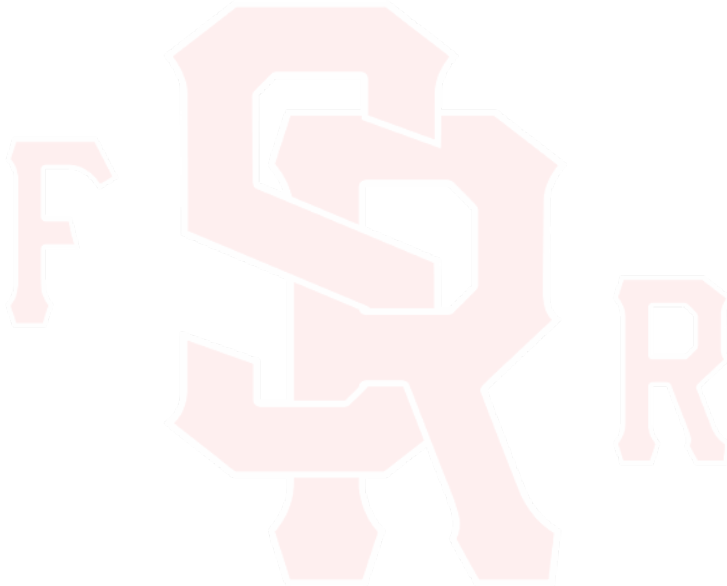


# CHIEF'S REPORT





# COMMISSIONER REPORTS





# COMMITTEE MEETING MINUTES





# CONSENT AGENDA



## Snohomish Regional Fire and Rescue Claims Voucher Summary

02/13/2026

Page 1 of 1

Fund: Shop - Expense #050

We the undersigned Board of Directors of the above-named governmental unit do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers identified below are approved for payment.

Date: \_\_\_\_\_

Signatures:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Voucher	Payee/Claimant	1099 Default	Amount
26-0453	DEPARTMENT OF RETIREMENT SYSTEMS		51,423.60
26-0454	DIMARTINO & ASSOCIATES		26,263.64
26-0455	FIRE 7 FOUNDATION		654.00
26-0456	HRA VEBA TRUST		66,996.45
26-0457	LEOFF TRUST		565,331.52
26-0458	MATRIX TRUST COMPANY		25,977.71
26-0459	SNOHOMISH REGIONAL FIRE & RESCUE		68.41
26-0460	TD AMERITRADE INSTITUTIONAL		388.50
26-0461	TRUSTEED PLANS SERVICE CORP		39,757.17
26-0462	VOYA INSTITUTIONAL TRUST CO		137,394.27
26-0463	WASHINGTON STATE SUPPORT REGISTRY		504.00

<b>Page Total</b>	914,759.27
<b>Cumulative Total</b>	914,759.27



Snohomish Regional Fire & Rescue, WA

# Docket of Claims Register

APPKT02100 - 02.26.2026 Board Meeting - ER

By Docket/Claim Number

Vendor #	Vendor Name	Payable Number	Payable Description	Payable Type	Payable Date	Item Description	Account Number	Payment Amount	Distribution Amount
2375	4IMPRINT, INC.	26-0465	Stress Ball, Lights, 1st Aide Kit - Scout I	Invoice	02/16/2026	Stress Ball, Lights, 1st Aide Kit - Scout I	001-515-522-30-31-01	1,807.23	1,807.23
	14755806								
0005	AAA OF EVERETT FIRE EXTINGUISHERS	26-0466	Fire Extinguisher Yrly Inspctn/Maint. Sv	Invoice	01/28/2026	Fire Extinguisher Yrly Inspctn/Maint. Sv	001-507-522-50-41-00	47.13	47.13
	172589-1								
1969	ACE EQUIPMENT RENTALS	26-0467	Dolly 33' 4 Wheel Heavy Duty Rental - Logistics	Invoice	01/13/2026	Dolly 33' 4 Wheel Heavy Duty Rental - Logistics	001-507-522-50-45-00	54.65	54.65
	R21134-1								
2601	ALL SAFE INDUSTRIES	26-0468	GasTrac LZ-30 Hand-Held Remote Gas	Invoice	02/19/2026	GasTrac LZ-30 Hand-Held Remote Gas	303-504-594-20-64-13	27,571.44	27,571.44
	INV-17329								
2106	AMAZON CAPITAL SERVICES, INC	26-0469	10-Inc Car Wash Brush (Automotive) - ST81	Invoice	01/08/2026	10-Inc Car Wash Brush (Automotive) - ST81	001-507-522-50-35-00	28.69	28.69
	11H9-PKLK-FNNW								
	11YQY-L7LC-KXFF		804000074 Condensate Neutralizer Kit	Invoice	02/12/2026	804000074 Condensate Neutralizer Kit	001-507-522-50-31-00	112.74	112.74
	13WK-RY1F-JK74		600W LED Corn Light Bulb 2pk (x2) - ST1	Invoice	02/17/2026	600W LED Corn Light Bulb 2pk (x2) - ST1	001-507-522-50-31-00	54.63	54.63
	16GF-Y69H-3V1Y		Outdoor Extension Cord 25ft (x3) - Logistics	Invoice	02/18/2026	Outdoor Extension Cord 25ft (x3) - Logistics	001-507-522-50-35-00	129.33	129.33
	16GF-Y69H-WMGR		Hyper-Filter & Prefilter Replacement-L	Invoice	02/19/2026	Hyper-Filter & Prefilter Replacement-L	001-507-522-50-31-00	302.10	302.10
	16W4-6PNT-JMP6		Motion Sensor Outdoor WP - Conex Lighting	Logistic	02/10/2026	Motion Sensor Outdoor WP - Conex Lighting	001-507-522-50-35-00	51.24	51.24
	17JT-MDYC-96TC		Metal Storage Shelves 5 Tier - ST71	Invoice	02/11/2026	Metal Storage Shelves 5 Tier - ST71	001-507-522-50-35-00	108.02	108.02
	19K1-KNKF-KFDR		The Official Book of Andy - Recruit Libr	Invoice	02/22/2026	The Official Book of Andy - Recruit Libr	001-506-522-45-31-03	195.80	195.80
	1D99-PH7T-HLNK		Room Divider 132' Long - ST81 LT	Invoice	02/17/2026	Room Divider 132' Long - ST81 LT	001-507-522-50-31-00	46.50	46.50
	1FP4-TG4C-HM73		Double Toilet Paper Holder - ST71	Invoice	02/17/2026	Double Toilet Paper Holder Replaceme	001-507-522-50-48-00	29.77	29.77
	1FPH-YQQG-VC67		HD Curtain w/ Noise Reduction (x2) - Logistics	Invoice	02/12/2026	HD Curtain w/ Noise Reduction (x2) - Logistics	001-507-522-50-31-00	345.26	345.26
	1GC1-1JGL-6YQQ		Carabiners Heavy Duty (x5) - E72/Stock	Invoice	02/14/2026	Carabiners Heavy Duty (x5) - E72/Stock	001-504-522-20-35-00	121.65	121.65
	1GFF-T6DT-KC6Y		4K HDMI Adapter Display Port (x7) - IT	Invoice	02/17/2026	4K HDMI Adapter Display Port (x7) - IT	001-513-522-10-35-00	58.45	58.45
	1GGC-P6NJ-3HKV		Clear Vertical ID Badge Holder, Ergonom	Invoice-IT	02/11/2026	Clear Vertical ID Badge Holder, Ergonom	001-509-522-10-35-00	98.44	98.44
	1KND-XHFD-CF4P		Metal Protectant Polymer Protectant-V	Invoice	02/18/2026	Metal Protectant Polymer Protectant-V	001-514-522-20-31-09	85.48	85.48
	1MQM-WKWR-THQ3		CRC Water Based Silicone (x4) - EMS D	Invoice	02/09/2026	CRC Water Based Silicone (x4) - EMS D	001-509-522-20-49-04	51.44	51.44
	1NGG-GX9V-CF94		Shop Parts	Invoice	02/11/2026	Shop Parts	050-511-522-60-34-01	484.59	484.59
	1P9M-CDNV-6NP7		Elkay WaterSentry Filter Replacement	Invoice	02/11/2026	Elkay WaterSentry Filter Replacement	001-507-522-50-31-00	466.65	466.65
	1Q1L-CT6N-DFKN		LED Vehicle Mount System Flashlight (	Invoice	02/18/2026	LED Vehicle Mount System Flashlight (	001-504-522-20-35-00	450.06	450.06
	1QVD-RPQV-GKQ4		Tension Curtain Rod - ST81 LT. Office	Invoice	02/16/2026	Tension Curtain Rod - ST81 LT. Office	001-507-522-50-31-00	45.09	45.09
	1QVD-RPQV-KHTQ		Boat Supplies for Maint./Cleaning - SO	Invoice	02/16/2026	Boat Supplies for Maint./Cleaning - SO	001-514-522-20-31-09	288.75	288.75
	1RD3-PW7D-HN7Y		TV Wall Mount (x6) - OIQ 26311	Invoice	02/09/2026	TV Wall Mount (x6) - OIQ 26311	001-507-522-50-35-00	250.92	250.92
	1RH1-NTT9-6YKC		1U D-Ring Cable Manager Route Bundl	Invoice	01/01/2026	1U D-Ring Cable Manager Route Bundl	001-513-522-10-35-00	38.32	38.32
	1RYH-L6WY-GX36		Power Strip 2pk w/ 6 Oulets (x3) - Logistics	Invoice	02/20/2026	Power Strip 2pk w/ 6 Oulets (x3) - Logistics	001-507-522-50-35-00	171.48	171.48
	1TKT-7VQV-6QKX		HD Curtain Track Rods - ST81	Invoice	02/11/2026	HD Curtain Track Rods - ST81	001-507-522-50-31-00	40.78	40.78
	1WQD-D6JG-FTDF		HyperHEPA & Prefilter Replacement - Logistics	Stock	02/22/2026	HyperHEPA & Prefilter Replacement - Logistics	001-507-522-50-31-00	302.10	302.10

## Docket of Claims Register

APPKT02100 - 02.26.2026 Board Meeting - ER

Vendor #	Vendor Name	Docket/Claim #	Payable Type	Payable Date	Item Description	Account Number	Payment Amount
	Payable Number	Payable Description					Distribution Amount
2383	AT&T MOBILITY - CC	26-0470					815.32
	UCF012026	CradlePoint Data Modems (Acct.5005€	Invoice	02/04/2026	CradlePoint Data Modems	001-513-522-10-42-00	815.32
0058	BICKFORD MOTORS, INC.	26-0471					449.37
	1310557	Shop Parts	Invoice	02/10/2026	Shop Parts	050-511-522-60-34-01	147.16
	1310688	Shop Parts	Invoice	02/11/2026	Shop Parts	050-511-522-60-34-01	302.21
0065	BOUND TREE MEDICAL, LLC	26-0472					5,647.29
	70372995	Medical Supplies - Return	Credit Memo	02/04/2026	Medical Supplies - Return	001-509-522-30-31-01	-239.35
	86087824	Medical Supplies	Invoice	02/05/2026	Medical Supplies	001-509-522-30-31-01	59.48
	86091048	Medical Supplies	Invoice	02/09/2026	Medical Supplies	001-509-522-30-31-01	81.77
	86099227	Medications/Medical Supplies/Medical Small Tools	Invoice	02/13/2026	Medical Small Tools/Minor Equipment	001-509-522-20-35-00	206.59
	86099228	Medications & Medical Supplies	Invoice	02/13/2026	Medications & Medical Supplies	001-509-522-30-31-01	1,420.79
	86099229	Medical Supplies	Invoice	02/13/2026	Medications & Medical Supplies	001-509-522-30-31-01	902.84
	86102371	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	890.60
	86102372	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	376.82
	86102373	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	297.19
	86102373	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	340.05
	86102374	Medications/Medical Supplies/Medical Small Tools	Invoice	02/17/2026	Medical Small Tools/Minor Equipment	001-509-522-20-35-00	167.51
		Medications & Medical Supplies			Medications & Medical Supplies	001-509-522-30-31-01	1,143.00
1742	BRANDON VARGAS	26-0473					961.80
	INV14981	Airfare Reimbursement for OIQ Confer	Invoice	02/17/2026	Airfare Reimbursement for OIQ Confer	001-507-522-45-49-02	961.80
2563	BRIAN PARK	26-0474					190.50
	INV14965	Per Diem Legislative Day Reimbursement	Invoice	02/09/2026	Per Diem Legislative Day Reimbursement	001-506-522-45-43-00	78.75
	INV14978	Per Diem "Fire Operation Technology Summit" Reimb.	Invoice	02/10/2026	Per Diem "Fire Operation Technology Summit" Reimb.	001-506-522-45-43-00	111.75
1913	CANON FINANCIAL SERVICES INC	26-0475					2,024.18
	42644914	Copier Machine Lease - Admin Bldg (C	Invoice	02/09/2026	Copier Machine Lease - Admin Bldg (C	001-512-591-22-70-00	296.60
	42644915	Copier Machine Lease - ST 81	Invoice	02/09/2026	Copier Machine Lease - ST 81	001-512-591-22-70-00	38.88
	42644916	Copier Machine Lease - ST 71	Invoice	02/09/2026	Copier Machine Lease - ST 71	001-512-591-22-70-00	325.02
	42644917	Copier Machine Lease - ST 31 (Main Lc	Invoice	02/09/2026	Copier Machine Lease - ST 31 (Main Lc	001-512-591-22-70-00	329.53
	42644918	Copier Machine Lease - ST 82	Invoice	02/09/2026	Copier Machine Lease - ST 82	001-512-591-22-70-00	38.91
	42644919	GIS Printer Machine Lease - Admin Bld	Invoice	02/09/2026	GIS Printer Machine Lease - Admin Bld	001-512-591-22-70-00	225.33
	42644920	Copier Machine Lease - ST 32, 72, 73, ;	Invoice	02/09/2026	Copier Machine Lease - ST 32	001-512-591-22-70-00	17.97
					Copier Machine Lease - ST 72	001-512-591-22-70-00	17.96
					Copier Machine Lease - ST 73	001-512-591-22-70-00	17.96
					Copier Machine Lease - ST 77	001-512-591-22-70-00	18.15
	42644921	Copier Machine Lease - Admin Bldg (Tr	Invoice	02/09/2026	Copier Machine Lease - Admin Bldg (Tr	001-512-591-22-70-00	363.56
	42644922	Copier Machine Lease - ST 83	Invoice	02/09/2026	Copier Machine Lease - ST 83	001-512-591-22-70-00	19.37
	42644923	Copier Machine Lease - ST 31 (Shop)	Invoice	02/09/2026	Copier Machine Lease - ST 31 (Shop)	050-511-591-22-70-00	90.62
	42692054	Copier Machine Lease - Admin Bldg (Pi	Invoice	02/09/2026	Copier Machine Lease - Admin Bldg (Pi	001-512-591-22-70-00	224.32

Docket of Claims Register

APPKT02100 - 02.26.2026 Board Meeting - ER

Vendor #	Vendor Name	Docket/Claim #	Payable Type	Payable Date	Item Description	Account Number	Payment Amount
	Payable Number	Payable Description					Distribution Amount
0096	CENTRAL WELDING SUPPLY	26-0476					584.13
	0002611822	Oxygen Cylinder Exchange/Re-Fill (x2)	Invoice	02/09/2026	Oxygen Cylinder Exchange/Re-Fill (x2)	001-509-522-20-45-00	67.94
	0002613408	Oxygen Cylinder Exchange/Re-Fill (x7)	Invoice	02/11/2026	Oxygen Cylinder Exchange/Re-Fill (x7)	001-509-522-20-45-00	162.89
	0002617304	Oxygen Cylinder Exchange/Re-Fill (x4)	Invoice	02/16/2026	Oxygen Cylinder Exchange/Re-Fill (x4)	001-509-522-20-45-00	131.89
	0002617309	Oxygen Cylinder Exchange/Re-Fill (x3)	Invoice	02/16/2026	Oxygen Cylinder Exchange/Re-Fill (x3)	001-509-522-20-45-00	78.19
	0002619799	Oxygen Cylinder Exchange/Re-Fill (x10)	Invoice	02/19/2026	Oxygen Cylinder Exchange/Re-Fill (x10)	001-509-522-20-45-00	143.22
0113	CLEARVIEW HARDWARE & FEED	26-0477					123.29
	B311389	Gallon Natural Paint/Primer Egg (x2)- 1	Invoice	02/19/2026	Gallon Natural Paint/Primer Egg (x2)- 1	001-514-522-20-31-09	123.29
0126	COMCAST BUSINESS	26-0478					51.01
	ST31CABLE-FEBMAR26	TV & Equipment Services (Acct. 00393	Invoice	02/06/2026	TV & Equipment Services (Acct. 00393	001-513-522-50-42-01	51.01
0459	CONWAY SHIELDS	26-0479					903.67
	0548717	4-2PP-SO Passport Shields w/Panels SF	Invoice	02/04/2026	4-2PP-SO Passport Shields w/Panels SF	001-504-522-20-31-10	903.67
0138	CRESSY DOOR COMPANY, INC	26-0480					1,405.79
	215386	Bay Door Service Call (Bracket Repair) -	Invoice	02/10/2026	Bay Door Service Call (Bracket Repair) -	001-507-522-50-48-00	1,405.79
1584	CROWN FIRE PROTECTION	26-0481					377.65
	21425	Fire Sprinkler Service Call Repair - ST82	Invoice	02/10/2026	Fire Sprinkler Service Call Repair - ST82	001-507-522-50-48-00	377.65
0103	CSD ATTORNEYS AT LAW P.S.	26-0482					25,676.25
	135041	Monthly Attorney Services (January 2026)	Invoice	01/31/2026	Monthly Attorney Services (January 2026)	001-512-522-10-41-03	25,676.25
0166	DUNLAP INDUSTRIAL HARDWAR	26-0483					148.77
	427996-1	Chain Saw Parts - Repair & Maintenance	Invoice	02/03/2026	Chain Saw Parts - Repair & Maintenance	001-504-522-20-48-02	148.77
1875	ELECTRONIC BUSINESS MACHINE	26-0484					3.41
	AR326742	Copier Machine Usage - ST 82	Invoice	02/19/2026	Copier Machine Usage - ST 82	001-502-522-10-31-00	3.41
1703	ELSA SEXTON	26-0485					111.75
	INV14986	Per Diem Fire Operations Technology - S	Invoice	02/10/2026	Per Diem Fire Operations Technology - S	001-506-522-45-43-00	111.75
1938	EVERETT BAYSIDE MARINE, INC.	26-0486					1,213.98
	14201	Shop Parts	Invoice	02/10/2026	Shop Parts	050-511-522-60-34-01	1,213.98
1642	EVERGREEN POWER SYSTEMS, IN	26-0487					6,966.17
	39375	Service Call (Hydraulic Actuation/Repair)	Invoice	02/16/2026	Service Call (Hydraulic Actuation/Repair)	001-507-522-50-48-00	1,314.06
	39376	Service Call (Outdoor Pole Light Flicker	Invoice	02/16/2026	Service Call (Outdoor Pole Light Flicker	001-507-522-50-48-00	711.54
	39377	Service Call APP BAY (Cord Drop Circuit	Invoice	02/16/2026	Service Call APP BAY (Cord Drop Circuit	001-507-522-50-48-00	948.72
	39378	Service Call Hydraulic Actuation System	Invoice	02/16/2026	Service Call Hydraulic Actuation System	001-507-522-50-48-00	1,833.78
	39380	Service Call Gas Oven Repair (Shut Off)	Invoice	02/16/2026	Service Call Gas Oven Repair (Shut Off)	001-507-522-50-48-00	2,158.07
2586	FIRE INNOVATIONS, LLC	26-0488					2,078.74
	25-67931	L82 Ladder Belts & Scabbards	Invoice	02/09/2026	L82 Ladder Belts & Scabbards	001-504-522-20-35-00	2,078.74
2551	FIRST ARRIVING IO, INC	26-0489					3,262.00
	6935	Additional Dashboard Subscription w/ Hard	Invoice	02/13/2026	Additional Dashboard Subscription w/ Hard	001-506-522-45-49-00	3,262.00
2334	FIRST CLASS BUILDING SUPPLY A	26-0490					1,580.00
	4805	Janitorial Services (Carpet Cleaning) - S	Invoice	02/10/2026	Janitorial Services (Carpet Cleaning) - S	001-507-522-50-41-00	1,580.00

## Docket of Claims Register

Vendor #	Vendor Name Payable Number	Docket/Claim # Payable Description	Payable Type	Payable Date	Item Description	Account Number	Payment Amount Distribution Amount
0072	FITNESS EXPERTS 213202	26-0491 Preventative Maintenance - All SRRF Stations	Invoice	02/13/2026	Preventative Maintenance - All SRRF Stations	001-510-522-20-48-00	1,750.40 1,750.40
2145	FP MAILING SOLUTIONS RI107025469	26-0492 Postage Machine Lease (Quarterly)	Invoice	01/31/2026	Postage Machine Lease (Quarterly)	001-512-591-22-70-00	179.92 179.92
0222	FREIGHTLINER NORTHWEST PC304038143;01	26-0493 Shop Parts	Invoice	02/05/2026	Shop Parts	050-511-522-60-34-01	1,228.96 1,228.96

## Docket of Claims Register

APPKT02100 - 02.26.2026 Board Meeting - ER

Vendor #	Vendor Name	Docket/Claim #	Payable Type	Payable Date	Item Description	Account Number	Payment Amount
	Payable Number	Payable Description					Distribution Amount
0226	GALLS, LLC	26-0494					5,824.86
	034021666	Rain Defender Heavyweight w/Hood Zi	Invoice	02/10/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	103.86
	034035563	Blank Embroiderable Patch (BLANK)	Invoice	02/11/2026	Blank Embroiderable Patch (BLANK)	001-504-522-20-31-07	8.28
	034035564	Blank Embroiderable Patch (BLANK)	Invoice	02/11/2026	Blank Embroiderable Patch (BLANK)	001-504-522-20-31-07	8.28
	034035573	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.96
	034035577	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.96
	034035578	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.96
	034035579	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	209.92
	034035580	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.96
	034035581	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.96
	034035582	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	314.88
	034035584	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	419.84
	034035591	Rain Defender Heavyweight w/Hood Zi	Invoice	02/11/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	177.13
	034035599	Polyester/Wool Double Breasted Class	Invoice	02/11/2026	Polyester/Wool Double Breasted Class	001-504-522-20-31-07	503.68
	034035629	Dress/Uniform Shoes (Academy Oxford)	Invoice	02/11/2026	Dress/Uniform Shoes (Academy Oxford)	001-504-522-20-31-07	88.57
	034035655	Quarter Boots	Invoice	02/11/2026	Quarter Boots	001-504-522-20-31-07	218.50
	034035668	Name Plate	Invoice	02/11/2026	Name Plate	001-504-522-20-31-07	31.51
	034049307	CARHARTT STORM DEFENDER JACKET	Invoice	02/12/2026	CARHARTT STORM DEFENDER JACKET	001-504-522-20-31-07	177.13
	034049308	Blank Embroiderable Patch (BLANK) (x)	Invoice	02/13/2026	Blank Embroiderable Patch (BLANK) (x)	001-504-522-20-31-07	31.10
	034049387	L/S Chief Shirt	Invoice	02/12/2026	L/S Chief Shirt	001-504-522-20-31-07	170.57
	034062770	Rain Defender Heavyweight w/Hood Zi	Invoice	02/13/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	103.86
	034062776	Blank Embroiderable Patch (BLANK) (xi)	Invoice	02/13/2026	Blank Embroiderable Patch (BLANK) (xi)	001-504-522-20-31-07	66.28
	034062798	Dress/Uniform Shoes (Academy Oxford)	Invoice	02/13/2026	Dress/Uniform Shoes (Academy Oxford)	001-504-522-20-31-07	88.57
	034062819	Rain Defender Heavyweight w/Hood Zi	Invoice	02/13/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	104.91
	034076000	Carhartt BIB Overalls	Invoice	02/14/2026	Carhartt BIB Overalls	001-504-522-20-31-07	98.37
	034086943	Blank Embroiderable Patch (BLANK), V	Invoice	02/16/2026	Blank Embroiderable Patch (BLANK), V	001-504-522-20-31-07	20.50
	034086988	Safariland 2 Row Stitching Duty Belt	Invoice	02/16/2026	Safariland 2 Row Stitching Duty Belt	001-504-522-20-31-07	95.40
	034087013	Rain Defender Heavyweight w/Hood Zi	Invoice	02/16/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	172.18
	034099327	Carhartt BIB Overalls	Invoice	02/17/2026	Carhartt BIB Overalls	001-504-522-20-31-07	99.45
	034099415	Rain Defender Heavyweight w/Hood Zi	Invoice	02/17/2026	Rain Defender Heavyweight w/Hood Z	001-504-522-20-31-07	103.78
	034115322	L/S DAC Polyester-Cotton Class A Shirt	Invoice	02/18/2026	L/S DAC Polyester-Cotton Class A Shirt	001-504-522-20-31-07	45.92
	034130379	Quarter Boots	Invoice	02/19/2026	Quarter Boots	001-504-522-20-31-07	223.76
	034130427	Blank Embroiderable Patch (BLANK) (x)	Invoice	02/19/2026	Blank Embroiderable Patch (BLANK) (x)	001-504-522-20-31-07	16.57
	034135555	Diamond Quilted Jacket, S/S Chief Shir	Invoice	02/11/2026	Diamond Quilted Jacket, S/S Chief Shir	001-504-522-20-31-07	259.64
	034144153	CARHARTT STORM DEFENDER JACKET	Invoice	02/20/2026	CARHARTT STORM DEFENDER JACKET	001-504-522-20-31-07	177.13
	034144154	CARHARTT STORM DEFENDER JACKET	Invoice	02/20/2026	CARHARTT STORM DEFENDER JACKET	001-504-522-20-31-07	179.07
	034144156	Polyester/Wool Double Breasted Class	Invoice	02/20/2026	Polyester/Wool Double Breasted Class	001-504-522-20-31-07	494.82
	034144169	Polyester/Wool Class A Dress Pants	Invoice	02/20/2026	Polyester/Wool Class A Dress Pants	001-504-522-20-31-07	208.74
	034144197	Clip-On Necktie w/ Buttonholes	Invoice	02/20/2026	Clip-On Necktie w/ Buttonholes	001-504-522-20-31-07	12.80
	034144201	Carhartt BIB Overalls	Invoice	02/20/2026	Carhartt BIB Overalls	001-504-522-20-31-07	98.37
	034144278	5.11 Mens Performance Polo	Invoice	02/20/2026	5.11 Mens Performance Polo	001-504-522-20-31-07	68.32
	034175999	Carhartt BIB Overalls	Invoice	02/14/2026	Carhartt BIB Overalls	001-504-522-20-31-07	98.37

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0233	GITT'S SPRING CO 056902	26-0495 Shop Parts	Invoice	02/10/2026	Shop Parts	050-511-522-60-34-01	1,395.98 1,395.98
0238	GRAINGER 9800513377	26-0496 Aluminum Tread Plate 3003, H22, 8ft - ST82	Invoice	02/09/2026	Aluminum Tread Plate 3003, H22, 8ft - ST82	001-507-522-50-48-00	460.49 -351.92
	9802943242	Station Operating Supplies	Invoice	02/10/2026	Station Operating Supplies	001-507-522-50-31-00	623.20
	9810960964	Station Operating Supplies	Invoice	02/17/2026	Station Operating Supplies	001-507-522-50-31-00	40.64
	9816213897	Station Operating Supplies	Invoice	02/20/2026	Station Operating Supplies	001-507-522-50-31-00	148.57
1878	IMS ALLIANCE 26-0486	26-0497 Passport Name Tag (x6)	Invoice	02/11/2026	Passport Name Tag (x6)	001-504-522-20-31-01	39.38 19.84
	26-0537	Passport Name Tag (x6)	Invoice	02/18/2026	Passport Name Tag (x6)	001-504-522-20-31-01	19.54
0277	ISOUTSOURCE CW321582	26-0498 IT Services	Invoice	02/15/2026	IT Services	001-513-522-10-41-04	11,790.80 11,790.80
0280	JAMAL BECKHAM INV14977	26-0499 Per Diem "Fire Operation Technology Summit"	Invoice	02/10/2026	Per Diem "Fire Operation Technology Summit"	001-506-522-45-43-00	333.64 333.64
2179	JAMES STEINRUCK INV14975	26-0500 Per Diem "Legislative Day" Reimbursement	Invoice	02/13/2026	Per Diem "Legislative Day" Reimbursement	001-506-522-45-43-00	239.00 239.00
2534	JERIT SMITH INV14966	26-0501 2026 Admin Uniform Pant/Footwear R	Invoice	02/10/2026	2026 Admin Uniform Pant/Footwear R	001-504-522-20-31-07	290.00 290.00
0313	KENT D. BRUCE CO., LLC 19635	26-0502 Shop Parts	Invoice	02/03/2026	Shop Parts	050-511-522-60-34-01	1,692.93 346.42
	19636	Shop Parts	Invoice	02/03/2026	Shop Parts	050-511-522-60-34-01	346.42
	19655	Shop Parts	Invoice	02/05/2026	Shop Parts	050-511-522-60-34-01	1,000.09
0349	L.N. CURTIS & SONS INV1037867	26-0503 Bunker Boots	Invoice	02/10/2026	Bunker Boots	303-504-594-20-64-04	54,027.05 2,014.85
	INV1038550	Set of Hurst Tools	Invoice	02/12/2026	Set of Hurst Tools	303-504-594-20-64-11	50,097.58
	INV1040579	Set of Hurst Tools	Invoice	02/19/2026	Set of Hurst Tools	303-504-594-20-64-11	1,914.62
2577	LAKE STEVENS ACE 8679912	26-0504 Propane Tank Exchange (Refill) - ST81	Invoice	02/22/2026	Propane Tank Exchange (Refill) - ST81	001-507-522-50-47-03	71.97 71.97
1954	LAKE STEVENS ATHLETIC CLUB 80414	26-0505 Monthly Gym Membership (March 2026)	Invoice	02/20/2026	Monthly Gym Membership (March 2026)	001-510-522-20-49-00	109.00 109.00
1835	LEAH SCHOOF INV14964	26-0506 Per Diem Legislative Day Reimbursement	Invoice	02/09/2026	Per Diem Legislative Day Reimbursement	001-506-522-45-43-00	190.50 78.75
	INV14979	Per Diem "Fire Operation Technology Summit"	Invoice	02/10/2026	Per Diem "Fire Operation Technology Summit"	001-506-522-45-43-00	111.75

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Vendor #	Payable Number	Payable Description	Payable Type	Payable Date	Item Description	Account Number	Distribution Amount
0343	LIFE-ASSIST INC	26-0507					15,702.08
	2062926	Medical Supplies	Invoice	02/16/2026	Medical Supplies	001-509-522-30-31-01	266.51
	2063936	Medications & Medical Supplies & Small Tools/Minor	Invoice	02/09/2026	Medical Small Tools/Minor Equipment	001-509-522-20-35-00	46.22
					Medications & Medical Supplies	001-509-522-30-31-01	3,102.18
	2063938	Medical Supplies	Invoice	02/09/2026	Medical Supplies	001-509-522-30-31-01	1,387.42
	2064542	Medical Small Tools/Minor Equipment	Invoice	02/11/2026	Medical Small Tools/Minor Equipment	001-509-522-20-35-00	29.45
	2065456	Medical Supplies	Invoice	02/11/2026	Medical Supplies	001-509-522-30-31-01	347.17
	2066508	Medical Supplies	Invoice	02/12/2026	Medical Supplies	001-509-522-30-31-01	1,483.63
	2067898	Medications & Medical Supplies	Invoice	02/16/2026	Medications & Medical Supplies	001-509-522-30-31-01	4,457.06
	2068425	Medications & Medical Supplies & Small Tools/Minor	Invoice	02/17/2026	Medical Small Tools/Minor Equipment	001-509-522-20-35-00	123.73
					Medications & Medical Supplies	001-509-522-30-31-01	1,939.98
	2068429	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	766.99
	2068431	Medical Supplies	Invoice	02/17/2026	Medical Supplies	001-509-522-30-31-01	1,603.92
	2071166	Medical Supplies	Invoice	02/20/2026	Medical Supplies	001-509-522-30-31-01	147.82
2469	LION GROUP INC.	26-0508					1,745.29
	3000051290	Bunker Gear Cleaning, Repairs & Alterations	Invoice	02/10/2026	Bunker Gear Cleaning, Repairs & Alterations	001-504-522-20-48-11	1,745.29
0352	LOWE'S	26-0509					285.99
	977296-QGMQXL	Moss Out, Weed & Feed & Space Heater	Logistics	02/10/2026	Moss Out, Weed & Feed - Logistics	001-507-522-50-31-00	216.06
					Space Heater - Logistics	001-507-522-50-35-00	83.12
	978628-QGRBDD	Small Tools for Logistics Use	Invoice	02/11/2026	Small Tools for Logistics Use	001-507-522-50-35-00	33.70
	984906-QGYCYG	Space Heater (RETURN) - Logistics	Credit Memo	02/13/2026	Space Heater (RETURN) - Logistics	001-507-522-50-35-00	-83.12
	995219-QHIUUC	Electrical Box & Cover (Repair/Maint.) - Logistics	Logistics	02/17/2026	Electrical Box & Cover (Repair/Maint.) - Logistics	001-507-522-50-48-00	36.23
1871	MARIA RICHMOND	26-0510					98.44
	INV14905	1099 Misc. & NEC Form(s) Reimburse	Invoice	01/28/2026	1099 Misc. & NEC Form(s) Reimburse	001-502-522-10-31-00	98.44
1672	MATTHEW BALL	26-0511					223.12
	INV14985	Levitan Class Snack Reimbursement (C	Invoice	02/17/2026	Levitan Class Snack Reimbursement (C	001-509-522-20-41-02	223.12
2348	MATTHEW J. BEECROFT	26-0512					4,000.00
	MAR2026	EMS Servcs Contract: Medcial Supervis	Invoice	02/23/2026	EMS Servcs Contract: Medcial Supervis	001-509-522-20-41-02	4,000.00
2513	MES SERVICE COMPANY, LLC	26-0513					2,473.26
	IN2435419	SCBA Parts (Repair & Maintenance)	Invoice	02/05/2026	SCBA Parts (Repair & Maintenance)	001-504-522-20-48-12	150.21
	IN2436450	15 Gear Bags	Invoice	02/06/2026	15 Gear Bags	001-504-522-20-31-10	1,391.09
	IN2438522	TurnOut Bunker Gear (Gear Bag w/ He	Invoice	02/10/2026	TurnOut Bunker Gear (Gear Bag w/ He	303-504-594-20-64-04	931.96
0371	MICHAEL MCCONNELL	26-0514					270.95
	INV14906	Fire Tech Conference Car Service Reim	Invoice	02/06/2026	Fire Tech Conference Car Service Reim	001-516-522-30-43-00	80.45
	INV14987	Per Diem Fire Operations Technology - Su	Invoice	02/10/2026	Per Diem Fire Operations Technology - Su	001-506-522-45-43-00	111.75
	INV14988	Per Diem Legislative Day Reimbursement	Invoice	02/09/2026	Per Diem Legislative Day Reimbursement	001-506-522-45-43-00	78.75
0379	MOBILE HEALTH RESOURCES	26-0515					827.82
	5728	Monthly EMS Patient Experience Surveys	Invoice	01/31/2026	Monthly EMS Patient Experience Surveys	001-509-522-20-49-02	827.82
2308	NORTH COUNTY REGIONAL FIRE	26-0516					48,675.00
	1318	Recruit Class 26-01 Fire Academy Tuition	Invoice	02/05/2026	Recruit Class 26-01 Fire Academy Tuition	001-506-522-45-49-23	48,675.00

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2605	NORTHEND SEPTIC DESIGN 18	26-0517 Professional Services (Septic Design) - ST13	Invoice	02/19/2026	Professional Services (Septic Design) - ST13	300-507-594-50-62-33	2,500.00 2,500.00
2333	OAC SERVICES, INC. 10682	26-0518 Professional Services (Consult/CM Lab	Invoice	02/13/2026	Professional Services (Consult/CM Lab	300-507-594-50-62-00	53,664.80 33,169.10
	10695	Professional Service (Expenses/CM Lat	Invoice	02/13/2026	Professional Service (Expenses/CM Lat	300-507-594-50-62-00	19,726.00 481.10
					Professional Service (Expenses/CM Lat	300-507-594-50-62-00	288.60
2252	ODP BUSINESS SOLUTIONS, LLC 456376956001	26-0519 Command 20pk,Batteries AA & AAA 24pk	Invoice	02/06/2026	Command 20pk,Batteries AA & AAA 24pk	001-513-522-10-31-00	30.65 30.65
0185	OPERATIVE IQ INV1188	26-0520 Operative IQ License/Maintenance Fees Invoice		02/01/2026	Facility Management License Fee (Logist	001-513-522-10-49-04	4,499.43 776.88
					Fleet Mgmt Licenses/Sandbox Maint	001-513-522-10-49-04	1,132.95
					Operative IQ Inventory/Asset Mngmnt	001-513-522-10-49-04	2,481.70
					RFID Data Service License Fee	001-513-522-10-49-04	107.90
2332	OTTO ROSENAU & ASSOCIATES, 95064	26-0521 Professional Services (Geo/Engine/Dat	Invoice	02/09/2026	Professional Services (Geo/Engine/Dat	300-507-594-50-62-00	4,575.75 978.50
	95065	Professional Services (Geo/Engine/Mo	Invoice	02/09/2026	Professional Services (Geo/Engine/Mo	300-507-594-50-62-00	3,597.25
0483	PUGET SOUND ENERGY ST73-JANFEB26	26-0522 Natural Gas - ST 73 (200014833566)	Invoice	02/11/2026	Natural Gas - ST 73 (200014833566)	001-507-522-50-47-03	488.81 488.81
0483	PUGET SOUND ENERGY ST72-JANFEB26	26-0523 Natural Gas - ST 72 (220031644069)	Invoice	02/17/2026	Natural Gas - ST 72 (220031644069)	001-507-522-50-47-03	790.28 790.28
0483	PUGET SOUND ENERGY ST77-JANFEB26	26-0524 Natural Gas - ST 77 (220031644044)	Invoice	02/17/2026	Natural Gas - ST 77 (220031644044)	001-507-522-50-47-03	568.04 568.04
0483	PUGET SOUND ENERGY ST74-JANFEB26	26-0525 Natural Gas - ST 74/Logistics Bldg (220031644028)	Invoice	02/11/2026	Natural Gas - ST 74/Logistics Bldg (220031644028)	001-507-522-50-47-03	463.65 463.65
0483	PUGET SOUND ENERGY ST82STOR-JANFEB26	26-0526 Natural Gas - ST 82 Storage (22002197	Invoice	02/05/2026	Natural Gas - ST 82 Storage (22002197	001-507-522-50-47-03	57.35 57.35
0483	PUGET SOUND ENERGY ST33-JANFEB26	26-0527 Natural Gas - ST 33 (220017363437)	Invoice	02/10/2026	Natural Gas - ST 33 (220017363437)	001-507-522-50-47-03	1,377.30 1,377.30
0483	PUGET SOUND ENERGY ST81-JANFEB26	26-0528 Natural Gas - ST 81 (220021970383)	Invoice	02/05/2026	Natural Gas - ST 81 (220021970383)	001-507-522-50-47-03	730.19 730.19
0483	PUGET SOUND ENERGY ST71-JANFEB26	26-0529 Natural Gas - ST 71 (220031644036)	Invoice	02/12/2026	Natural Gas - ST 71 (220031644036)	001-507-522-50-47-03	928.41 928.41
0483	PUGET SOUND ENERGY ADMIN-JANFEB26	26-0530 Natural Gas - Admin Bldg (2200316440	Invoice	02/06/2026	Natural Gas - Admin Bldg (2200316440	001-507-522-50-47-03 300-507-522-50-47-00	1,154.25 588.67 565.58
0483	PUGET SOUND ENERGY ST82-JANFEB26	26-0531 Natural Gas - ST 82 (220021970490)	Invoice	02/05/2026	Natural Gas - ST 82 (220021970490)	001-507-522-50-47-03	805.07 805.07

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	Payable Number	Payable Description					Distribution Amount
0483	PUGET SOUND ENERGY	26-0532					58.28
	ST31-JANFEB26	Natural Gas - ST 31 (220011375122)	Invoice	02/06/2026	Natural Gas - ST 31 (220011375122)	001-507-522-50-47-03	58.28
2420	RENEWAL REMODELLING AND R	26-0533					4,993.99
	39	Dishwasher Installation/Rebuild Cabinet	Admin	02/12/2026	Dishwasher Installation/Rebuild Cabinet	001-507-522-50-48-00	2,756.43
	40	Project Bid Repair Damaged Shed Roof	Invoice	02/12/2026	Project Bid Repair Damaged Shed Roof	001-507-522-50-48-00	1,491.70
	42	Project Bid (Installed 24' High Plate Ch	Invoice	02/17/2026	Project Bid (Installed 24' High Plate Ch	001-507-522-50-48-00	745.86
2345	RESCH PRINTING	26-0534					2,618.40
	1369	Shop Parts	Invoice	02/10/2026	Shop Parts	050-511-522-60-34-01	2,618.40
0501	RICOH USA, INC.	26-0535					50.91
	109822163	Copier Machine Lease - ST 74/Logistics Bldg	Invoice	02/04/2026	Copier Machine Lease - ST 74/Logistics Bldg	001-512-591-22-70-00	50.91
1662	RIDGID PLUMBING AND DRAIN S	26-0536					905.83
	6463	Service Call (Snaked Kitichen & Double Sink)	Invoice	02/22/2026	Service Call (Snaked Kitichen & Double Sink)	001-507-522-50-48-00	905.83
1867	RONALD RASMUSSEN JR	26-0537					286.80
	INV14991	Airfare Reimbursement - Station Design Bldg Conf.	Invoice	02/17/2026	Airfare Reimbursement - Station Design Bldg Conf.	001-507-522-50-43-00	286.80
0515	ROY WAUGH	26-0538					78.75
	INV14976	Per Diem "Legislative Day" Reimbursement	Invoice	02/13/2026	Per Diem "Legislative Day" Reimbursement	001-506-522-45-43-00	78.75
0516	RYAN LUNDQUIST	26-0539					78.75
	INV14963	Per Diem Legislative Day Reimbursement	Invoice	02/09/2026	Per Diem Legislative Day Reimbursement	001-506-522-45-43-00	78.75
0546	SISKUN POWER EQUIPMENT	26-0540					1,426.63
	490215	Chain Saw Equipment Parts Repair/Ma	Invoice	02/11/2026	Chain Saw Equipment Parts Repair/Ma	001-504-522-20-48-02	726.67
	490299	Chain Saw Part for Repair & Maintenan	Invoice	02/16/2026	Chain Saw Part for Repair & Maintenan	001-504-522-20-48-02	699.96
0550	SMARSH INC	26-0541					69,968.83
	INV-331301	Electronic archiving	Invoice	02/09/2026	Electronic Archiving	001-513-522-10-49-04	42,032.69
	INV-331326	Electronic archiving	Invoice	02/12/2026	Electronic Archiving	001-513-522-10-49-04	27,936.14
1547	SNOHOMISH COUNTY 911	26-0542					91,794.90
	8922	Managed Laptop Underpayment Billin	Invoice	01/01/2026	Managed Laptop Underpayment Billin	303-504-591-22-70-00 303-509-591-22-70-00	36,919.65 54,875.25
0565	SNOHOMISH COUNTY PUD	26-0543					872.84
	113161649	Electricity & Water - ST 81	Invoice	02/17/2026	Electricity - ST 81 Water - ST 81	001-507-522-50-47-01 001-507-522-50-47-02	688.49 184.35
0565	SNOHOMISH COUNTY PUD	26-0544					2,036.23
	146205917	Electricity - ST 31	Invoice	02/18/2026	Electricity - ST 31	001-507-522-50-47-01	2,036.23
0565	SNOHOMISH COUNTY PUD	26-0545					1,160.99
	165653048	Electricity - Admin Bldg	Invoice	02/17/2026	Electricity - Admin Bldg	001-507-522-50-47-01 300-507-522-50-47-00	592.10 568.89
0565	SNOHOMISH COUNTY PUD	26-0546					235.38
	109873101	Electricity - ST 77	Invoice	02/11/2026	Electricity - ST 77	001-507-522-50-47-01	235.38

## Docket of Claims Register

## APPKT02100 - 02.26.2026 Board Meeting - ER

Vendor #	Vendor Name	Docket/Claim #	Payable Type	Payable Date	Item Description	Account Number	Payment Amount
Vendor #	Payable Number	Payable Description	Payable Type	Payable Date	Item Description	Account Number	Distribution Amount
0565	SNOHOMISH COUNTY PUD 106581712	26-0547 Electricity - ST 82 Garage/Storage Bldg	Invoice	02/13/2026	Electricity - ST 82 Garage/Storage Bldg	001-507-522-50-47-01	31.15
0565	SNOHOMISH COUNTY PUD 123063033	26-0548 Electricity - ST 73	Invoice	02/12/2026	Electricity - ST 73	001-507-522-50-47-01	576.51
0565	SNOHOMISH COUNTY PUD 139491223	26-0549 Electricity & Water - ST 82	Invoice	02/13/2026	Electricity - ST 82 Water - ST 82	001-507-522-50-47-01 001-507-522-50-47-02	1,658.29 1,354.87 303.42
0565	SNOHOMISH COUNTY PUD 126365327	26-0550 Electricity - ST 72	Invoice	02/11/2026	Electricity - ST 72	001-507-522-50-47-01	640.67
0569	SOUND PUBLISHING, INC EDH1026260	26-0551 Newspaper County Post (Public Education Office)	Invoice	02/10/2026	Newspaper County Post (Public Education Office)	001-517-522-10-44-00	29.40
2057	SPRAGUE PEST SOLUTIONS 6101679	26-0552 Monthly Pest Control Services - Admin	Invoice	02/11/2026	Monthly Pest Control Services - Admin	001-507-522-50-41-00	1,067.20
	6101682	Monthly Pest Control Services - ST 82	Invoice	02/13/2026	Monthly Pest Control Services - ST 82	001-507-522-50-41-00	132.14
	6101683	Monthly Pest Control Services - ST 83	Invoice	02/09/2026	Monthly Pest Control Services - ST 83	001-507-522-50-41-00	132.02
	6101684	Monthly Pest Control Services - ST 81	Invoice	02/09/2026	Monthly Pest Control Services - ST 81	001-507-522-50-41-00	132.02
	6101685	Monthly Pest Control Services - ST 77	Invoice	02/16/2026	Monthly Pest Control Services - ST 77	001-507-522-50-41-00	132.02
	6101686	Monthly Pest Control Services - ST 72	Invoice	02/09/2026	Monthly Pest Control Services - ST 72	001-507-522-50-41-00	142.82
	6101687	Monthly Pest Control Services - ST 71	Invoice	02/12/2026	Monthly Pest Control Services - ST 71	001-507-522-50-41-00	132.02
	6101690	Monthly Pest Control Services - ST 31	Invoice	02/11/2026	Monthly Pest Control Services - ST 31	001-507-522-50-41-00	132.14
2379	SRFR - PETTY CASH 0-104-402-171	26-0553 DOL Driving Record Request	Invoice	02/11/2026	DOL Driving Record Request	001-517-522-10-49-06	15.00
2034	SUPERHAWK CANOPIES 27773	26-0554 SRFR Vehicle (2011 S.Duty (8ft) Maintenance	Invoice	02/20/2026	SRFR Vehicle (2011 S.Duty (8ft) Maintenance	001-504-522-20-48-01	4,238.16
2415	SUPERIOR SEPTIC SERVICE, LLC 28400860	26-0555 Septic Tank Maint. (Pumped 1000gl Tank)	Invoice	02/10/2026	Septic Tank Maint. (Pumped 1000gl Tank)	001-507-522-50-48-00	5,017.60
	28524636	Septic Tank Maint. (Pumped 1300gl Tank)	Invoice	02/13/2026	Septic Tank Maint. (Pumped 1300gl Tank)	001-507-522-50-48-00	1,324.49
	28559324	Septic Tank Maint. (Pumped 1750gl Tank)	Invoice	02/17/2026	Septic Tank Maint. (Pumped 1750gl Tank)	001-507-522-50-48-00	1,044.13
	28559452	Septic Tank Maint. (Pumped 1750gl Tank)	Invoice	02/20/2026	Septic Tank Maint. (Pumped 1750gl Tank)	001-507-522-50-48-00	1,324.49
0587	SYSTEMS DESIGN WEST, LLC 20260348	26-0556 EMS Transport Billing Monthly Service:	Invoice	02/10/2026	EMS Transport Billing Monthly Service:	001-509-522-20-41-05	16,478.38
2204	TROY ELMORE INV14974	26-0557 Per Diem "Legislative Day" Reimbursement	Invoice	02/13/2026	Per Diem "Legislative Day" Reimbursement	001-506-522-45-43-00	78.75
0610	TRUE NORTH EMERGENCY EQUIPMENT A24827	26-0558 Shop Parts	Invoice	01/20/2026	Shop Parts	050-511-522-60-34-01	626.45
	A24996	Shop Parts	Invoice	02/10/2026	Shop Parts	050-511-522-60-34-01	527.39
2221	ULINE, INC 204022984	26-0559 Metal File Cabinets for AP Office	Invoice	02/10/2026	Metal File Cabinets for AP Office	001-507-522-50-35-00	99.06
							2,939.20
							2,939.20

Docket of Claims Register

Vendor #	Vendor Name Payable Number	Docket/Claim # Payable Description	Payable Type	Payable Date	Item Description	Account Number	Payment Amount Distribution Amount
0040	VESTIS	26-0560					157.56
	6560718118	Shop Supplies/Uniform Rental/Laundr	Invoice	02/12/2026	Shop Supplies/Uniform Rental/Laundr	050-511-522-60-41-04	62.84
	6560718119	Maint. Srvc Towels, Floor Mat & Mop	Invoice	02/12/2026	Maint. Srvc Towels, Floor Mat & Mop	001-507-522-50-48-00	26.52
	6560721774	Shop Supplies/Uniform Rental/Laundr	Invoice	02/19/2026	Shop Supplies/Uniform Rental/Laundr	050-511-522-60-41-04	68.20
0579	WASHINGTON STATE AUDITOR'S L173343	26-0561 Accountability & Financial Audit (2024	Invoice	02/11/2026	Accountability & Financial Audit (2024	001-512-522-10-41-12	4,673.98
2602	WILAND ASSOCIATES, LLC 63996	26-0562 USFA O305 All Hazard IMT Course (Inst	Invoice	01/01/2026	USFA O305 All Hazard IMT Course (Inst	001-506-522-45-49-02	27,504.00
2011	ZIPLY FIBER ST33-FEBMAR26	26-0563 Elevator & Fire Alarm Phone Lines/Cor	Invoice	02/14/2026	Elevator & Fire Alarm Phone Lines/Cor	001-513-522-50-42-01	281.63
2011	ZIPLY FIBER ST73-FEBMAR26	26-0564 Fax & Alarm Connection Services - ST 73	Invoice	02/10/2026	Fax & Alarm Connection Services - ST 73	73001-513-522-50-42-01	345.95
<b>Total Claims: 100</b>						<b>Total Payment Amount:</b>	<b>557,902.00</b>

## Snohomish Regional Fire and Rescue Claims Voucher Summary

02/24/2026

Page 1 of 4

Fund: General Fund #001

We the undersigned Board of Directors of the above-named governmental unit do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers identified below are approved for payment.

Date: \_\_\_\_\_

Signatures: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Voucher	Payee/Claimant	1099 Default	Amount
26-0465	4IMPRINT, INC.		1,807.23
26-0466	AAA OF EVERETT FIRE EXTINGUISHER CO. INC.		47.13
26-0467	ACE EQUIPMENT RENTALS		54.65
26-0468	ALL SAFE INDUSTRIES		27,571.44
26-0469	AMAZON CAPITAL SERVICES, INC		4,358.28
26-0470	AT&T MOBILITY - CC		815.32
26-0471	BICKFORD MOTORS, INC.		449.37
26-0472	BOUND TREE MEDICAL, LLC		5,647.29
26-0473	BRANDON VARGAS		961.80
26-0474	BRIAN PARK		190.50
26-0475	CANON FINANCIAL SERVICES INC		2,024.18
26-0476	CENTRAL WELDING SUPPLY		584.13
26-0477	CLEARVIEW HARDWARE & FEED		123.29
26-0478	COMCAST BUSINESS		51.01
26-0479	CONWAY SHIELDS		903.67
26-0480	CRESSY DOOR COMPANY, INC		1,405.79
26-0481	CROWN FIRE PROTECTION		377.65
26-0482	CSD ATTORNEYS AT LAW P.S.		25,676.25
26-0483	DUNLAP INDUSTRIAL HARDWARE INC		148.77
26-0484	ELECTRONIC BUSINESS MACHINES		3.41
26-0485	ELSA SEXTON		111.75
26-0486	EVERETT BAYSIDE MARINE, INC.		1,213.98
26-0487	EVERGREEN POWER SYSTEMS, INC		6,966.17
26-0488	FIRE INNOVATIONS, LLC		2,078.74
26-0489	FIRST ARRIVING IO, INC		3,262.00
26-0490	FIRST CLASS BUILDING SUPPLY AND SERVICES		1,580.00
26-0491	FITNESS EXPERTS		1,750.40
26-0492	FP MAILING SOLUTIONS		179.92
26-0493	FREIGHTLINER NORTHWEST		1,228.96
26-0494	GALLS, LLC		5,824.86
26-0495	GITT'S SPRING CO		1,395.98

**Page Total** 98,793.92

**Cumulative Total** 98,793.92

## Snohomish Regional Fire and Rescue Claims Voucher Summary

02/24/2026

Page 2 of 4

Fund: General Fund #001

We the undersigned Board of Directors of the above-named governmental unit do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers identified below are approved for payment.

Date: \_\_\_\_\_

Signatures: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Voucher	Payee/Claimant	1099 Default	Amount
26-0496	GRAINGER		460.49
26-0497	IMS ALLIANCE		39.38
26-0498	ISOUTSOURCE		11,790.80
26-0499	JAMAL BECKHAM		333.64
26-0500	JAMES STEINRUCK		239.00
26-0501	JERIT SMITH		290.00
26-0502	KENT D. BRUCE CO., LLC		1,692.93
26-0503	L.N. CURTIS & SONS		54,027.05
26-0504	LAKE STEVENS ACE		71.97
26-0505	LAKE STEVENS ATHLETIC CLUB		109.00
26-0506	LEAH SCHOOF		190.50
26-0507	LIFE-ASSIST INC		15,702.08
26-0508	LION GROUP INC.		1,745.29
26-0509	LOWE'S		285.99
26-0510	MARIA RICHMOND		98.44
26-0511	MATTHEW BALL		223.12
26-0512	MATTHEW J. BEECROFT		4,000.00
26-0513	MES SERVICE COMPANY, LLC		2,473.26
26-0514	MICHAEL MCCONNELL		270.95
26-0515	MOBILE HEALTH RESOURCES		827.82
26-0516	NORTH COUNTY REGIONAL FIRE AUTHORITY		48,675.00
26-0517	NORTHEND SEPTIC DESIGN		2,500.00
26-0518	OAC SERVICES, INC.		53,664.80
26-0519	ODP BUSINESS SOLUTIONS, LLC		30.65
26-0520	OPERATIVE IQ		4,499.43
26-0521	OTTO ROSENAU & ASSOCIATES, INC.		4,575.75
26-0522	PUGET SOUND ENERGY		488.81
26-0523	PUGET SOUND ENERGY		790.28
26-0524	PUGET SOUND ENERGY		568.04
26-0525	PUGET SOUND ENERGY		463.65
26-0526	PUGET SOUND ENERGY		57.35

**Page Total**

211,185.47

**Cumulative Total**

309,979.39

## Snohomish Regional Fire and Rescue Claims Voucher Summary

02/24/2026

Page 3 of 4

Fund: General Fund #001

We the undersigned Board of Directors of the above-named governmental unit do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers identified below are approved for payment.

Date: \_\_\_\_\_

Signatures: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Voucher	Payee/Claimant	1099 Default	Amount
26-0527	PUGET SOUND ENERGY		1,377.30
26-0528	PUGET SOUND ENERGY		730.19
26-0529	PUGET SOUND ENERGY		928.41
26-0530	PUGET SOUND ENERGY		1,154.25
26-0531	PUGET SOUND ENERGY		805.07
26-0532	PUGET SOUND ENERGY		58.28
26-0533	RENEWAL REMODELLING AND REPAIRS, LLC		4,993.99
26-0534	RESCH PRINTING		2,618.40
26-0535	RICOH USA, INC.		50.91
26-0536	RIDGID PLUMBING AND DRAIN SERVICES LLC		905.83
26-0537	RONALD RASMUSSEN JR		286.80
26-0538	ROY WAUGH		78.75
26-0539	RYAN LUNDQUIST		78.75
26-0540	SISKUN POWER EQUIPMENT		1,426.63
26-0541	SMARSH INC		69,968.83
26-0542	SNOHOMISH COUNTY 911		91,794.90
26-0543	SNOHOMISH COUNTY PUD		872.84
26-0544	SNOHOMISH COUNTY PUD		2,036.23
26-0545	SNOHOMISH COUNTY PUD		1,160.99
26-0546	SNOHOMISH COUNTY PUD		235.38
26-0547	SNOHOMISH COUNTY PUD		31.15
26-0548	SNOHOMISH COUNTY PUD		576.51
26-0549	SNOHOMISH COUNTY PUD		1,658.29
26-0550	SNOHOMISH COUNTY PUD		640.67
26-0551	SOUND PUBLISHING, INC		29.40
26-0552	SPRAGUE PEST SOLUTIONS		1,067.20
26-0553	SRFR - PETTY CASH		15.00
26-0554	SUPERHAWK CANOPIES		4,238.16
26-0555	SUPERIOR SEPTIC SERVICE, LLC		5,017.60
26-0556	SYSTEMS DESIGN WEST, LLC		16,478.38
26-0557	TROY ELMORE		78.75

**Page Total**

211,393.84

**Cumulative Total**

521,373.23

# Snohomish Regional Fire and Rescue Claims Voucher Summary

02/24/2026

Page 4 of 4

Fund: General Fund #001

We the undersigned Board of Directors of the above-named governmental unit do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers identified below are approved for payment.

Date: \_\_\_\_\_

Signatures:


Voucher	Payee/Claimant	1099 Default	Amount
26-0558	TRUE NORTH EMERGENCY EQUIPMENT		626.45
26-0559	ULINE, INC		2,939.20
26-0560	VESTIS		157.56
26-0561	WASHINGTON STATE AUDITOR'S OFFICE		4,673.98
26-0562	WILAND ASSOCIATES, LLC		27,504.00
26-0563	ZIPLY FIBER		281.63
26-0564	ZIPLY FIBER		345.95

	<b>Page Total</b>	36,528.77
	<b>Cumulative Total</b>	557,902.00



**Payroll Summary and Authorization Form for the:**

---

**2/15/2026 Payroll**

I, the undersigned, do hereby certify that the foregoing payroll is, just, true and correct, that the persons whose names appear thereon actually performed labor as stated on the dates shown, that the amounts are actually due, and that the salary warrants and related benefit warrants shall be issued.

**District Name: Snohomish Regional Fire & Rescue**

**Direct Deposits: \$1,242,359.16**

**Paper Checks: \$0.00**

**Taxes: \$392,812.99**

**Allowed in the sum of: \$1,635,172.15**

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**Reviewed by:**

**District Administrative Coordinator**

**Prepared by:**

**Payroll Specialist**

**Approved by Commissioners:**

\_\_\_\_\_  
**Davin Alsin**

\_\_\_\_\_  
**Jeff Schaub**

\_\_\_\_\_  
**Rick Edwards**

\_\_\_\_\_  
**Jim Steinruck**

\_\_\_\_\_  
**Troy Elmore**

\_\_\_\_\_  
**Roy Waugh**

\_\_\_\_\_  
**Randy Fay**



## **BOARD OF FIRE COMMISSIONERS MEETING MINUTES**

### **SNOHOMISH REGIONAL FIRE & RESCUE**

SRFR Station 31 Training Room / Via Zoom

163 Village Court, Monroe, WA 98272

February 12, 2026, 1730 hours

#### **CALL TO ORDER**

Chairman Steinruck called the meeting to order at 1730 hours. In attendance were Commissioner Alsin, Commissioner Edwards, Commissioner Elmore, Vice Chairman Fay, Commissioner Schaub, Chairman Steinruck, and Commissioner Waugh; and via Zoom was Attorney Davis. Additionally District Secretary Snure was an excused absence.

#### **PUBLIC COMMENT**

N/A

#### **UNION COMMENT**

N/A

#### **DISTRICT HIGHLIGHTS**

##### *Badge Ceremony*

Chief Park introduced the Badge Pinning Ceremony for Lateral Firefighter Kaden Keogh. He presented the badge to the family so they could pin the badge on their loved one this evening, and he gave the oath for Snohomish Regional Fire & Rescue. Congratulations to Firefighter Kaden Keogh!

##### *Proclamation Recognizing the Seattle Seahawks*

Chief Park presented a proclamation recognizing the Seattle Seahawks' Super Bowl victory and celebrating shared values of teamwork, excellence, and community service.

#### **CHIEF'S REPORT**

As presented. Chief Park recognized members Karli Morrison and Allison Lamb who emceed the SRFR Awards Banquet this year. He also recognized 25 years of service for Lieutenant Clay Mattern, Driver/Operator Pat Gjerde, and Driver/Operator DJ Mattern. Additionally he highlighted a few complex response operations and thanked the crews for their hard work. Chief Park commented that our new recruits attended the Seahawks Parade as a group and they will start the academy on Monday. He also noted recent training events and thanked the Training Division for bringing in such great talent. He recognized the Shop and Logistics and mentioned that we are working on starting a new Capital Improvement Plan. Chief Park thanked everyone for their hard work. He also thanked our Community Relations team for their involvement in our community regarding prevention education.



Chairman Steinruck commented that he visited with Pack 41 in Lake Stevens on Monday evening and taught them about the role of a fire commissioner.

Chief Park thanked the Commissioners for joining us at Legislative Day in Olympia, to talk with our elected officials about our legislative priorities in the fire service. He also thanked Deputy Chief McConnell for being a voice with the County Fire Chief's Association and the Washington Fire Chiefs, and for the work that goes into getting important legislation passed.

Chief Park also mentioned a Cadaver Based Airway Conference hosted by SRFr this week and featuring nationally recognized experts. This hands-on training brought together 60 EMS providers from across the region, including 22 from SRFr. Special Recognition to Paramedic Matt Ball for his leadership in organizing this event, thank you to Sno911 for providing the training space, and thank you to Dr. Keay for her continued support.

### COMMISSIONER REPORTS

Meeting	Chair	Last Mtg.	Next Mtg.	Reporting
Capital Facilities	Schaub	1/26/26	3/16/26	Yes
Finance Committee	Steinruck	1/22/26	2/26/26	No
Sno911	Waugh	1/15/26	2/19/26	No
Sno-Isle Commissioners	Fay	12/4/25	3/5/26	No
Leadership Meeting	Schaub	1/22/26	TBD	No
Policy Committee	Schaub	11/13/25	3/12/26	No
Community Advisory Committee	TBD	11/12/25	6/10/26	No
Lake Stevens City Council	Steinruck	2/10/26	2/24/26	Yes
Monroe City Council	TBD	2/10/26	2/24/26	Yes

*Capital Facilities Committee* - Commissioner Schaub confirmed their next meeting will be March 16 and commented that we will have the maximum price for Stations 81 & 32 confirmed in March or April. Additionally we continue to work on an ongoing drainage problem at Station 72.

Chief Park commented that our plans have gone through many changes regarding the drainage issue, and we are at the point where our Board will need to have a discussion with their board. Their expectations continue to change each time we have a new inspector. Both Commissioner Schaub and Commissioner Elmore offered to meet with their board to discuss this issue; and Deputy Chief Rasmussen will be the point of contact.

*Lake Stevens City Council* - Chairman Steinruck commented their last city council meeting was cancelled.

*Monroe City Council* - Commissioner Alsin and Commissioner Elmore are working on a schedule for attendance at the 2026 Monroe City Council Meetings.



### **COMMITTEE MEETING MINUTES**

Finance Committee – January 22, 2026

Capital Facility Committee – January 26, 2026

### **CONSENT AGENDA**

#### **Approval of Vouchers**

Benefits Vouchers: 26-0270 to 26-0285; (\$1,093,381.46)

AP Vouchers: 26-0286 to 26-0452; (\$1,243,310.09)

#### **Approval of Payroll**

January 31, 2026 Payroll (\$1,890,315.28)

#### **Approval of Minutes**

Approve Special Board Meeting Minutes January 22, 2026

Approve Regular Board Meeting Minutes January 22, 2026

#### **Approval of Resolution 2026-1 Rescinding Resolution 2024-7**

#### **Approval of the City of Lake Stevens PSA to SFRF (Station 81 Triangle)**

#### **Approval of Resolution 2026-2 Surplus List**

**Motion to approve the Consent Agenda as submitted.**

Motion by Commissioner Schaub and 2nd by Commissioner Elmore.

On vote 7/0.

### **OLD BUSINESS**

#### **Discussion**

N/A

#### **Action**

N/A

### **NEW BUSINESS**

#### **Discussion**

N/A

#### **Action**

N/A

### **GOOD OF THE ORDER**

Vice Chairman Fay thanked everyone for their great work.



Commissioner Schaub mentioned that he attended the Monroe Chamber Luncheon with County Council Member Nate Nehring & the Lake Stevens Chamber Luncheon with Mayor Brett Gailey this past week.

Commissioner Waugh commented that both chamber presentations mentioned their concern about the state reissuing towards cities, the need for enhanced housing and higher concentrations of housing. The state is mandating changes in zoning within city boundaries regarding higher density housing.

**ATTENDANCE CHECK**

Regular Commissioner Meeting Thursday, February 26, 2026, at 1730 - Station 31 Training Room/Zoom  
Chairman Steinruck will be an excused absence from February 26 Commissioner Meeting.

**EXECUTIVE SESSION**

RCW 42.30.140(4)(a): Labor Negotiations

RCW 42.30.110(1)(g): To Review the Performance of a Public Employee

RCW 42.30.110(1)(i): To Meet with Legal Counsel Regarding Legal Risks in Which Public Knowledge of the Discussion Would Increase the Risk of Financial or Legal Harm to the District

Chairman Steinruck called for an Executive Session to begin at 1810 hours for 30 minutes, until 1840 hours, with no expected action to follow. At 1840 hours Chairman Steinruck continued the Executive Session for an additional 10 minutes, until 1850 hours. Chairman Steinruck resumed the regular Board of Commissioners Meeting at 1850 hours and there was no action. Meeting moved to Adjournment.

**ADJOURNMENT**

Chairman Steinruck adjourned the meeting at 1851 hours.

-----  
Commissioner Davin Alsin

-----  
Commissioner Jeff Schaub

-----  
Commissioner Rick Edwards

-----  
Chairman Jim Steinruck

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Commissioner Troy Elmore

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Commissioner Roy Waugh

-----  
Vice Chairman Randy Fay



# OLD BUSINESS

## DISCUSSION





# OLD BUSINESS

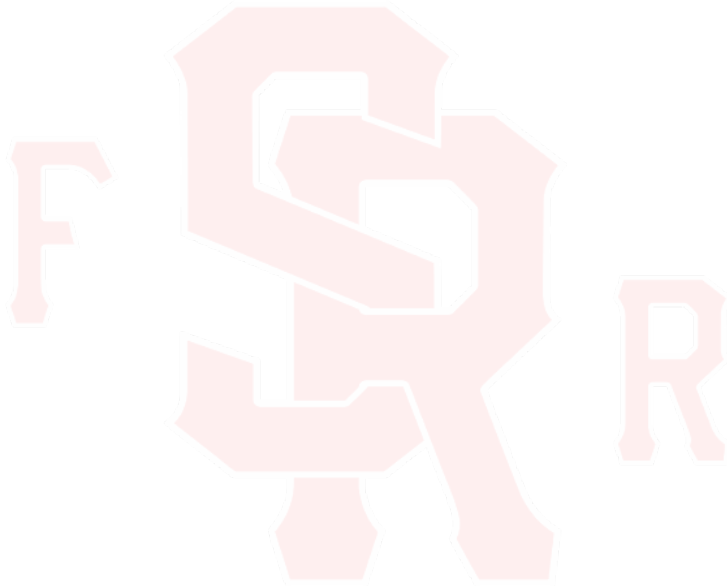
## ACTION





# NEW BUSINESS

## DISCUSSION



## 2025 FOURTH QUARTER REPORT HIGHLIGHTS

### Snohomish Regional Fire and Rescue

#### FUND BALANCES:

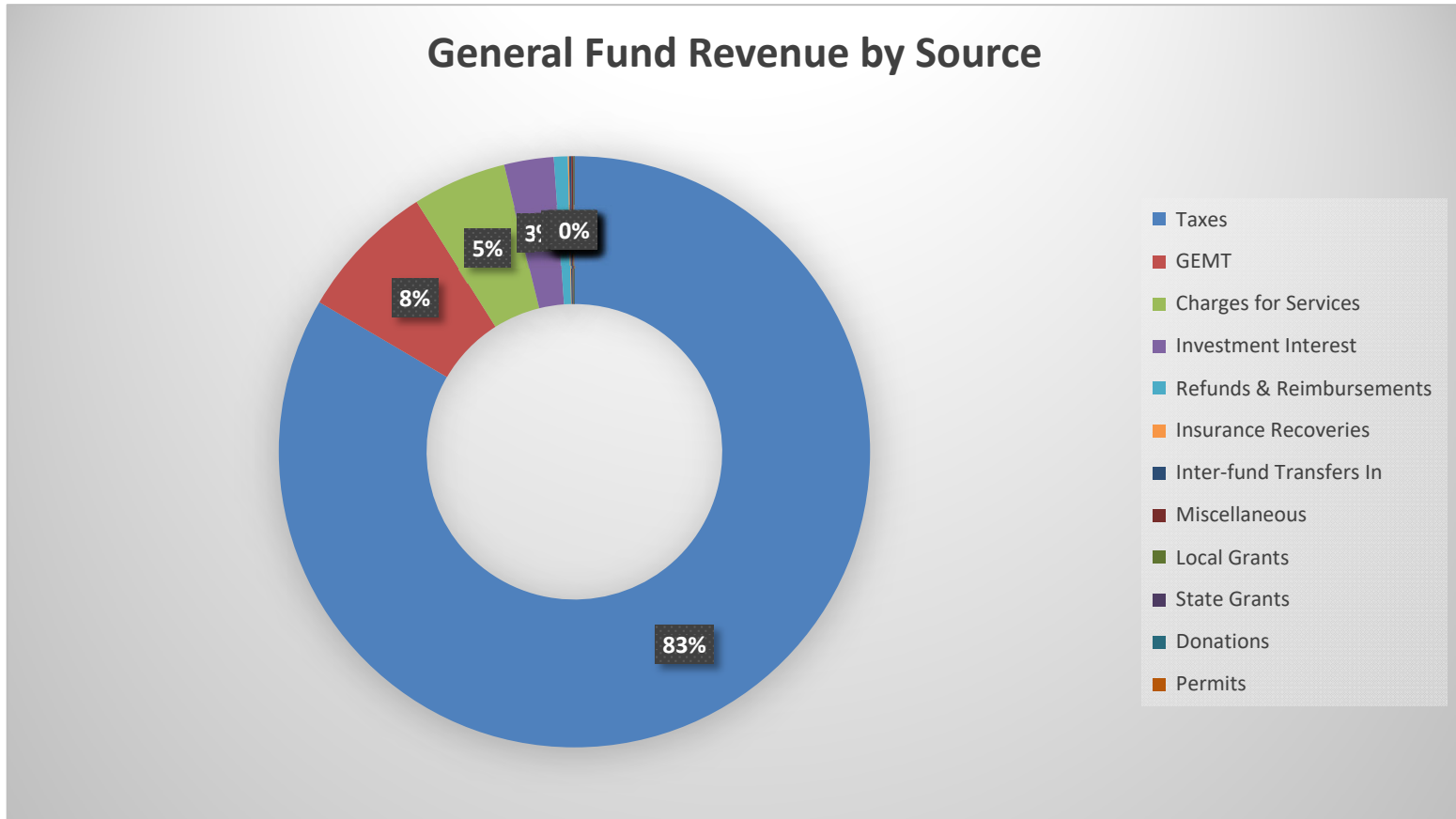
The grid below shows the District's beginning and ending balances for 2025. The ending balances below include cash and investment deposits with the County as well as the District's bank account balances and the District's change fund. Not to be confused with the budget and actual comparisons, the changes in the District's fund balances between the beginning and end of 2025 are simply a matter of the amount by which the total revenues exceeded or were exceeded by the expenditures for each of the funds indicated. Ending quarter 4 cash and investments across all funds are 8.6% higher than at this time in 2024.

<b>CHANGE IN FUND BALANCES</b>				
FUND NO.	FUND NAME	12/31/24 BAL.	12/31/25 BAL.	\$ CHANGE
001	GENERAL FUND	\$ 63,436,076	\$ 70,253,673	\$ 6,817,596
002	RETIREMENT RESERVE FUND	\$ 7,513,867	\$ 8,284,368	\$ 770,501
003	EMERGENCY RESERVE FUND	\$ 9,945,055	\$ 10,893,705	\$ 948,651
050 - 052	SHOP FUNDS	\$ 2,193,812	\$ 2,269,186	\$ 75,374
200 - 201	BOND FUNDS	\$ 70,509	\$ 79,837	\$ 9,328
300	CONSTRUCTION FUND	\$ 26,400,639	\$ 33,929,264	\$ 7,528,625
301	APPARATUS FUND	\$ 9,127,658	\$ 3,374,716	\$ (5,752,942)
303	EQUIPMENT FUND	\$ 2,728,644	\$ 2,798,725	\$ 70,081
	<b>TOTALS</b>	<b>\$ 121,416,259</b>	<b>\$ 131,883,473</b>	<b>\$ 10,467,214</b>

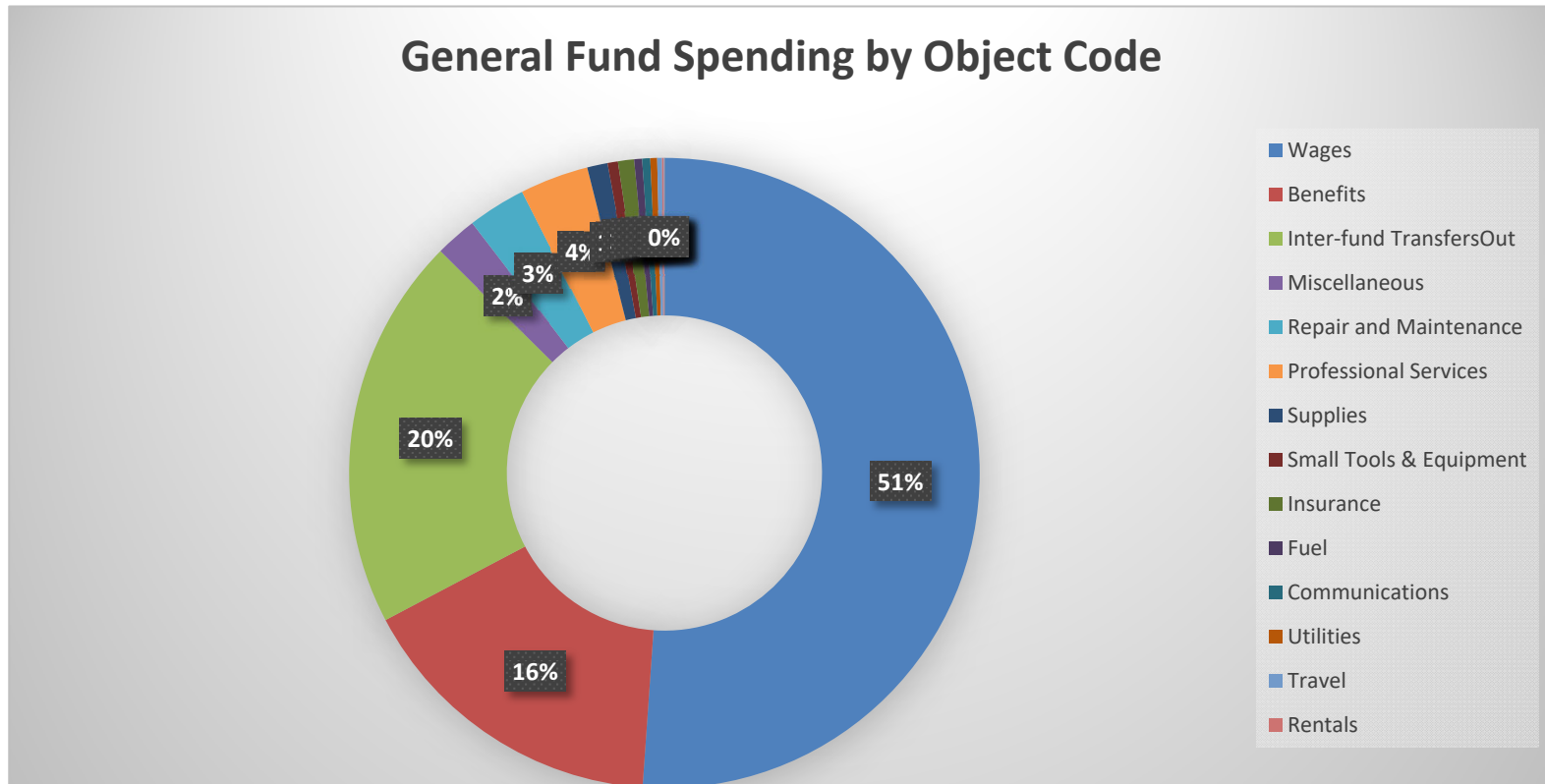
#### GENERAL FUND:

The total revenues, excluding inter-fund transfers, in the General fund for 2025 were \$90,195,950. The total expenditures in the General fund, including inter-fund transfers were \$83,378,354. The total inter-fund transfers out of the General fund were \$16,880,212, and transfers into the General fund were \$110,000. Additional details on the revenues and expenditures can be found in the budget and actual portions of this report covering fourth quarter revenues and fourth quarter expenditures.

Below is a visual representation of the General fund revenues by source.



Below is a visual representation of the General fund expenditures by object code.



**RETIREMENT RESERVE FUND:**

Transfers into the retirement reserve of \$1,125,000 plus investment interest of \$323,156 exceeded expenditures for retirement leave buy-out and retirement medical costs of \$677,655. This resulted in a net increase in fund balance of \$770,501.

**Emergency Reserve:**

Transfers into the emergency reserve totaled \$530,000 and investment interest totaled \$418,651. There were no expenditures from this fund in 2025, resulting in an increase in fund balance of \$948,651.

**SHOP FUNDS:**

The combined Shop fund balances increased by a total of \$75,374. Operating revenues totaled \$2,320,258, investment interest totaled \$85,948, and refunds and reimbursements were \$47,443, for total revenues of \$2,453,648. Operating expenses were \$2,227,313. Leave buy-out and capital expenses were \$16,850 and \$24,111 respectively. Net transfers out were \$110,000. Total combined shop expenses were \$2,378,274 excluding transfers within the Shop funds. The difference between the combined revenues of \$2,453,648 and combined expenses of \$2,378,274 accounts for the increase in combined fund balance.

**BOND FUNDS:**

The balances in the combined Bond funds increased by \$9,328. Property taxes collected were \$64, and investment interest totaled \$9,629. Transfers in were \$519,012, for total revenue of \$528,705. Principal and interest payments on the bonds were \$519,027, and bond administrator fees were \$350 for total expenditures of \$519,377.

**CONSTRUCTION FUND:**

The balance in the Construction fund increased by \$7,528,625. The revenues in this fund included transfers-in of \$10,000,000 plus revenues from admin building rents, tower rents, and refunds and reimbursements totaling \$363,324. Investment interest was \$1,228,307, and the annual payment for the sale of station 76 was \$58,020, for total revenues of \$11,649,652. Expenditures totaled \$4,121,027 including capital outlay for the District's facilities totaling \$4,082,035 and tenant admin building maintenance and utility costs of \$38,992.

**APPARATUS FUND:**

The reduction in the fund balance in the Apparatus fund was \$5,752,942. The revenues included inter-fund transfers totaling \$2,800,000 and investment interest of \$140,363 for revenues totaling \$2,940,363. The spending in this fund was \$8,693,304, which was comprised entirely of capital outlay.

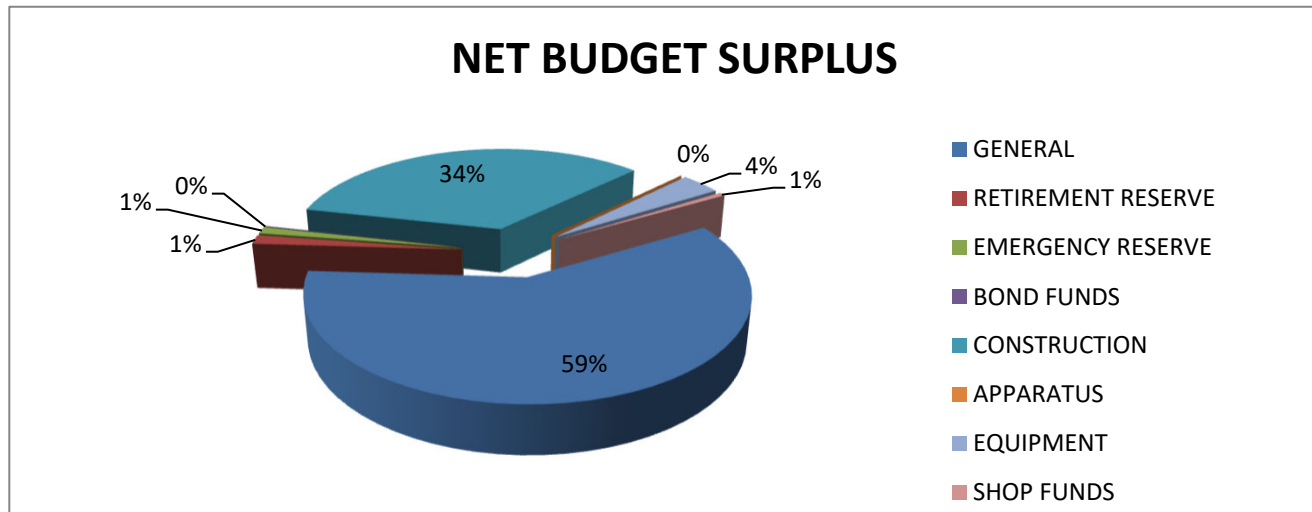
**EQUIPMENT FUND:**

The increase in the ending balance of the Equipment fund was \$70,081. Transfers into the Equipment fund were \$1,830,000 and investment interest was \$114,985, for total revenues of \$1,944,985. Equipment purchases and leases in this fund totaled \$1,874,904.

**BUDGET SURPLUSES:**

The budget surpluses shown below are the net surpluses of combined budgeted revenues and expenditures and encumbrances. Encumbrances will be included in the first budget amendment for 2026.

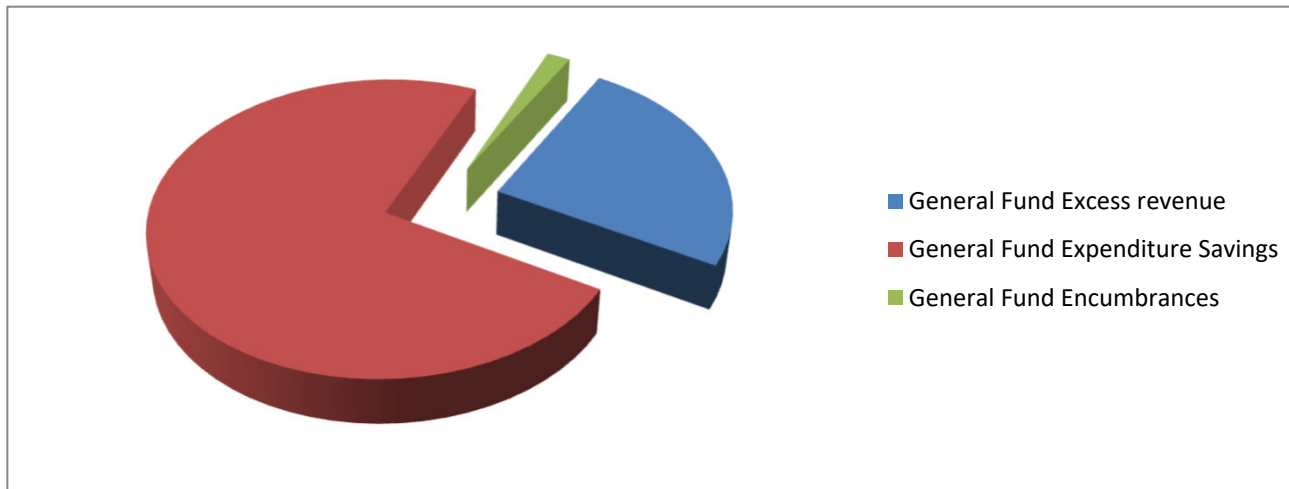
FUND	BUDGET SURPLUS	ENCUMBRANCES	NET SURPLUS	%
GENERAL	\$ 14,665,041	\$ (272,718)	\$ 14,392,323	59.3%
RETIREMENT RESERVE	\$ 349,851	\$ -	\$ 349,851	1.4%
EMERGENCY RESERVE	\$ 268,651	\$ -	\$ 268,651	1.1%
Bond funds	\$ 7,333	\$ -	\$ 7,333	0.0%
CONSTRUCTION	\$ 8,820,112	\$ (552,559)	\$ 8,267,553	34.1%
APPARATUS	\$ 2,852,385	\$ (2,852,385)	\$ -	0.0%
EQUIPMENT	\$ 934,253	\$ (81,045)	\$ 853,208	3.5%
<b>TOTAL</b>	<b>\$ 28,035,050</b>	<b>\$ (3,758,707)</b>	<b>\$ 24,276,343</b>	<b>100%</b>



**GENERAL FUND BUDGET SURPLUS:**

We will focus on the budget surplus in the General fund as it is one of the most significant and of most interest. This is comprised of higher than budgeted revenues of \$3,709,024 and lower than budgeted expenditures of \$10,956,017. Encumbrances are \$272,718. Additional details on encumbrances may be found in the 2026 budget amendment #1.

<b>General fund Budget Surplus</b>	
General fund Excess revenue	\$ 3,709,024
General fund Expenditure Savings	\$ 10,956,017
General fund Encumbrances	\$ (272,718)
<b>Net Revenue &amp; Expenditure Surplus</b>	<b>\$ 14,392,323</b>



**ACCOUNTS RECEIVABLE:**

The District's accounts receivable at the close of 2025 totaled \$294,326. This included shop invoices totaling \$131,176, shop warranty work totaling \$8,802 inspections/permits totaling \$50,185, county fairgrounds service fees of \$90,839, training classes of \$10,200 as well as a few other miscellaneous accounts receivable amounting to \$3,124.

GENERAL FUND REVENUES

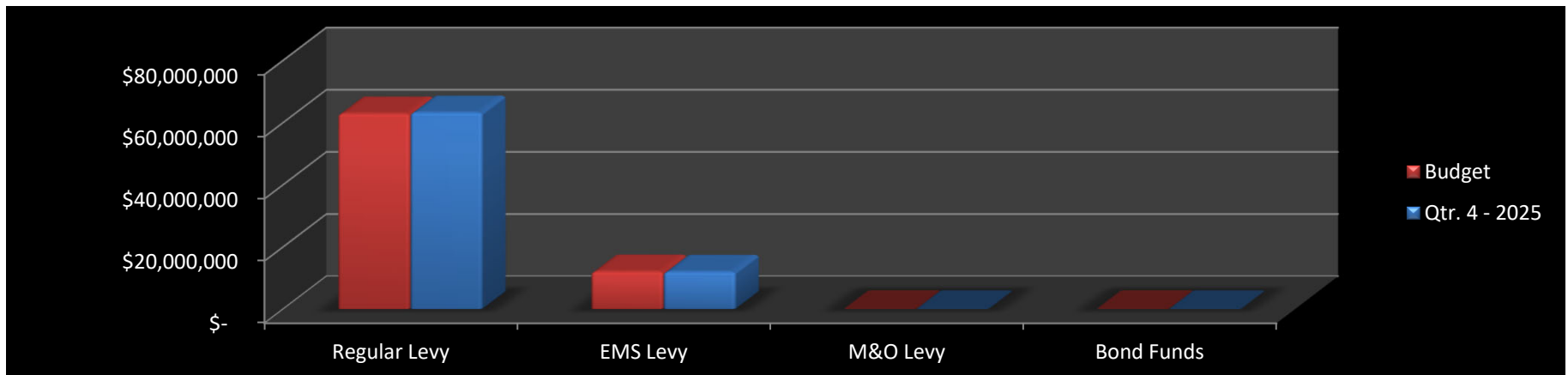
The District’s 2025 budgeted General fund revenues, including inter-fund transfers-in of \$110,000 are \$86,486,926. Quarter 4 actual revenues are \$90,195,950; 104% of the amount budgeted. In 2024 at this time, the District also collected 104% of the amount budgeted. Most General fund revenue sources exceeded the budgeted amounts in 2025. The most significant of these are investment interest, transports, refunds and reimbursements, regular property taxes, and state mobilization. The most significant revenue source that was below budgeted expectations was the County Fair contract, which had not been paid. Additional details are below.

TAXES:

The regular property taxes plus the EMS levy and the remaining M&O levy collected in 2025 total \$75,239,407 in the General fund; 101% of the amount budgeted. (The M&O levy collections are arrears from the former Monroe Fire District.) In 2024, at this time, we collected about 100% of the property taxes budgeted in the General fund.

The 2025 property taxes in the Bond fund total \$64. In 2024, at this time, property tax revenues in the Bond fund totaled \$133. The revenues in the Bond fund in 2025 and in 2024 were from property taxes paid in arrears.

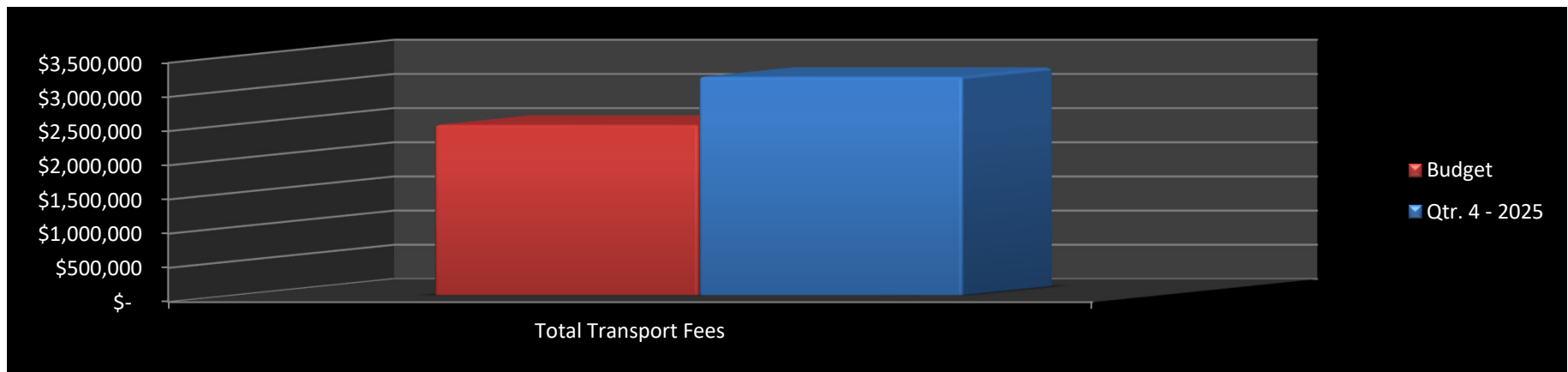
PROPERTY TAX REVENUES	Budget	Qtr. 4 - 2025
Regular Levy	\$ 62,922,090	\$ 63,238,026
EMS Levy	\$ 12,066,513	\$ 12,001,323
M&O Levy	\$ -	\$ 59
Bond funds	\$ -	\$ 64
<b>TOTAL</b>	<b>\$ 74,988,603</b>	<b>\$ 75,239,471</b>



**TRANSPORT FEES:**

Transport fees collected in 2025 are \$3,204,092, with refunds totaling \$24,496, for net collections of \$3,179,320. The 2025 transport collections are 128% of the amount budgeted. In quarter 4 of 2024, we collected 130% of the amount budgeted.

<b>TRANSPORT FEES</b>		<b>Budget</b>		<b>Qtr. 4 - 2025</b>
Transport Fees	\$	2,500,000	\$	3,204,092
Transport Refunds	\$	(10,000)	\$	(24,771)
<b>Total Transport Fees</b>	<b>\$</b>	<b>2,490,000</b>	<b>\$</b>	<b>3,179,320</b>



**CHARGES FOR SERVICES:**

The District has collected 127% of the contracted amount with the DOC. This is 27% more than would be expected at the end of the fourth quarter. This is because the DOC made a payment this year that was due in 2024. Also there was an increase in the contracted amount beginning in the 3rd quarter of 2025.

Motor Vehicle Collision (MVC) revenue is 130% of the amount budgeted, with collections of \$32,426. At this time in 2024 we collected \$27,550, and in 2023 we collected \$49,000 as of the fourth quarter. This revenue is highly variable from year-to-year.

Through the fourth quarter of 2025 we collected \$27,044 in school revenues; 88% of the budgeted amount. Last year at this time we collected 86% of budgeted school revenues. School revenues are generally received in late summer and early fall.

In 2025, we were mobilized to 7 fires, with collections totaling \$413,894 for these fires. Of this amount, \$139,892 is from last year's mobilizations. We budgeted \$0 for this in 2025.

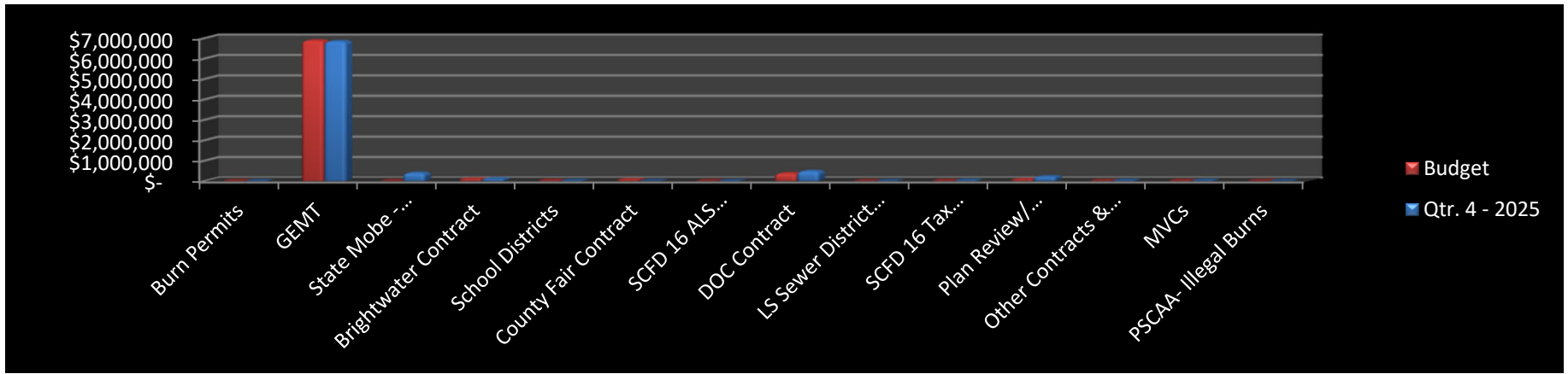
We have received 108% of the Brightwater contract for 2025. The contracted amount increased this year by about 8%. The annual payment is usually received in April.

This year we have collected \$6,854,826 in GEMT revenues; 99% of the amount budgeted.

Revenues for plan reviews, permits and inspections total \$232,024, which is 273% of the budgeted revenues. At this time last year, we collected \$145,657 from this revenue source, which was 175% of the amount budgeted in 2024.

The revenues collected for the District 16 tax contract total \$44,550; 207% of the amount budgeted. including \$22,296 from 2024, which we had billed late. Additionally, we collected \$13,800 for the District 16 ALS contract, which is 125% of the amount budgeted.

<b>CHARGES FOR SERVICES</b>	<b>Budget</b>	<b>Qtr. 4 - 2025</b>
Burn Permits	\$ 9,100	\$ 10,299
GEMT	\$ 6,897,321	\$ 6,854,826
State Mobe - Personnel & Eqpt	\$ -	\$ 413,894
Brightwater Contract	\$ 112,450	\$ 121,444
School Districts	\$ 30,700	\$ 27,044
County Fair Contract	\$ 83,665	\$ -
SCFD 16 ALS Contract	\$ 11,000	\$ 13,800
DOC Contract	\$ 394,838	\$ 499,470
LS Sewer District Contract	\$ 3,800	\$ 10,762
SCFD 16 Tax Contract	\$ 21,500	\$ 44,550
Plan Rev./ Permits/ Inspections	\$ 85,000	\$ 232,024
Other Contracts & Services	\$ 16,700	\$ 33,359
MVCs	\$ 25,000	\$ 32,426
<b>TOTAL</b>	<b>\$ 7,691,073</b>	<b>\$ 8,293,898</b>

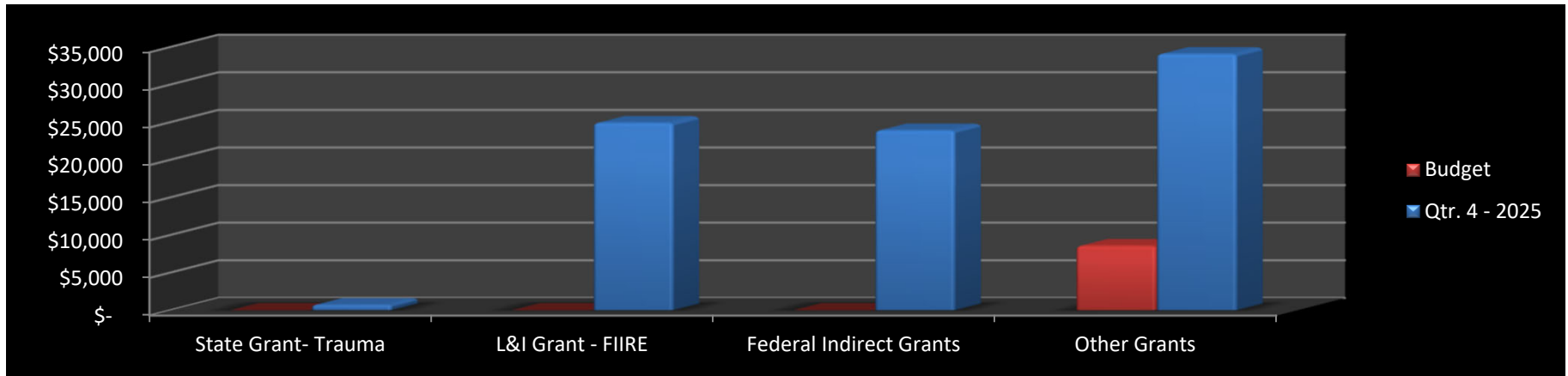


**GRANTS:**

General fund grants in 2025 total \$83,934. The state EMS grant this year is \$778. This revenue from the state is received in an annual payment. We also received \$25,000 in FIIRE grants from L&I. The federal grant is for COVID administrative costs.

In addition, we have received other grants amounting to \$34,160. This is primarily from leasehold excise taxes and private harvest revenues from the state.

GRANT REVENUES	Budget	Qtr. 4 - 2025
State Grant- Trauma	\$ -	\$ 778
L&I Grant - FIIRE	\$ -	\$ 25,000
Federal Grants	\$ -	\$ 23,996
Other Grants	\$ 8,650	\$ 34,160
<b>TOTAL</b>	<b>\$ 8,650</b>	<b>\$ 83,934</b>



#### MISCELLANEOUS AND OTHER REVENUE:

Total Miscellaneous and Other revenues are 265% of the total budgeted for 2025. At this time in 2024, the total was 258% of the amounts budgeted. Below is a budget comparison of the miscellaneous revenues collected in 2025.

In 2025 total interest earnings combined are \$4,758,747, which is 285% of the budgeted totals. Total interest earnings across all funds in 2024 at this time were \$5,257,961. Although fund balances in 2025 are somewhat higher than at this time in 2024, interest rates have declined since then. Interest earnings by fund are shown in greater detail below.

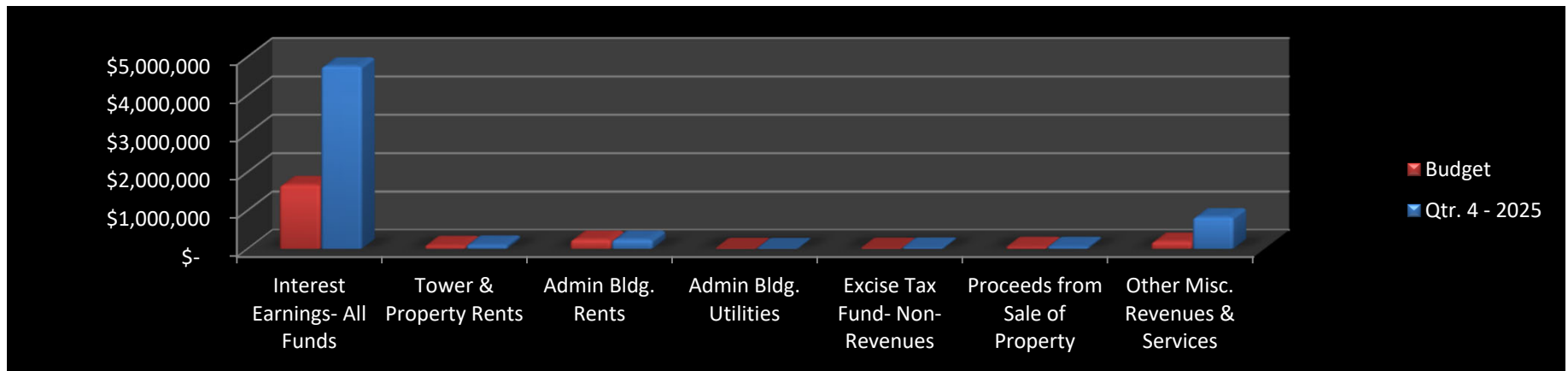
Admin building rents in the Construction fund totaling \$241,950 are 100% of the amount budgeted. This is consistent with expectations and with admin building rent revenues at this time in 2024.

Other Miscellaneous Revenues & Services in 2025 are \$828,270; 439% of the amount budgeted. In 2024, these revenues were \$814,239, which was 369% of what we had budgeted. These revenues are comprised mainly of burn permits, donations, sale of surplus, hazmat cost reimbursement, and refunds & reimbursements. The most significant source of revenues was from refunds & reimbursements, which total \$691,246. Refunds and reimbursements are mainly from employee leave buy-back.

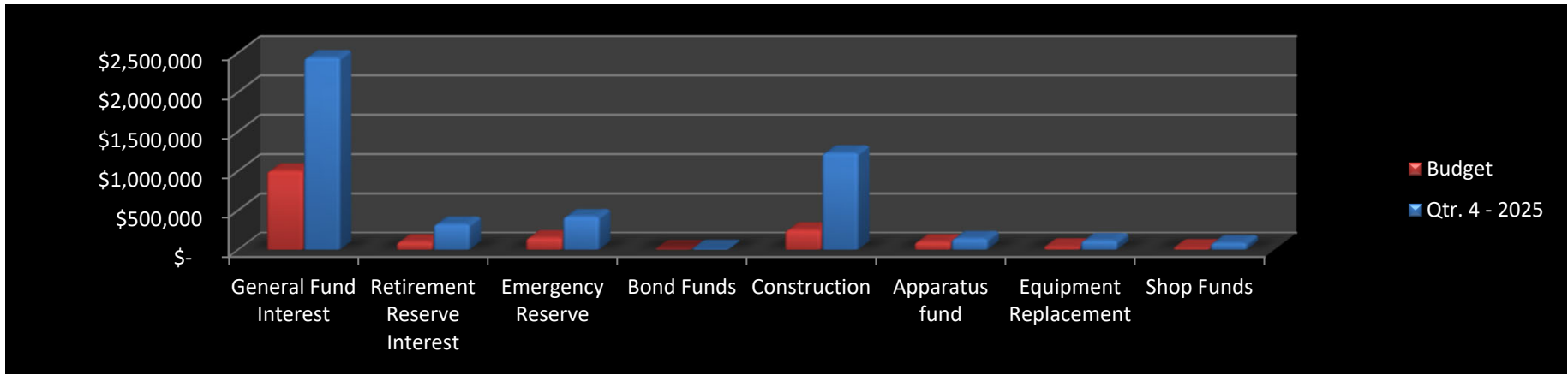
The Excise Tax Fund is for state owed revenues and is not our money.

The proceeds from the sale of property is the annual installment from the city of Mill Creek for station 76. The \$58,020 payment is 100% of the budgeted amount.

MISC. & OTHER REVENUE	Budget	Qtr. 4 - 2025
Interest Earnings- All Funds	\$ 1,667,000	\$ 4,758,747
Tower & Property Rents	\$ 90,000	\$ 103,841
Admin Bldg. Rents	\$ 241,950	\$ 241,950
Admin Bldg. Utilities	\$ 13,500	\$ 11,566
Excise Tax Fund- Non-Revenues	\$ 20,000	\$ 32,544
Proceeds from Sale of Property	\$ 58,020	\$ 58,020
Other Misc. Revenues & Services	\$ 188,600	\$ 828,270
<b>TOTAL</b>	<b>\$ 2,279,070</b>	<b>\$ 6,034,937</b>



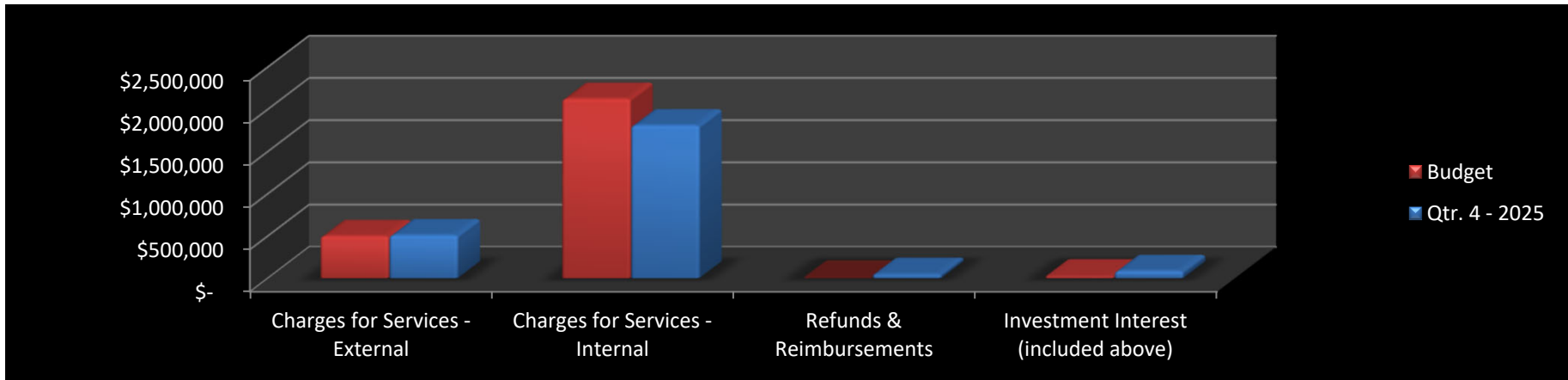
INTEREST EARNINGS BY FUND	Budget	Qtr. 4 - 2025
General fund Interest	\$ 1,000,000	\$ 2,437,708
Retirement Reserve Interest	\$ 100,000	\$ 323,156
Emergency Reserve	\$ 150,000	\$ 418,651
Bond funds	\$ 2,000	\$ 9,629
Construction	\$ 250,000	\$ 1,228,307
Apparatus fund	\$ 100,000	\$ 140,363
Equipment Replacement	\$ 40,000	\$ 114,985
Shop funds	\$ 25,000	\$ 85,948
<b>TOTAL</b>	<b>\$ 1,667,000</b>	<b>\$ 4,758,747</b>



**SHOP REVENUES:**

Revenues for Shop internal and external charges for services combined, total \$2,320,258, which is 88% of the amount budgeted. Last year at this time these revenues were 97% of the amount budgeted, totaling \$2,746,066. The ending balances in the combined Shop funds are \$2,269,186, which is \$75,374 more than at the beginning of this year. Total accounts receivable as of the end of this quarter are \$131,176. Most of these are for SRFR. In addition there is warranty work with outstanding bills of \$8,802.

<b>SHOP REVENUES</b>	<b>Budget</b>	<b>Qtr. 4 - 2025</b>
Charges for Services -Internal	\$ 500,000	\$ 509,903
Charges for Services -External	\$ 2,125,000	\$ 1,810,355
Refunds & Reimbursements	\$ -	\$ 47,443
Investment Interest (incl. above)	\$ 25,000	\$ 85,948
<b>TOTAL</b>	<b>\$ 2,650,000</b>	<b>\$ 2,453,648</b>



## FOURTH QUARTER EXPENDITURES

## OBJECT CODES:

The object codes below provide a description of expenditures associated with the spending classifications within each of the District's budget programs. These object codes are found in the general ledger and budget account line items. In the District's accounting system, the object codes are the third and fourth to last numbers in each of the expenditure line items in the District's Budget and Actual report.

10 - WAGES
20 - BENEFITS
31 - SUPPLIES
32 - FUEL
34 - INVENTORY SUPPLIES
35 - SMALL TOOLS/MINOR EQPT.
41 - PROFESSIONAL SERVICES
42 - COMMUNICATIONS
43 - TRAVEL EXPENSES
44 - ADVERTISING
45 - RENTALS
46 - (LIABILITY) INSURANCE
47 - UTILITIES
48 - REPAIR & MAINTENANCE
49 - MISC. EXPENSES
51 - INTERGOVERNMENTAL SVCES.
62 - LAND & IMPROVEMENTS
63 - OTHER CAPITAL IMPROVEMENTS
64 - CAPITAL OUTLAY
70 - LEASES
71 - PRINCIPAL ON G.O. BONDS
75 - CAPITAL LEASES - PRINCIPAL
83 - INTEREST ON LONG-TERM DEBT
00 - INTERFUND TRANSFERS

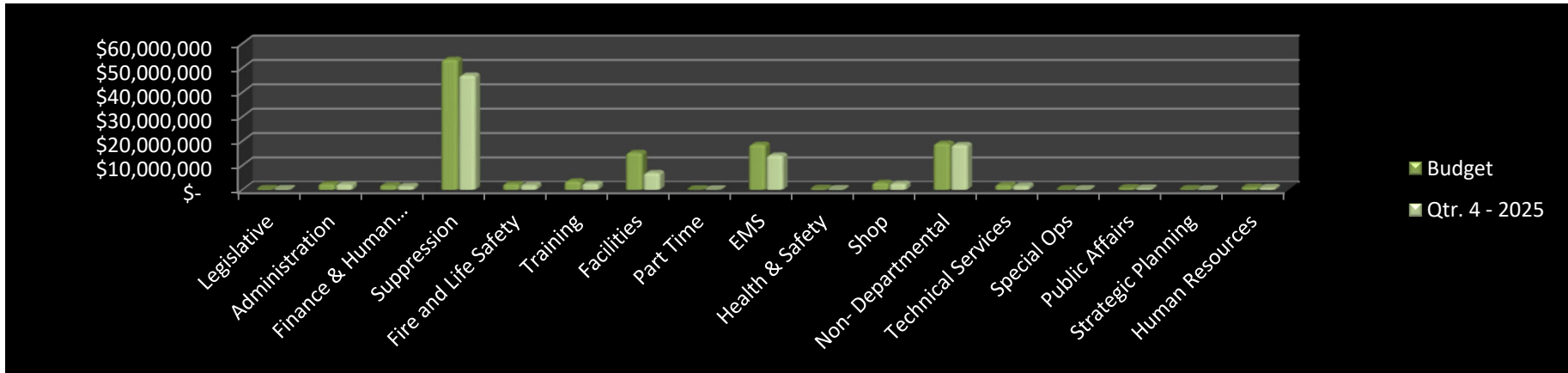
**FOURTH QUARTER EXPENDITURE OVERVIEW:**

For all of the District's funds combined, the 2025 fourth quarter expenditures, including inter-fund transfers were \$101,920,905; 82% of the budgeted expenditures of \$124,900,459. This includes budget amendments 1, 2, & 3. At this time in 2024, these amounts were \$92,133,454, 84% of budgeted expenditures of \$99,746,220.

Total General fund expenditures are 88% of the budgeted amount. Total General fund spending in the fourth quarter is \$83,378,354. in 2024 and in 2023, General fund spending was 88% and 93% of the budgeted amounts respectively.

Except for legislative, all program budgets are within the annual budgeted expenditures. Additional details are provided in each of the program budget areas below.

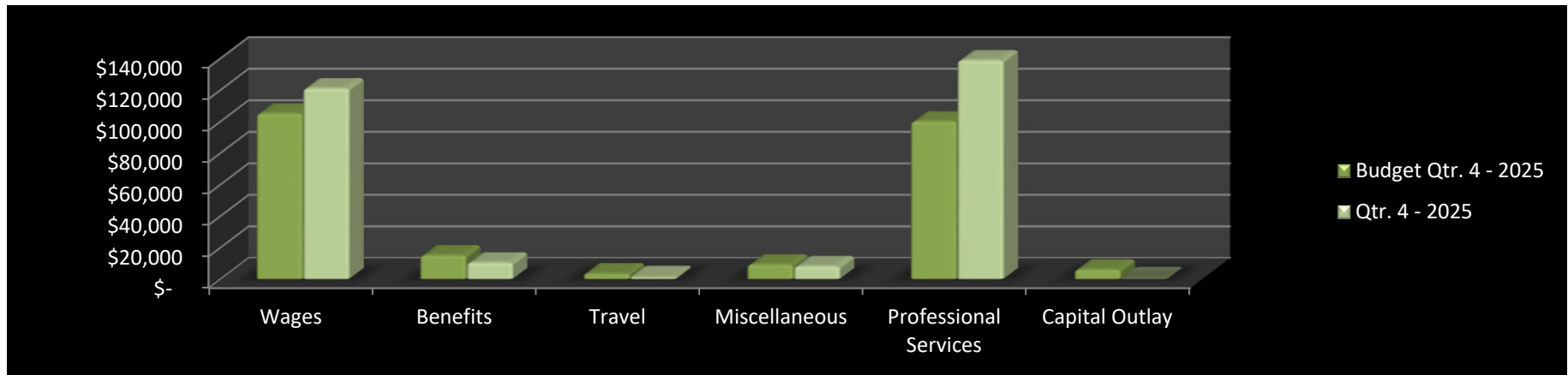
<b>PROGRAM</b>	<b>Budget</b>	<b>Qtr. 4 - 2025</b>
Legislative	\$ 238,900	\$ 279,958
Administration	\$ 2,426,338	\$ 2,257,437
Finance & Human Resources	\$ 1,834,113	\$ 1,584,783
Suppression	\$ 53,515,180	\$ 47,047,623
Fire and Life Safety	\$ 2,462,607	\$ 2,011,658
Training	\$ 3,616,940	\$ 2,581,629
Facilities	\$ 15,284,850	\$ 7,007,261
Part Time	\$ 26,779	\$ 8,710
EMS	\$ 18,656,006	\$ 14,209,079
Health & Safety	\$ 448,183	\$ 209,572
Shop	\$ 2,962,050	\$ 2,628,274
Non- Departmental	\$ 19,090,232	\$ 18,532,903
Technical Services	\$ 2,031,838	\$ 1,735,538
Special Ops	\$ 227,267	\$ 174,483
Public Affairs	\$ 791,489	\$ 637,991
Strategic Planning	\$ 223,032	\$ 114,706
Human Resources	\$ 1,064,655	\$ 899,300
<b>Totals</b>	<b>\$ 124,900,459</b>	<b>\$ 101,920,905</b>



**LEGISLATIVE SERVICES:**

2025 Legislative Services costs are 117% of the amount budgeted, with \$279,958 spent. This exceeds expectations because professional services for elections is 139% spent. If professional services were 100% spent, the total spending in legislative services would be 101% spent. The professional services line is mostly for election costs. The only other line item of significance that exceeds annual budgeted amounts is commissioner wages, which is 115% spent for the year. There were a few line items that are below budget for the year, the most significant being capital outlay, which is unspent.

LEGISLATIVE SERVICES		Budget	Qtr. 4 - 2025
Wages	\$	105,042	\$ 121,072
Benefits	\$	15,065	\$ 10,512
Travel	\$	3,500	\$ 1,367
Miscellaneous	\$	9,245	\$ 8,187
Professional Services	\$	100,000	\$ 138,820
Capital Outlay	\$	6,048	\$ -
<b>Totals</b>	<b>\$</b>	<b>238,900</b>	<b>\$ 279,958</b>



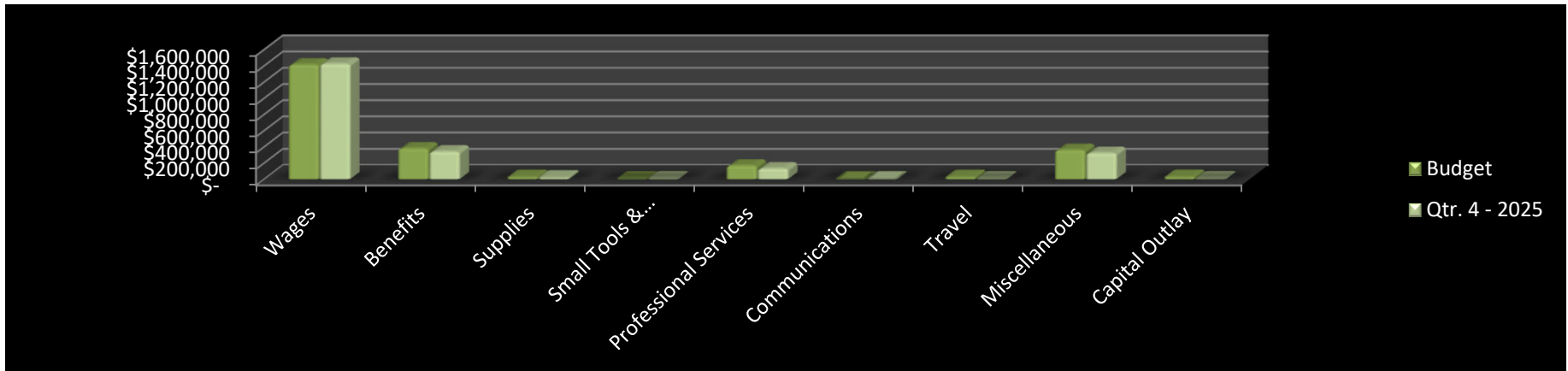
#### ADMINISTRATION:

2025 spending in the Administration budget is \$2,257,437, with 93% of budgeted expenditures used. There are a few line items within this program that exceed the annual budgeted amounts including regular wages, which exceeds the budgeted amount by 2%. This is in part because there was a short period of time when we paid for 2 fire chiefs. Also some executive staff received raises in 2025 that were a little higher than was estimated in the budget. In addition, one Teamster's member is receiving a medical stipend that was not included in the budget. However, the additional medical stipend is offset by a reduction in medical/dental costs.

The spending in the miscellaneous line item is higher than expected because we were charged some penalties by the IRS as well as a settlement payment.

There are a couple of line items within the Administration budget that are well below budgeted expectations as of the end of the quarter including training registrations, and travel, and service awards. These areas are 8%, 5% and 62% spent. Much of the training and travel expenses incurred during the year was below budget because fewer employees attended some of training classes than had been expected.

ADMINISTRATION		Budget	Qtr. 4 - 2025
Wages	\$	1,416,330	\$ 1,426,073
Benefits	\$	381,090	\$ 342,984
Supplies	\$	30,400	\$ 22,939
Small Tools & Equipment	\$	2,000	\$ 2,512
Professional Services	\$	169,100	\$ 133,142
Communications	\$	3,750	\$ 3,811
Travel	\$	30,000	\$ 1,367
Miscellaneous	\$	361,999	\$ 324,608
Capital Outlay	\$	31,669	\$ -
Totals	\$	2,426,338	\$ 2,257,437



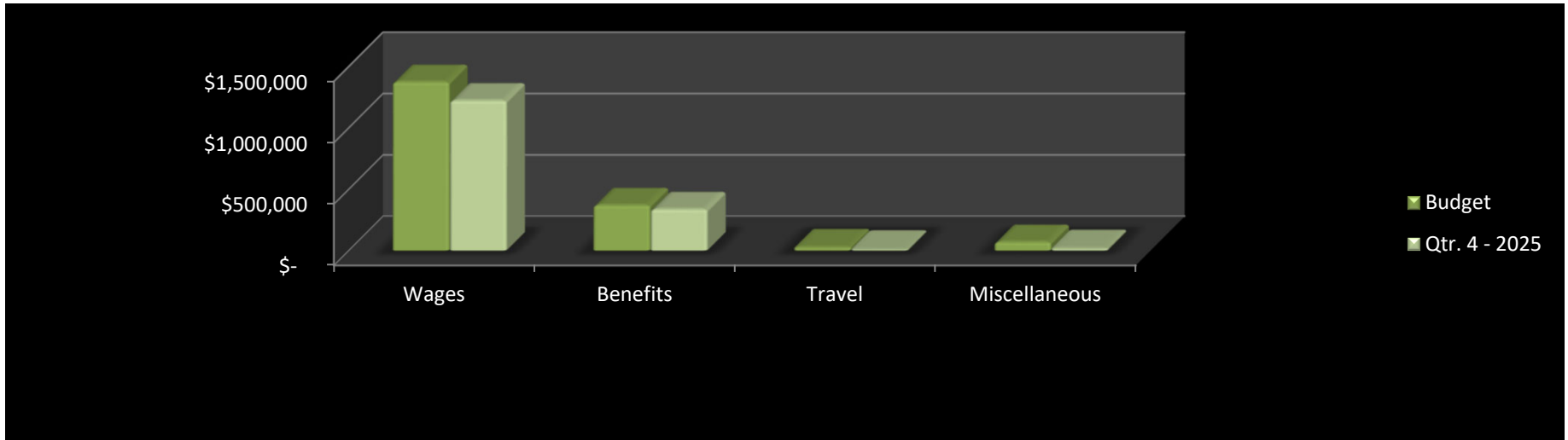
**FINANCE:**

Finance costs are 86% of the amount budgeted for the year, totaling \$1,584,783. The only area of significance within the finance budget that exceeds the annual budgeted amount is medical/dental which is 118% spent. Status changes in medical/dental costs account for the higher than anticipated costs in this area.

Some areas of significance that are less than budgeted include travel, training registration, leave sell back, and VEBA. These line items are 60%, 73%, 50% and 0% spent respectively. Additionally, delays in back-pay for the accountant position contributed to wages and benefits being less than budgeted. We have included the back-pay in budget amendment #1 for 2026.

We budgeted for more employees to attend trainings and conferences than the number who actually attended. Also, there was significantly less leave sold back because employees took more leave than anticipated.

FINANCE		Budget	Qtr. 4 - 2025
Wages	\$	1,371,370	\$ 1,220,656
Benefits	\$	367,450	\$ 334,441
Travel	\$	27,895	\$ 11,193
Miscellaneous	\$	67,398	\$ 18,493
Totals	\$	1,834,113	\$ 1,584,783



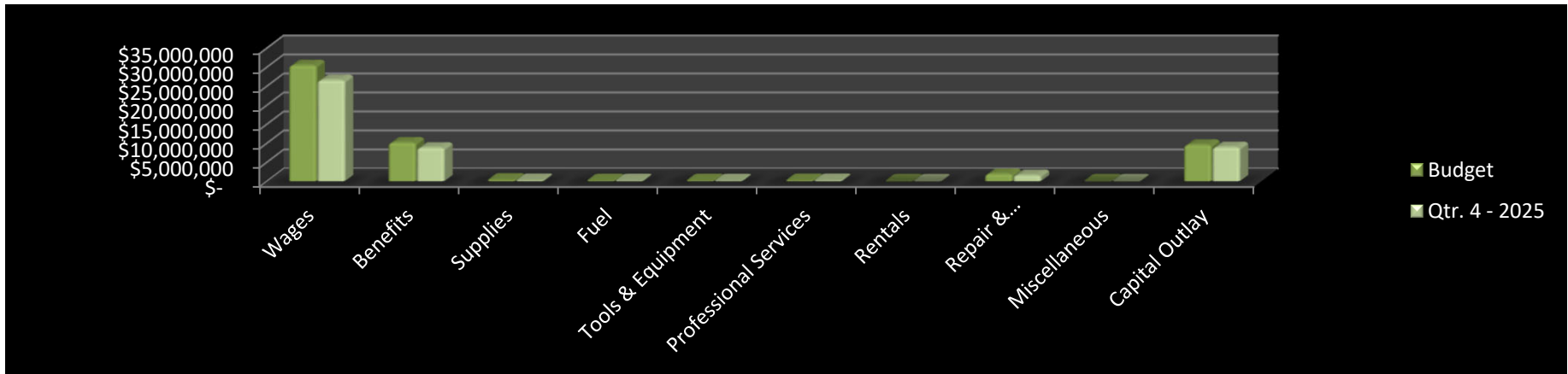
**SUPPRESSION:**

Suppression costs are 88% spent, which is \$47,047,623 of the budgeted amount. Although there are a few line items that exceed the amount budgeted for the year, the dollar amounts are not considered significant. These are more than offset by areas that are significantly under-budget for the year. These include combined wages and combined benefits, which are each 87% spent for the year.

Regular wages are 92% spent. This is mostly because we budget all new hires for the entire year additionally, we budget employees at the highest potential rank they might achieve during the year. Overtime was only 73% spent. Leave sellback was 64% spent. This is mostly because we budget sell back based on the highest number of hours an employee has sold back in the past few years. Also, combined benefits are below budgeted expectations because most benefit costs are driven in part by the cost of wages.

There are a couple of other areas of significance within Suppression that are below budget. These include Capital Outlay in the Equipment fund and Apparatus fund. Capital Outlay in the Apparatus fund is 96% spent, with \$374,568 in unspent in the line item. We plan to encumber this for the 2026 budget. See 2026 Budget amendment #1 for additional details. There are several items in the Equipment fund that were below budgeted amounts including ballistic armor, bunker gear, and hose. These line items are 39%, 85% and 60% spent. There are no plans at this time to encumber the unspent amounts associated with these line items.

SUPPRESSION		Budget	Qtr. 4 - 2025
Wages	\$	30,537,146	\$ 26,618,549
Benefits	\$	10,208,760	\$ 8,855,723
Supplies	\$	439,650	\$ 302,242
Fuel	\$	195,000	\$ 173,027
Tools & Equipment	\$	195,000	\$ 149,204
Professional Services	\$	261,320	\$ 260,319
Rentals	\$	67,325	\$ 37,710
Repair & Maintenance	\$	1,950,500	\$ 1,612,621
Miscellaneous	\$	54,500	\$ 40,016
Capital Outlay	\$	9,605,979	\$ 8,998,213
<b>Totals</b>	<b>\$</b>	<b>53,515,180</b>	<b>\$ 47,047,623</b>



**FIRE AND LIFE SAFETY:**

Fire and Life Safety costs are \$2,011,658, which is 82% of the budgeted amount.

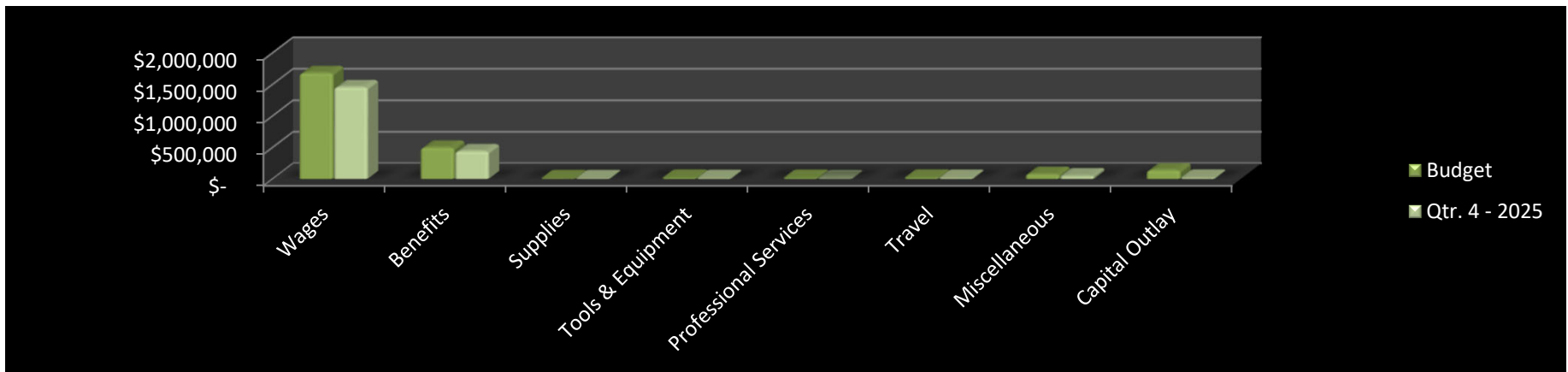
Although there are a few line items that exceed the amounts budgeted, none are of significance.

The areas of most significance that are below budget include capital outlay, overtime, and leave sellback. These areas are 15%, 31%, and 51% spent.

Capital Outlay in the Apparatus fund is for a vehicle that has not yet been purchased. This is being included in 2026 budget amendment #1 as an encumbrance. Capital Outlay for Knox boxes in the Equipment fund is 47% spent for the year. We are not anticipating that the remaining unspent funds for knox boxes will be encumbered.

As noted above, leave sell back is budgeted based on the most number of hours that employees have sold back in the past few years.

FIRE AND LIFE SAFETY		Budget	Qtr. 4 - 2025
Wages	\$	1,681,298	\$ 1,458,444
Benefits	\$	498,098	\$ 441,847
Supplies	\$	8,500	\$ 7,664
Tools & Equipment	\$	19,000	\$ 11,297
Professional Services	\$	16,000	\$ 2,814
Travel	\$	22,300	\$ 17,170
Miscellaneous	\$	77,411	\$ 51,158
Capital Outlay	\$	140,000	\$ 21,265
Totals	\$	2,462,607	\$ 2,011,658



**TRAINING:**

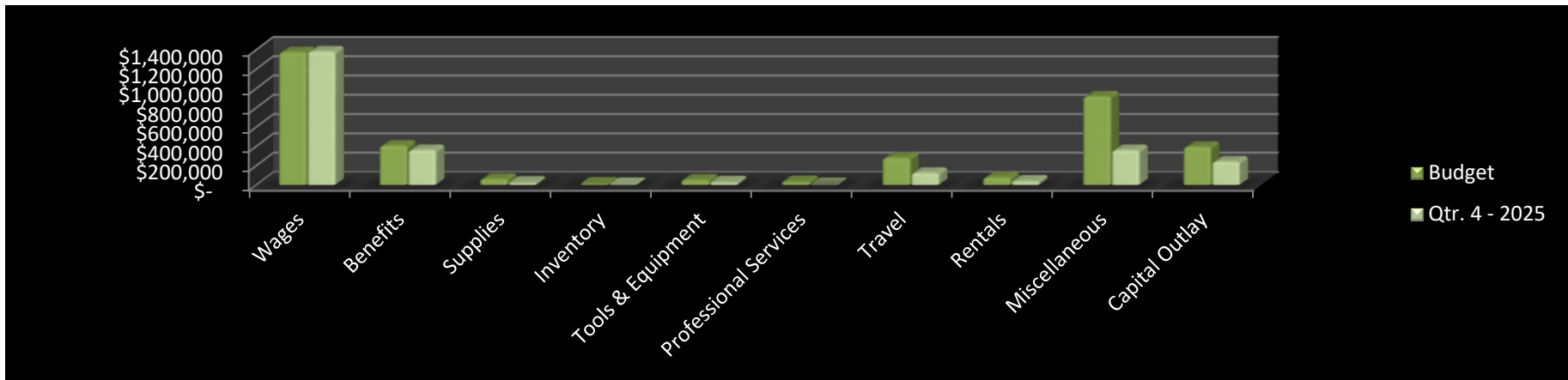
Training expenditures are 71% of the budgeted amount, with \$2,581,629 spent. The most significant line item that exceeds the amount budgeted is leave sell back, which is 130% spent. Also, overtime is 107% spent.

Most of the overtime worked was to cover for Suppression. When employees work overtime, the pay is posted to the program in which the employee is assigned, and not necessarily to the program where the overtime is worked. However, this is more than offset by comp time sold being unspent for the year.

There are several areas of significance that are significantly below budget this year. Spending on registrations, the career academy, and travel are 35%, 23% and 45% spent respectively. Also capital outlay in the Apparatus fund is 62% spent. The remaining capital outlay funds are included as encumbrances in budget amendment #1 for 2026.

There have been fewer employees participating in training registrations than originally budgeted. This impacts travel for training in the same manner. The District's share for the career academy is calculated in part based on the number of instructors we send, which in the past, has put us in a position where we have a small credit balance.

<b>TRAINING</b>	<b>Budget</b>	<b>Qtr. 4 - 2025</b>
Wages	\$ 1,375,370	\$ 1,383,390
Benefits	\$ 407,997	\$ 362,707
Supplies	\$ 62,050	\$ 25,308
Inventory	\$ 13,651	\$ 4,454
Tools & Equipment	\$ 53,295	\$ 30,851
Professional Services	\$ 34,000	\$ 2,284
Travel	\$ 280,760	\$ 126,215
Rentals	\$ 78,900	\$ 41,634
Miscellaneous	\$ 916,915	\$ 361,771
Capital Outlay	\$ 394,002	\$ 243,014
<b>Totals</b>	<b>\$ 3,616,940</b>	<b>\$ 2,581,629</b>



#### LOGISTICS:

The logistics budget is 46% spent, with \$7,007,261 in expenditures. The only areas of significance that exceeded budgeted expenditures for the year are operating supplies, which is 117% spent, water utilities, which is 113% spent, and miscellaneous costs, which is 128% spent.

The line item for supplies includes various types of supplies involving numerous small dollar amounts, none of which stand out.

Expenditures on water utilities are 113% of the amount budgeted. The cost of water for the fourth quarter compared with last year at this time increased 16%. In addition, the amount budgeted for water in 2025 was reduced by \$5,000.

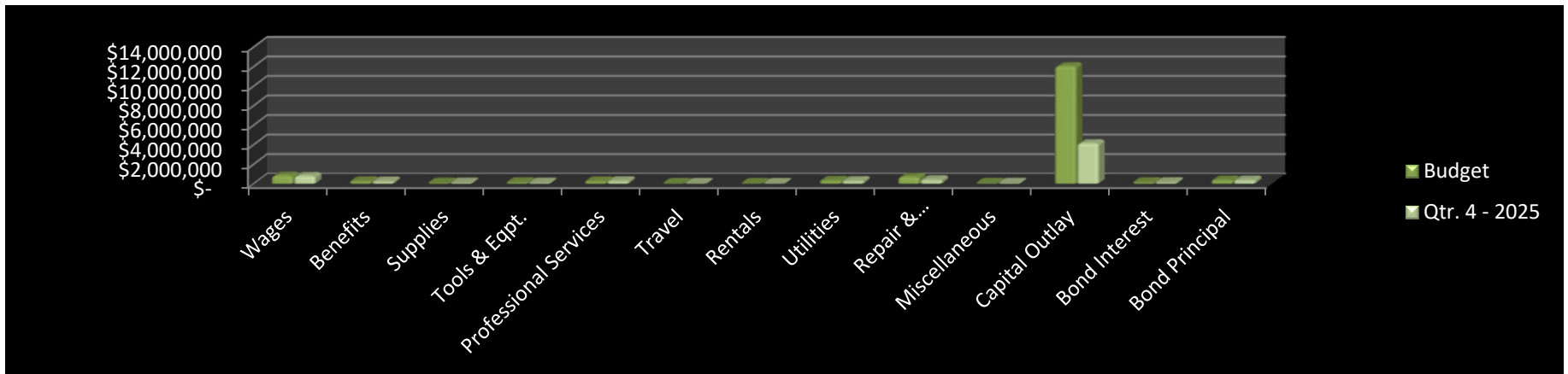
Miscellaneous costs are almost exclusively for surface water fees. A large amount of this was for vacant property that we purchased for future station 32 in the amount of \$10,578.68. We received a refund of this amount from the County, which is included in refunds and reimbursements.

There are a few line items of significance within this program that are below budgeted amounts for the year. Capital Outlay is 35% spent in the Construction fund, 19% spent in the Equipment fund, and 29% spent in the Apparatus fund. Also, small tools and equipment are 61% spent.

There are several small capital facilities projects that were budgeted for which we plan to encumber funds in 2026 budget amendment #1 totaling \$532,559. The remaining unspent funds for the new stations are expected to be spent once the station building projects are underway.

We are not planning to encumber unspent Equipment fund capital outlay or small tools and Equipment in the General fund. However, the unspent capital outlay in the Apparatus fund is included as encumbered in 2026 budget amendment #1.

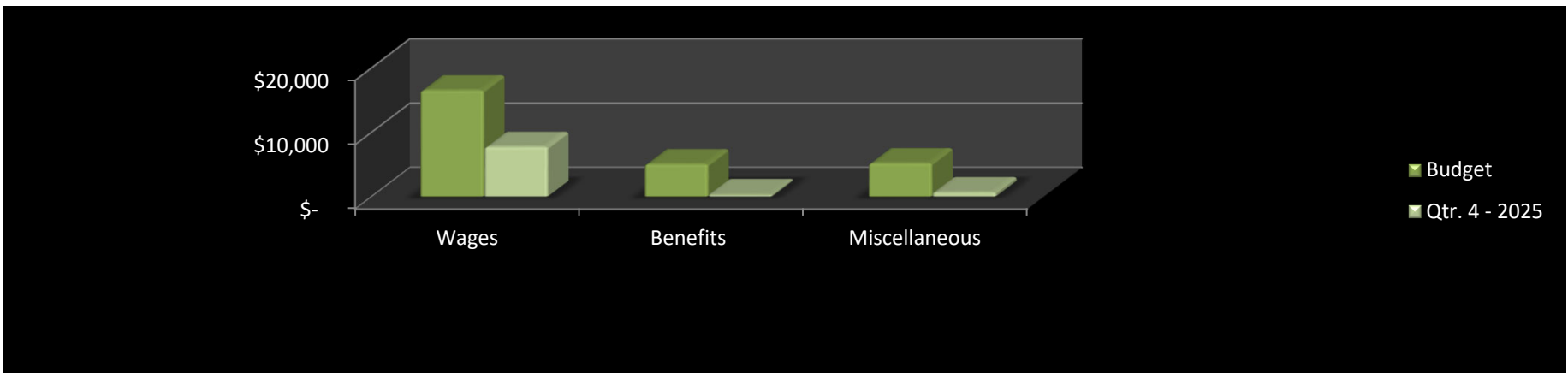
LOGISTICS		Budget	Qtr. 4 - 2025
Wages	\$	836,830	\$ 805,966
Benefits	\$	276,599	\$ 256,201
Supplies	\$	80,000	\$ 93,862
Tools & Eqpt.	\$	142,845	\$ 86,658
Professional Services	\$	276,500	\$ 287,393
Travel	\$	15,800	\$ 14,259
Rentals	\$	10,000	\$ 7,371
Utilities	\$	341,910	\$ 311,262
Repair & Maintenance	\$	703,643	\$ 415,317
Miscellaneous	\$	32,200	\$ 53,314
Capital Outlay	\$	12,049,496	\$ 4,156,633
Bond Interest	\$	139,027	\$ 139,027
Bond Principal	\$	380,000	\$ 380,000
<b>Totals</b>	<b>\$</b>	<b>15,284,850</b>	<b>\$ 7,007,261</b>



**CHAPLAINS (PART TIME):**

Spending in the Chaplain program is \$8,710; 33% of the budgeted amount. The line items in this program are all below budget. Additionally, there was a credit of \$387 from the prior year's AD&D bill, resulting in negative spending for this line item. There have been fewer chaplains in this program than we have budgeted.

PART TIME (Chaplains)		Budget	Qtr. 4 - 2025
Wages	\$	16,524	\$ 7,740
Benefits	\$	5,055	\$ 307
Miscellaneous	\$	5,200	\$ 664
Totals	\$	26,779	\$ 8,710



**AID & RESCUE (EMS):**

EMS is 76% spent with \$14,209,079 in expenditures. There are a couple of areas in this program budget that exceed the budgeted amounts, the only ones of significance are equipment repair and maintenance, which is 112% spent, and GEMT state share which was unbudgeted at a cost of \$85,953.

The EMS repair and maintenance line consists mostly of apparatus repairs, which are much higher than expected for the year. The EMS division thought this cost would be included in the Equipment fund for the life paks, but this portion of the cost was instead included in repair and maintenance in the General fund.

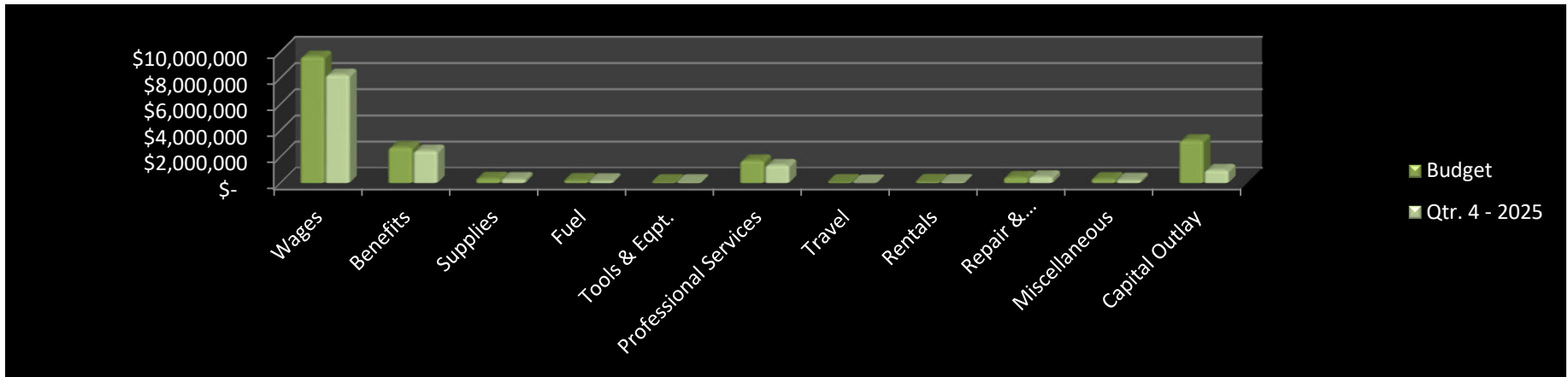
GEMT state share is a refund of GEMT revenues to the state based on their formal review of past GEMT report details.

The areas that contribute most significantly to this program being less than budgeted are capital outlay in the Apparatus fund and capital outlay in the Equipment fund. These are 3% and 45% spent respectively. The 3 ambulances that were budgeted in 2024 are in process. We anticipate delivery of these in summer of 2026. The 2025 units (2 remounts & 1 new) have been delayed because our salesperson retired suddenly, and we had to start over with a new salesperson. We recently received quotes for these units. We have included these costs in 2026 budget amendment #1 as encumbrances in the Apparatus fund. Capital outlay in the Equipment fund is 74% spent. There are no plans to encumber unspent amounts in the Equipment fund for 2026.

Wages and benefits are below budgeted expectations because we have not filled all of the budgeted positions. Combined wages and combined benefits are 86% and 90% spent respectively.

Also, EMS professional services is 37% spent. This is mostly because the second half of the ILA payment to South County for the CARES program had not been paid. This is included as an encumbrance in the 2026 budget amendment #1 in the General fund totaling \$88,568.

<b>AID &amp; RESCUE (EMS)</b>	<b>Budget</b>	<b>Qtr. 4 - 2025</b>
Wages	\$ 9,606,604	\$ 8,226,382
Benefits	\$ 2,696,580	\$ 2,435,249
Supplies	\$ 326,500	\$ 292,650
Fuel	\$ 195,000	\$ 166,986
Tools & Eqpt.	\$ 55,225	\$ 42,661
Professional Services	\$ 1,686,460	\$ 1,336,958
Travel	\$ 63,000	\$ 3,467
Rentals	\$ 102,325	\$ 61,960
Repair & Maintenance	\$ 401,600	\$ 451,296
Miscellaneous	\$ 292,970	\$ 227,244
Capital Outlay	\$ 3,229,742	\$ 964,226
<b>Totals</b>	<b>\$ 18,656,006</b>	<b>\$ 14,209,079</b>



#### HEALTH & SAFETY:

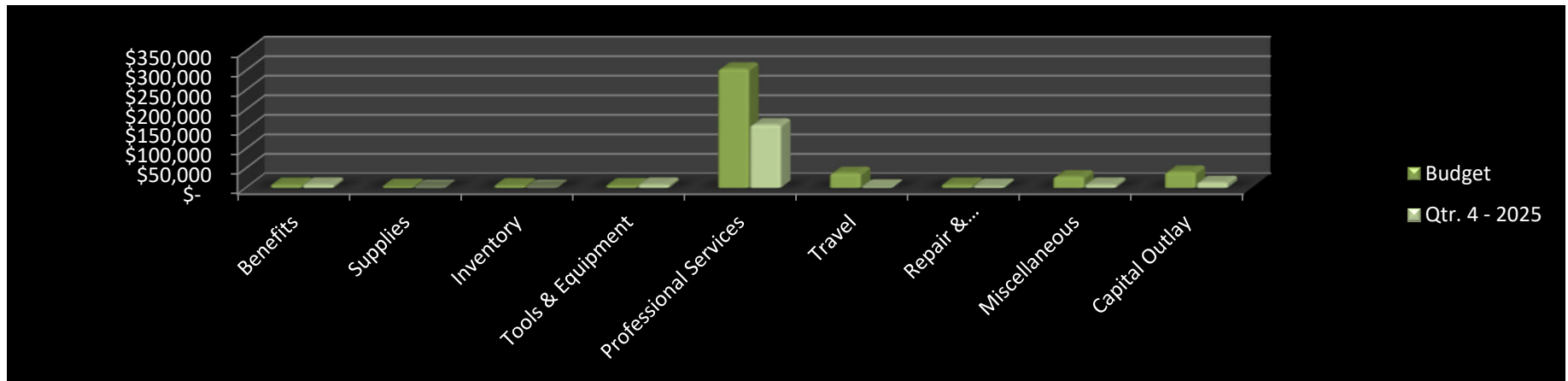
The Health & Safety program is 47% spent with \$209,572 in expenditures. There are a few line items that exceed annual budgeted expenditures, however, the dollar amounts are not considered significant.

There are several line items in this program that are significantly below budget or unspent. Mental health services and inventory are both unspent.

Training registrations are 7% spent. Travel is 5% spent. There were fewer people who attended the peer support training than had been anticipated. Also there was no one who attended another one of the trainings that had been budgeted. These impacted both training registrations and travel costs.

Annual physicals are 49% spent for the year. Annual physicals usually occur later in the year. We expect some of these costs to be paid in 2026.

HEALTH & SAFETY		Budget	Qtr. 4 - 2025
Benefits	\$	8,500	\$ 8,642
Supplies	\$	4,400	\$ 559
Inventory	\$	6,500	\$ -
Tools & Equipment	\$	7,000	\$ 8,681
Professional Services	\$	305,240	\$ 161,716
Travel	\$	38,125	\$ 1,950
Repair & Maintenance	\$	8,500	\$ 5,056
Miscellaneous	\$	29,000	\$ 8,822
Capital Outlay	\$	40,918	\$ 14,146
Totals	\$	448,183	\$ 209,572



#### SHOP:

Shop expenses are \$2,628,274; 89% of the budgeted amount. The areas of most significance that exceed the amounts budgeted for the year are overtime and small tools & equipment. These are 378% spent and 173% spent respectively. Although there are several areas that are below budget, the most significant are regular wages and parts inventory, which are 90% and 86% spent respectively.

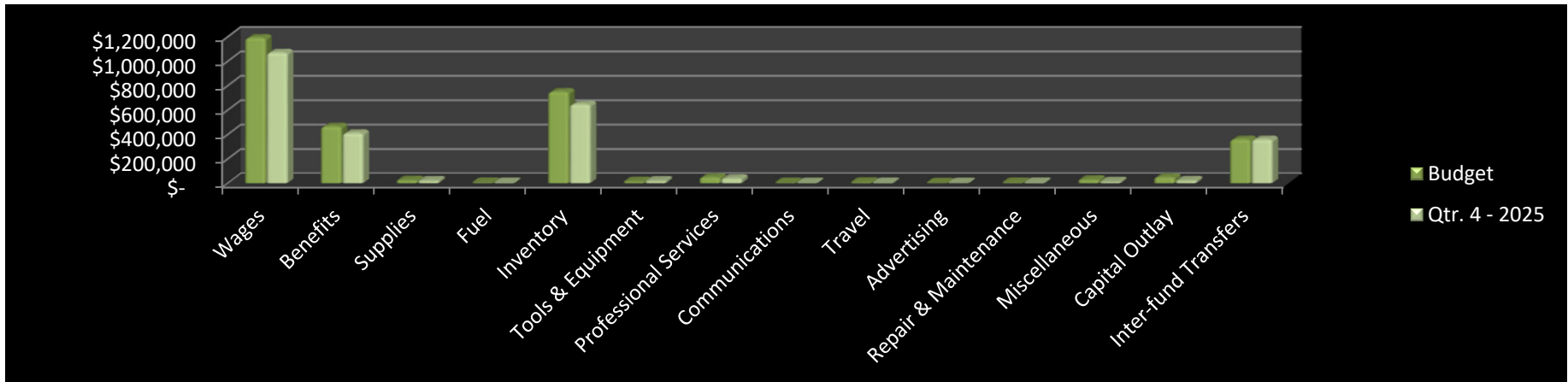
Small tools and equipment is 173% spent because there was a misunderstanding in the shop about what could be charged to capital outlay versus small tools and equipment. This resulted in less being spent in capital outlay and more being spent in small tools and equipment. Combined, small tools and equipment and capital outlay are 70% spent.

Overtime exceeds the amount budgeted because the shop was unexpectedly down 1 employee, there was an employee on L&I and there were 3 employees off for a month on CDL training. This is offset by a reduction in costs for regular wages, which are 89% spent for the year.

Parts Inventory is 86% spent at this time, with \$647,163 in costs. These costs are higher than they were at the end of the fourth quarter of 2024 when the costs were \$615,730, and also higher than they were in 2023 when they were \$615,305.

Regular wages are below budget because one long-time employee was on L&I, and another newer employee left employment from the District unexpectedly during the year.

SHOP	Budget	Qtr. 4 - 2025
Wages	\$ 1,191,790	\$ 1,071,646
Benefits	\$ 465,710	\$ 411,410
Supplies	\$ 26,350	\$ 23,693
Fuel	\$ 5,000	\$ 3,731
Inventory	\$ 750,000	\$ 647,163
Tools & Equipment	\$ 15,500	\$ 21,999
Professional Services	\$ 50,225	\$ 40,955
Communications	\$ 3,500	\$ 2,007
Travel	\$ 8,000	\$ 3,517
Advertising	\$ 500	\$ -
Repair & Maintenance	\$ 5,000	\$ 4,445
Miscellaneous	\$ 30,475	\$ 13,597
Capital Outlay	\$ 50,000	\$ 24,111
Inter-fund Transfers	\$ 360,000	\$ 360,000
<b>Totals</b>	<b>\$ 2,962,050</b>	<b>\$ 2,628,274</b>



#### NON-DEPARTMENTAL:

The non-departmental budget is 97% spent, with spending totaling \$18,532,903. The most significant areas that exceed the annual budget are the state auditor and unemployment compensation. The most significant area that is under-budget is rebranding, which is 3% spent. Also, transfers to the retirement reserve was below budget by \$76,200.

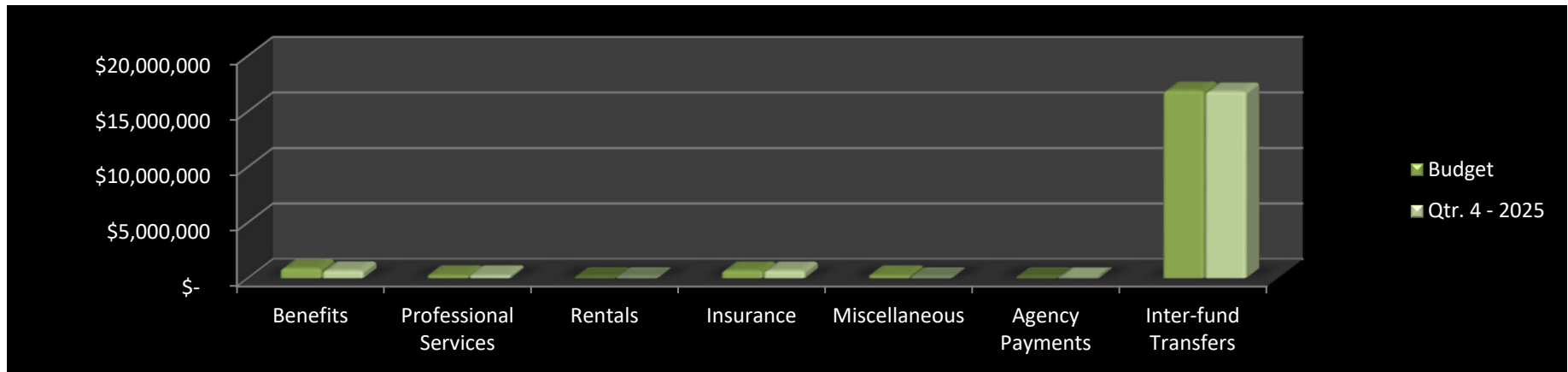
The state examiner budget is 157% spent and is for the audit work performed in 2025 for the 2024 audit and in part for audit work performed in 2024 for the 2022-2023 years.

The District is self-insured for unemployment compensation, and is responsible for paying valid unemployment claims directly to the state. These costs vary from year-to-year. In 2023, the costs were \$0, in 2024, the unemployment costs were \$14,178, and in 2025 these costs were \$21,412.

Costs for rebranding are below budget, because most of those types of expenses have played out over the past several years.

The transfers to the retirement reserve of \$76,200 were overlooked in part, due to some timing matters regarding the final inter-fund transfer of the year and the updating of the budget for the budget amendment after the additional transfer was approved. The missed transfers will be included as part of budget amendment #1 for 2026 under encumbrances.

NON-DEPARTMENTAL		Budget	Qtr. 4 - 2025
Benefits	\$	895,550	\$ 699,067
Professional Services	\$	296,475	\$ 282,744
Rentals	\$	25,000	\$ 24,349
Insurance	\$	692,995	\$ 687,339
Miscellaneous	\$	280,000	\$ 7,381
Agency Payments	\$	20,000	\$ 28,010
Inter-fund Transfers	\$	16,880,212	\$ 16,804,012
<b>Totals</b>	<b>\$</b>	<b>19,090,232</b>	<b>\$ 18,532,903</b>



#### TECHNICAL SERVICES:

Spending in technical services is \$1,735,538; 85% of the total budgeted. The areas of most significance that exceed the amounts budgeted for the year include leases (for software) and cellular services. Leases for software was unbudgeted, and was initially included in software licensing: this was reclassified based on auditor recommendations. The combined cost of software licensing and leases is still over-budget by \$8,454. Cellular services was 107% spent for the year.

The most significant cost overrun for software licensing was for Operative IQ, which included software licensing fees for asset management, fleet management, RFID licensing, and facility management totaling \$52,645 where only \$29,000 had been budgeted for this vendor. The facility management fees for Operative IQ were added in 2025 at a cost of \$8,034.

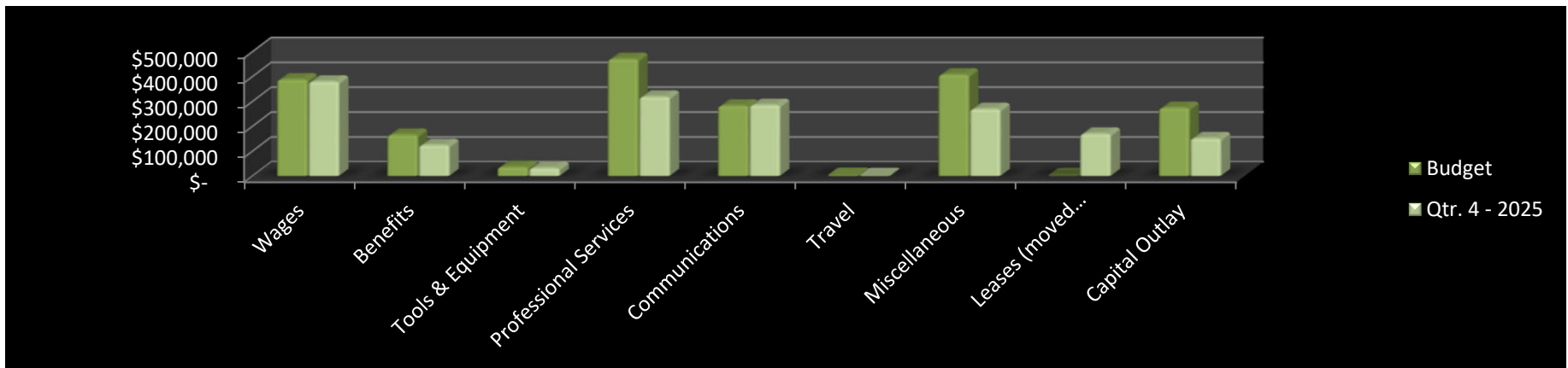
Cellular services were over budget by \$7,035 with spending of \$112,035. We budgeted only \$105,000 in 2025 when in 2024 we spent \$120,732 on cellular services.

The areas of most significance contributing to this program being below budget are IT services, which is 72% spent, Capital Outlay for an IT vehicle in the Apparatus fund, which is 50% spent, and network expenses in the Equipment fund, which are each 0% spent.

IT services costs are below budgeted expectations because one of the IT employees who was hired for administrative work has been able to perform a portion of the work that we have done by our IT service vendor.

Unspent funds in the Apparatus fund are being included in encumbrances in budget amendment #1 for 2026.

TECHNICAL SERVICES	Budget	Qtr. 4 - 2025
Wages	\$ 388,620	\$ 379,927
Benefits	\$ 166,126	\$ 124,461
Tools & Equipment	\$ 36,500	\$ 32,413
Professional Services	\$ 470,900	\$ 318,969
Communications	\$ 283,340	\$ 285,918
Travel	\$ 3,750	\$ 1,860
Miscellaneous	\$ 408,325	\$ 269,588
Leases (moved from prof. svces)	\$ -	\$ 170,346
Capital Outlay	\$ 274,277	\$ 152,054
<b>Totals</b>	<b>\$ 2,031,838</b>	<b>\$ 1,735,538</b>

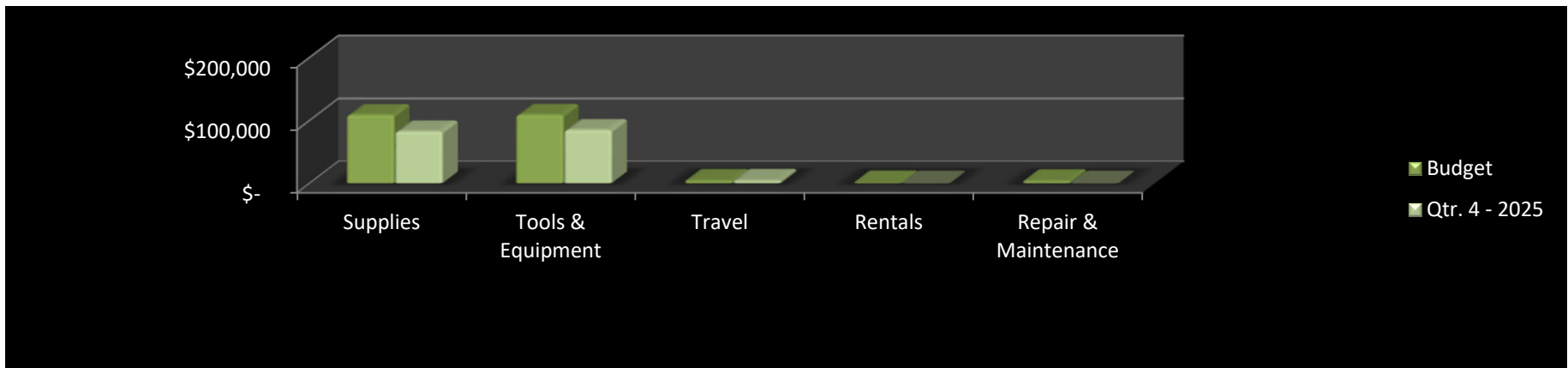


## SPECIAL OPERATIONS:

Spending in special operations is \$174,483; 77% of the budgeted total. There are several line items that this year that are unspent including disaster supplies, rentals/santicans, and equipment repair. Additionally, the most significant line items that are less than budgeted are Tech Rescue PPE and Hazmat team equipment. These areas are 69% and 2% spent.

The most significant line item that exceeds the budget is rescue swimmer equipment. This is over-budget by \$5,220. However this is offset by rescue swimmer supplies being under-budget by \$5,819.

SPECIAL OPERATIONS	Budget	Qtr. 4 - 2025
Supplies	\$ 108,770	\$ 82,548
Tools & Equipment	\$ 108,890	\$ 84,866
Travel	\$ 4,500	\$ 4,779
Rentals	\$ 1,095	\$ -
Repair & Maintenance	\$ 1,095	\$ -
Miscellaneous	\$ 4,012	\$ 2,290
<b>Totals</b>	<b>\$ 228,362</b>	<b>\$ 174,483</b>



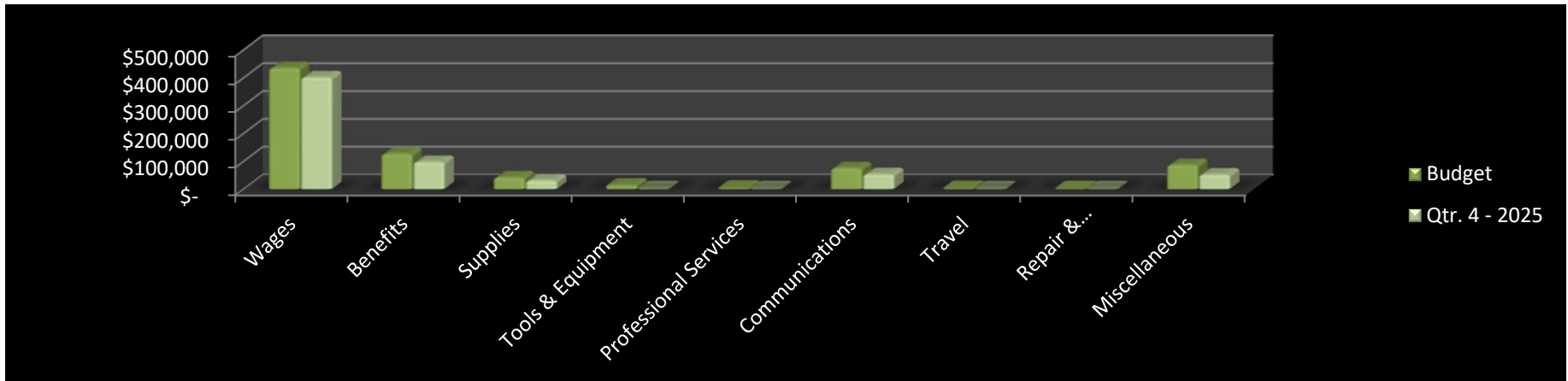
## PUBLIC AFFAIRS:

The public affairs budget is 81% spent with \$637,991 in spending. Although there are a few line items that exceed the amounts budgeted they all involve small dollar amounts and are not considered significant. There are several line items that remain unspent for the year including overtime, first aid supplies, additional VEBA, professional services, and repair & maintenance.

Overtime has been consistently under budget over the past several years in this program. Overtime, printing & binding, and postage are the areas of most significance that contribute to this program being under-budget for the year.

Similar to postage and shipping, the printing and binding line item includes costs for the Winter 2024 newsletter and the Spring, Summer and Fall 2025 newsletters. Also included here is the printing of the 2024 Annual Report.

PUBLIC AFFAIRS		Budget	Qtr. 4 - 2025
Wages	\$	434,970	\$ 401,647
Benefits	\$	126,519	\$ 97,817
Supplies	\$	42,500	\$ 31,208
Tools & Equipment	\$	15,000	\$ 795
Professional Services	\$	5,000	\$ -
Communications	\$	75,500	\$ 53,770
Travel	\$	3,000	\$ 140
Repair & Maintenance	\$	2,000	\$ -
Miscellaneous	\$	87,000	\$ 52,614
<b>Totals</b>	<b>\$</b>	<b>791,489</b>	<b>\$ 637,991</b>



**STRATEGIC PLANNING:**

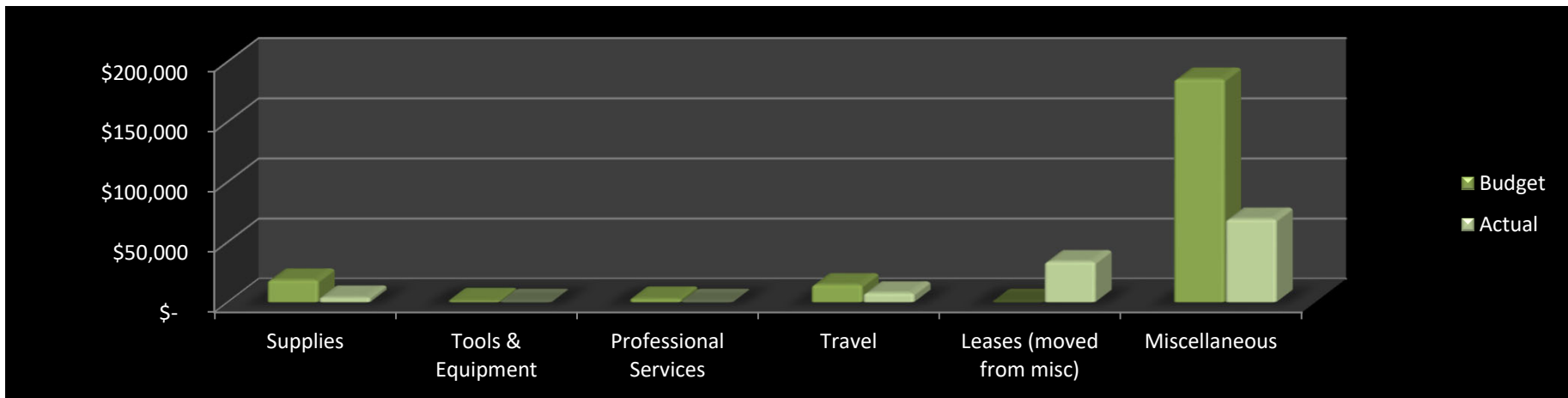
The budget for strategic planning is 51% spent with \$114,706 in spending. Except for leases for software subscriptions, all line items in this program are below budget for the year.

The line item for leases for software was reclassified from software subscriptions based on audit recommendations. The combined costs

for software subscriptions and software leases still falls within the amount budgeted for software subscriptions. Even when these two line items are combined, the total is 59% spent.

Small tools and equipment and professional services are unspent. The training registrations line item is also below budget with 4% of the amount budgeted used.

STRATEGIC PLANNING		Budget	Qtr. 4 - 2025
Supplies	\$	18,500	\$ 4,057
Tools & Equipment	\$	1,500	\$ -
Professional Services	\$	3,000	\$ -
Travel	\$	14,550	\$ 7,776
Leases (moved from misc)	\$	-	\$ 33,772
Miscellaneous	\$	185,482	\$ 69,101
<b>Totals</b>	<b>\$</b>	<b>223,032</b>	<b>\$ 114,706</b>



#### HUMAN RESOURCES:

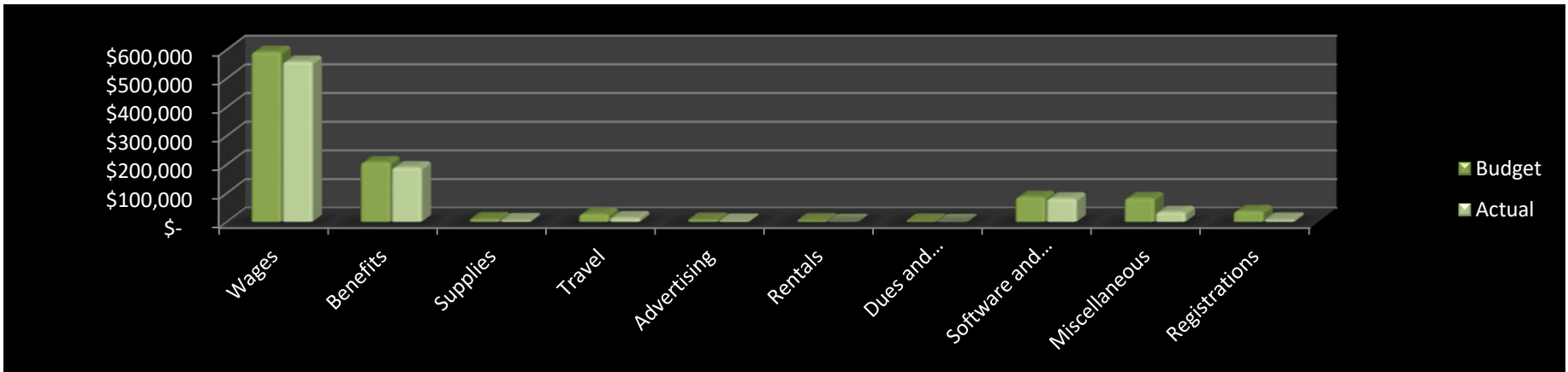
The human resources program budget is 84% spent with \$899,300 in expenditures. Although there are a few line items that exceed the budgeted amounts, there are none of significance.

The line items of most significance that are below the annual budget amounts include registrations and miscellaneous. These areas are 23% and 42% spent respectively.

Registrations are below the budget because fewer employees registered for training than had been budgeted, and at least 1 training was not held.

The miscellaneous costs are below budgeted expectations mostly because national testing network spending was much less than budgeted.

HUMAN RESOURCES		Budget	Qtr. 4 - 2025
Wages	\$	592,760	\$ 558,826
Benefits	\$	208,375	\$ 190,340
Supplies	\$	10,500	\$ 5,968
Travel	\$	27,870	\$ 14,909
Advertising	\$	8,349	\$ 3,603
Rentals	\$	5,500	\$ -
Dues and Subscriptions	\$	3,114	\$ 341
Software and Licensing	\$	87,222	\$ 81,901
Miscellaneous	\$	83,245	\$ 34,759
Registrations	\$	37,720	\$ 8,652
<b>Totals</b>	<b>\$</b>	<b>1,064,655</b>	<b>\$ 899,300</b>



## Budget Report

## Account Summary

For Fiscal: 2025 Period Ending: 12/31/2025



Snohomish Regional Fire &amp; Rescue, WA

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 001 - General Fund</b>							
<b>Revenue</b>							
<a href="#">001-311-10-00-00</a>	Regular Property Taxes	62,922,090.28	62,922,090.28	0.00	63,238,026.11	315,935.83	100.50 %
<a href="#">001-311-10-00-01</a>	EMS taxes	12,066,512.83	12,066,512.83	0.00	12,001,322.60	-65,190.23	99.46 %
<a href="#">001-311-10-00-02</a>	M&O Levy	0.00	0.00	0.00	58.57	58.57	0.00 %
<a href="#">001-322-90-00-01</a>	Burn Permits	9,100.00	9,100.00	0.00	10,299.00	1,199.00	113.18 %
<a href="#">001-332-93-40-00</a>	GEMT	6,897,321.00	6,897,321.00	0.00	6,854,825.55	-42,495.45	99.38 %
<a href="#">001-333-97-00-00</a>	Federal Indirect Grants	0.00	0.00	0.00	23,996.00	23,996.00	0.00 %
<a href="#">001-334-04-90-00</a>	State Grant- Trauma	0.00	0.00	0.00	778.00	778.00	0.00 %
<a href="#">001-334-06-90-01</a>	L&I Grant - Stay at Work	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-334-06-90-02</a>	L&I Grant - FIIRE	0.00	0.00	0.00	25,000.00	25,000.00	0.00 %
<a href="#">001-337-00-00-00</a>	Local Grants, Entitlements and Othe..	8,650.00	8,650.00	0.00	34,159.84	25,509.84	394.91 %
<a href="#">001-342-21-00-00</a>	Medical Records	700.00	700.00	0.00	2,938.35	2,238.35	419.76 %
<a href="#">001-342-21-00-01</a>	State Mobe Personnel	0.00	0.00	0.00	283,006.41	283,006.41	0.00 %
<a href="#">001-342-21-00-02</a>	State Mobe Eqpt.	0.00	0.00	0.00	130,887.57	130,887.57	0.00 %
<a href="#">001-342-21-00-04</a>	Brightwater Contract	112,449.50	112,449.50	0.00	121,443.81	8,994.31	108.00 %
<a href="#">001-342-21-00-05</a>	School Districts	30,700.00	30,700.00	0.00	27,044.28	-3,655.72	88.09 %
<a href="#">001-342-21-00-08</a>	Other Service Contracts	16,000.00	16,000.00	0.00	17,147.08	1,147.08	107.17 %
<a href="#">001-342-21-00-09</a>	County Fair Contract	83,664.83	83,664.83	0.00	0.00	-83,664.83	0.00 %
<a href="#">001-342-21-00-11</a>	SCFD 16 ALS Contract	11,000.00	11,000.00	0.00	13,800.00	2,800.00	125.45 %
<a href="#">001-342-21-00-12</a>	Evergreen Fair Aid Station	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-342-21-00-13</a>	Unprotected Land Contracts	0.00	0.00	0.00	13,273.49	13,273.49	0.00 %
<a href="#">001-342-21-00-14</a>	DOC Contract	394,837.96	394,837.96	0.00	499,470.03	104,632.07	126.50 %
<a href="#">001-342-21-00-16</a>	Address Sign Sales	400.00	400.00	0.00	570.00	170.00	142.50 %
<a href="#">001-342-21-00-18</a>	LS Sewer District Contract	3,800.00	3,800.00	0.00	10,761.92	6,961.92	283.21 %
<a href="#">001-342-21-00-19</a>	SCFD16 Property Tax	21,500.00	21,500.00	0.00	44,550.06	23,050.06	207.21 %
<a href="#">001-342-40-00-01</a>	Plan Review/ Permits/ Inspections	85,000.00	85,000.00	0.00	232,024.42	147,024.42	272.97 %
<a href="#">001-342-60-00-00</a>	Transports	2,500,000.00	2,500,000.00	0.00	3,204,091.61	704,091.61	128.16 %
<a href="#">001-342-60-00-01</a>	MVCs	25,000.00	25,000.00	0.00	32,425.65	7,425.65	129.70 %
<a href="#">001-359-00-00-01</a>	PSCAA- Illegal Burns	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-361-10-00-00</a>	Investment Interest	1,000,000.00	1,000,000.00	0.00	2,437,708.25	1,437,708.25	243.77 %
<a href="#">001-367-00-00-00</a>	Contributions and Donations from ...	0.00	0.00	0.00	384.72	384.72	0.00 %
<a href="#">001-369-10-00-00</a>	Sale of Scrap/Surplus	0.00	0.00	0.00	64,413.08	64,413.08	0.00 %
<a href="#">001-369-20-00-00</a>	Unclaimed Property	0.00	0.00	0.00	2,906.33	2,906.33	0.00 %
<a href="#">001-369-91-00-00</a>	Other Revenue	8,200.00	8,200.00	0.00	12,206.92	4,006.92	148.86 %
<a href="#">001-369-91-00-01</a>	Refunds & Reimbursements	180,000.00	180,000.00	0.00	689,887.84	509,887.84	383.27 %
<a href="#">001-395-00-00-00</a>	Insurance Recovery	0.00	0.00	0.00	56,542.66	56,542.66	0.00 %
<a href="#">001-395-10-00-00</a>	Sale of Property	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-397-00-00-02</a>	Transfer in from Excise Tax	0.00	0.00	0.00	0.13	0.13	0.00 %
<a href="#">001-397-00-00-05</a>	Transfer in From Shop	110,000.00	110,000.00	0.00	110,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>86,486,926.40</b>	<b>86,486,926.40</b>	<b>0.00</b>	<b>90,195,950.28</b>	<b>3,709,023.88</b>	<b>104.29%</b>
<b>Expense</b>							
<a href="#">001-501-522-10-10-01</a>	Commissioner - Wages	105,042.00	105,042.00	0.00	121,072.00	-16,030.00	115.26 %
<a href="#">001-501-522-10-20-06</a>	Commissioner - Social Security	13,130.00	13,130.00	0.00	7,178.37	5,951.63	54.67 %
<a href="#">001-501-522-10-20-08</a>	Commissioner - Medicare	1,530.00	1,530.00	0.00	1,771.57	-241.57	115.79 %
<a href="#">001-501-522-10-20-09</a>	Commissioner - L&I	130.00	130.00	0.00	115.83	14.17	89.10 %
<a href="#">001-501-522-10-20-13</a>	Commissioner - Deferred Comp	0.00	0.00	0.00	1,101.24	-1,101.24	0.00 %
<a href="#">001-501-522-10-20-14</a>	Commissioner - AD&D	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-501-522-10-20-15</a>	Commissioner - Paid Family & Medi...	275.00	275.00	0.00	344.86	-69.86	125.40 %
<a href="#">001-501-522-10-41-03</a>	Commissioner - Professional Services	100,000.00	100,000.00	0.00	138,819.87	-38,819.87	138.82 %
<a href="#">001-501-522-10-43-01</a>	Commissioner - Travel	3,500.00	3,500.00	0.00	1,367.00	2,133.00	39.06 %
<a href="#">001-501-522-10-49-01</a>	Commissioner - All Dues	6,220.00	6,220.00	0.00	7,449.00	-1,229.00	119.76 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Used
<a href="#">001-501-522-10-49-04</a>	Commissioner - Other Miscellaneous	1,000.00	1,000.00	0.00	288.29	711.71	28.83 %
<a href="#">001-501-522-45-49-01</a>	Commissioner - Registration	2,025.00	2,025.00	0.00	450.00	1,575.00	22.22 %
<a href="#">001-502-522-10-10-01</a>	Admin - Wages	1,272,700.00	1,317,620.00	0.00	1,350,207.49	-32,587.49	102.47 %
<a href="#">001-502-522-10-10-02</a>	Admin - Overtime	2,810.00	2,810.00	0.00	1,328.02	1,481.98	47.26 %
<a href="#">001-502-522-10-10-03</a>	Admin - Leave Sell Back	95,900.00	95,900.00	0.00	74,537.49	21,362.51	77.72 %
<a href="#">001-502-522-10-20-05</a>	Admin - Medical/Dental	205,200.00	205,200.00	0.00	189,598.70	15,601.30	92.40 %
<a href="#">001-502-522-10-20-06</a>	Admin - Retirement	90,400.00	94,490.00	0.00	80,411.66	14,078.34	85.10 %
<a href="#">001-502-522-10-20-07</a>	Admin - Disability	2,190.00	2,190.00	0.00	2,109.41	80.59	96.32 %
<a href="#">001-502-522-10-20-08</a>	Admin - Medicare	19,910.00	20,591.00	0.00	20,825.02	-234.02	101.14 %
<a href="#">001-502-522-10-20-09</a>	Admin - L&I	14,410.00	14,410.00	0.00	12,786.11	1,623.89	88.73 %
<a href="#">001-502-522-10-20-10</a>	Admin - VEBA	28,820.00	28,820.00	0.00	20,388.00	8,432.00	70.74 %
<a href="#">001-502-522-10-20-13</a>	Admin - Deferred Comp	6,520.00	11,030.00	0.00	10,159.76	870.24	92.11 %
<a href="#">001-502-522-10-20-14</a>	Admin - AD&D	2,200.00	2,200.00	0.00	3,536.67	-1,336.67	160.76 %
<a href="#">001-502-522-10-20-15</a>	Admin - Paid Family & Medical Leave	2,035.00	2,159.00	0.00	3,168.38	-1,009.38	146.75 %
<a href="#">001-502-522-10-31-00</a>	Admin - Office Supplies	30,400.00	30,400.00	0.00	22,938.83	7,461.17	75.46 %
<a href="#">001-502-522-10-35-00</a>	Admin - Small Tools/Minor Equip.	2,000.00	2,000.00	0.00	1,259.75	740.25	62.99 %
<a href="#">001-502-522-10-41-01</a>	Admin - Professional Services	149,100.00	169,100.00	0.00	133,142.43	35,957.57	78.74 %
<a href="#">001-502-522-10-42-00</a>	Admin - Postage & Shipping	3,750.00	3,750.00	0.00	3,811.09	-61.09	101.63 %
<a href="#">001-502-522-10-43-00</a>	Admin - Travel	30,000.00	30,000.00	0.00	1,366.76	28,633.24	4.56 %
<a href="#">001-502-522-10-49-01</a>	Admin - Dues	14,934.00	14,934.00	0.00	9,882.44	5,051.56	66.17 %
<a href="#">001-502-522-10-49-06</a>	Admin - Other Miscellaneous	20,805.00	186,815.00	0.00	256,039.26	-69,224.26	137.05 %
<a href="#">001-502-522-10-49-07</a>	Admin - Service Awards	48,200.00	48,200.00	0.00	29,986.25	18,213.75	62.21 %
<a href="#">001-502-522-10-49-08</a>	Admin - Continuous Improvement	90,000.00	90,000.00	0.00	26,832.57	63,167.43	29.81 %
<a href="#">001-502-522-45-49-02</a>	Admin - Training Registration	22,050.00	22,050.00	0.00	1,867.82	20,182.18	8.47 %
<a href="#">001-503-522-10-10-01</a>	Finance - Wages	1,085,720.00	1,198,970.00	0.00	1,136,506.87	62,463.13	94.79 %
<a href="#">001-503-522-10-10-02</a>	Finance - Overtime	6,300.00	6,300.00	0.00	2,861.22	3,438.78	45.42 %
<a href="#">001-503-522-10-10-03</a>	Finance - Leave Sell Back	162,500.00	162,500.00	0.00	81,288.00	81,212.00	50.02 %
<a href="#">001-503-522-10-10-04</a>	Finance - Comp	3,600.00	3,600.00	0.00	0.00	3,600.00	0.00 %
<a href="#">001-503-522-10-20-05</a>	Finance - Medical/Dental	152,000.00	152,000.00	0.00	180,004.53	-28,004.53	118.42 %
<a href="#">001-503-522-10-20-06</a>	Finance - Retirement	113,500.00	123,758.00	0.00	82,041.95	41,716.05	66.29 %
<a href="#">001-503-522-10-20-07</a>	Finance - Disability	3,120.00	3,120.00	0.00	2,991.98	128.02	95.90 %
<a href="#">001-503-522-10-20-08</a>	Finance - Medicare	18,870.00	20,620.00	0.00	18,318.66	2,301.34	88.84 %
<a href="#">001-503-522-10-20-09</a>	Finance - L&I	3,390.00	3,390.00	0.00	2,561.68	828.32	75.57 %
<a href="#">001-503-522-10-20-10</a>	Finance - VEBA	11,930.00	11,930.00	0.00	0.00	11,930.00	0.00 %
<a href="#">001-503-522-10-20-13</a>	Finance - Deferred Comp	27,280.00	46,130.00	0.00	42,705.26	3,424.74	92.58 %
<a href="#">001-503-522-10-20-14</a>	Finance - AD&D	3,200.00	3,200.00	0.00	2,528.03	671.97	79.00 %
<a href="#">001-503-522-10-20-15</a>	Finance - PFML	2,965.00	3,302.00	0.00	3,288.67	13.33	99.60 %
<a href="#">001-503-522-10-43-00</a>	Finance - Travel	27,895.00	27,895.00	0.00	11,192.81	16,702.19	40.12 %
<a href="#">001-503-522-10-45-00</a>	Finance - Rentals	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-503-522-10-49-01</a>	Finance - Dues & Subscriptions	1,698.00	1,698.00	0.00	1,075.00	623.00	63.31 %
<a href="#">001-503-522-10-49-06</a>	Finance - Other Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-503-522-45-49-02</a>	Finance - Training Registration	65,700.00	65,700.00	0.00	17,418.00	48,282.00	26.51 %
<a href="#">001-504-522-20-10-01</a>	Suppression - Wages	23,881,000.00	23,881,000.00	0.00	21,930,891.45	1,950,108.55	91.83 %
<a href="#">001-504-522-20-10-02</a>	Suppression - Overtime	4,845,746.00	4,845,746.00	0.00	3,538,209.79	1,307,536.21	73.02 %
<a href="#">001-504-522-20-10-03</a>	Suppression - Leave Sell Back	1,567,000.00	1,567,000.00	0.00	1,149,447.92	417,552.08	73.35 %
<a href="#">001-504-522-20-10-04</a>	Suppression - Comp	243,400.00	243,400.00	0.00	0.00	243,400.00	0.00 %
<a href="#">001-504-522-20-20-05</a>	Suppression - Medical/Dental	5,194,000.00	5,194,000.00	0.00	4,752,306.80	441,693.20	91.50 %
<a href="#">001-504-522-20-20-06</a>	Suppression - Retirement	1,625,000.00	1,625,000.00	0.00	1,393,897.28	231,102.72	85.78 %
<a href="#">001-504-522-20-20-07</a>	Suppression - Disability	54,000.00	54,000.00	0.00	50,330.13	3,669.87	93.20 %
<a href="#">001-504-522-20-20-08</a>	Suppression - Medicare	443,000.00	443,000.00	0.00	400,776.17	42,223.83	90.47 %
<a href="#">001-504-522-20-20-09</a>	Suppression - L&I	1,444,000.00	1,444,000.00	0.00	1,046,247.00	397,753.00	72.45 %
<a href="#">001-504-522-20-20-10</a>	Suppression - VEBA	5,460.00	5,460.00	0.00	5,799.01	-339.01	106.21 %
<a href="#">001-504-522-20-20-13</a>	Suppression - Deferred Comp	1,370,000.00	1,370,000.00	0.00	1,131,492.63	238,507.37	82.59 %
<a href="#">001-504-522-20-20-14</a>	Suppression - AD&D	8,000.00	8,000.00	0.00	5,355.59	2,644.41	66.94 %
<a href="#">001-504-522-20-20-15</a>	Suppression - Paid Family & Medical..	65,300.00	65,300.00	0.00	69,518.63	-4,218.63	106.46 %
<a href="#">001-504-522-20-31-01</a>	Suppression - Operating Supplies	83,500.00	83,500.00	0.00	22,657.92	60,842.08	27.14 %
<a href="#">001-504-522-20-31-02</a>	Suppression - Radio Supplies	1,000.00	1,000.00	0.00	0.00	1,000.00	0.00 %
<a href="#">001-504-522-20-31-03</a>	Suppression - SCBA Supplies	30,000.00	30,000.00	0.00	10,677.35	19,322.65	35.59 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Used
<a href="#">001-504-522-20-31-07</a>	Suppression - Uniforms	260,150.00	260,150.00	0.00	243,190.24	16,959.76	93.48 %
<a href="#">001-504-522-20-31-10</a>	Suppression - Bunker Gear Supplies	65,000.00	65,000.00	0.00	25,716.41	39,283.59	39.56 %
<a href="#">001-504-522-20-32-00</a>	Suppression - Fuel	195,000.00	195,000.00	0.00	173,026.55	21,973.45	88.73 %
<a href="#">001-504-522-20-35-00</a>	Suppression - Small Tools/Minor Eq...	195,000.00	195,000.00	0.00	148,819.21	46,180.79	76.32 %
<a href="#">001-504-522-20-41-01</a>	Suppression - Air Monitoring	12,500.00	12,500.00	0.00	14,215.62	-1,715.62	113.72 %
<a href="#">001-504-522-20-41-02</a>	Suppression - Hose Testing	35,000.00	35,000.00	0.00	31,886.40	3,113.60	91.10 %
<a href="#">001-504-522-20-48-01</a>	Suppression - Apparatus Repair/Ma...	1,800,000.00	1,800,000.00	0.00	1,525,505.20	274,494.80	84.75 %
<a href="#">001-504-522-20-48-02</a>	Suppression - Equip. Repair/Maint.	60,500.00	60,500.00	0.00	14,614.57	45,885.43	24.16 %
<a href="#">001-504-522-20-48-11</a>	Suppression - Bunker Gear Repair/...	35,000.00	35,000.00	0.00	40,522.83	-5,522.83	115.78 %
<a href="#">001-504-522-20-48-12</a>	Suppression - SCBA Repair/Maint.	55,000.00	55,000.00	0.00	31,978.62	23,021.38	58.14 %
<a href="#">001-504-522-20-49-02</a>	Suppression - Cost Share Zone 11	47,500.00	47,500.00	0.00	37,859.05	9,640.95	79.70 %
<a href="#">001-504-522-20-49-04</a>	Suppression - Other Miscellaneous	7,000.00	7,000.00	0.00	2,156.66	4,843.34	30.81 %
<a href="#">001-504-528-00-41-00</a>	Dispatch Services - SNO 911	213,820.00	213,820.00	0.00	214,216.81	-396.81	100.19 %
<a href="#">001-505-522-30-10-01</a>	Prevention Services - Wages	1,310,500.00	1,335,230.00	0.00	1,300,002.41	35,227.59	97.36 %
<a href="#">001-505-522-30-10-02</a>	Prevention Services - Overtime	121,568.00	121,568.00	0.00	37,906.44	83,661.56	31.18 %
<a href="#">001-505-522-30-10-03</a>	Prevention Services - Leave Sell Back	212,300.00	212,300.00	0.00	120,535.39	91,764.61	56.78 %
<a href="#">001-505-522-30-10-04</a>	Prevention Services - Comp	12,200.00	12,200.00	0.00	0.00	12,200.00	0.00 %
<a href="#">001-505-522-30-20-05</a>	Prevention Services - Medical/Dental	246,100.00	246,100.00	0.00	254,568.94	-8,468.94	103.44 %
<a href="#">001-505-522-30-20-06</a>	Prevention Services - Retirement	99,200.00	101,576.00	0.00	77,288.23	24,287.77	76.09 %
<a href="#">001-505-522-30-20-07</a>	Prevention Services - Disability	2,500.00	2,500.00	0.00	2,490.96	9.04	99.64 %
<a href="#">001-505-522-30-20-08</a>	Prevention Services - Medicare	24,150.00	24,535.00	0.00	21,680.64	2,854.36	88.37 %
<a href="#">001-505-522-30-20-09</a>	Prevention Services - L&I	47,000.00	47,000.00	0.00	30,652.91	16,347.09	65.22 %
<a href="#">001-505-522-30-20-10</a>	Prevention Services - VEBA	6,340.00	6,340.00	0.00	5,248.00	1,092.00	82.78 %
<a href="#">001-505-522-30-20-13</a>	Prevention Services - Deferred Comp	64,500.00	65,690.00	0.00	45,482.82	20,207.18	69.24 %
<a href="#">001-505-522-30-20-14</a>	Prevention Services - AD&D	1,350.00	1,350.00	0.00	815.90	534.10	60.44 %
<a href="#">001-505-522-30-20-15</a>	Prevention Services - Paid Family & ...	2,935.00	3,007.00	0.00	3,618.58	-611.58	120.34 %
<a href="#">001-505-522-30-31-00</a>	Prevention Services - Operating Su...	8,500.00	8,500.00	0.00	7,663.68	836.32	90.16 %
<a href="#">001-505-522-30-35-00</a>	Prevention Services - Small Tools/M...	19,000.00	19,000.00	0.00	11,296.54	7,703.46	59.46 %
<a href="#">001-505-522-30-41-00</a>	Prevention Services - Professional S...	16,000.00	16,000.00	0.00	2,813.75	13,186.25	17.59 %
<a href="#">001-505-522-30-43-00</a>	Prevention Services - Travel	22,300.00	22,300.00	0.00	17,169.55	5,130.45	76.99 %
<a href="#">001-505-522-30-49-02</a>	Prevention Services - Dues & Subscr...	13,694.00	13,694.00	0.00	9,280.14	4,413.86	67.77 %
<a href="#">001-505-522-30-49-04</a>	Prevention Services - Software Lice...	41,500.00	41,500.00	0.00	23,074.53	18,425.47	55.60 %
<a href="#">001-505-522-45-49-02</a>	Prevention Services - Training Regis...	22,217.00	22,217.00	0.00	18,803.75	3,413.25	84.64 %
<a href="#">001-506-522-45-10-01</a>	Training - Wages	1,110,400.00	1,125,550.00	0.00	1,104,921.91	20,628.09	98.17 %
<a href="#">001-506-522-45-10-02</a>	Training - Overtime	90,000.00	90,000.00	0.00	96,000.63	-6,000.63	106.67 %
<a href="#">001-506-522-45-10-03</a>	Training - Leave Sell Back	140,500.00	140,500.00	0.00	182,467.10	-41,967.10	129.87 %
<a href="#">001-506-522-45-10-04</a>	Training - Comp	19,320.00	19,320.00	0.00	0.00	19,320.00	0.00 %
<a href="#">001-506-522-45-20-05</a>	Training - Medical/Dental	183,000.00	183,000.00	0.00	191,174.81	-8,174.81	104.47 %
<a href="#">001-506-522-45-20-06</a>	Training - Retirement	76,000.00	77,537.00	0.00	67,727.84	9,809.16	87.35 %
<a href="#">001-506-522-45-20-07</a>	Training - Disability	2,200.00	2,200.00	0.00	2,210.29	-10.29	100.47 %
<a href="#">001-506-522-45-20-08</a>	Training - Medicare	19,730.00	20,002.00	0.00	20,607.65	-605.65	103.03 %
<a href="#">001-506-522-45-20-09</a>	Training - L&I	51,100.00	51,100.00	0.00	34,724.04	16,375.96	67.95 %
<a href="#">001-506-522-45-20-10</a>	Training - VEBA	5,470.00	5,470.00	0.00	-5,299.00	10,769.00	-96.87 %
<a href="#">001-506-522-45-20-13</a>	Training - Deferred Comp	60,500.00	65,640.00	0.00	47,445.66	18,194.34	72.28 %
<a href="#">001-506-522-45-20-14</a>	Training - AD&D	500.00	500.00	0.00	845.27	-345.27	169.05 %
<a href="#">001-506-522-45-20-15</a>	Training - Paid Family & Medical Le...	2,510.00	2,548.00	0.00	3,270.35	-722.35	128.35 %
<a href="#">001-506-522-45-31-02</a>	Training - Operating Supplies	1,200.00	1,200.00	0.00	2,180.06	-980.06	181.67 %
<a href="#">001-506-522-45-31-03</a>	Training - Miscellaneous Supplies	60,850.00	60,850.00	0.00	23,128.15	37,721.85	38.01 %
<a href="#">001-506-522-45-34-00</a>	Training - Library/Text Books	13,651.00	13,651.00	0.00	4,454.49	9,196.51	32.63 %
<a href="#">001-506-522-45-35-00</a>	Training - Small Tools/Equipment	49,018.00	49,018.00	0.00	30,726.59	18,291.41	62.68 %
<a href="#">001-506-522-45-41-00</a>	Training - Professional Services	31,000.00	31,000.00	0.00	2,284.39	28,715.61	7.37 %
<a href="#">001-506-522-45-41-01</a>	Training - Chaplains	2,000.00	2,000.00	0.00	0.00	2,000.00	0.00 %
<a href="#">001-506-522-45-41-03</a>	Training - Explorers	1,000.00	1,000.00	0.00	0.00	1,000.00	0.00 %
<a href="#">001-506-522-45-43-00</a>	Training - Travel Expenses	280,760.00	280,760.00	0.00	126,215.14	154,544.86	44.95 %
<a href="#">001-506-522-45-45-00</a>	Training - Testing/Training Facility R...	78,900.00	78,900.00	0.00	41,633.87	37,266.13	52.77 %
<a href="#">001-506-522-45-49-00</a>	Training - Software Subscription/Lic...	43,000.00	43,000.00	0.00	38,471.30	4,528.70	89.47 %
<a href="#">001-506-522-45-49-01</a>	Training - Dues & Subscriptions	1,000.00	1,000.00	0.00	274.00	726.00	27.40 %
<a href="#">001-506-522-45-49-02</a>	Training - Registration	303,215.00	303,215.00	0.00	106,555.96	196,659.04	35.14 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Used
<a href="#">001-506-522-45-49-05</a>	Training - IFSAC Testing	8,400.00	8,400.00	0.00	900.00	7,500.00	10.71 %
<a href="#">001-506-522-45-49-06</a>	Training - HAZMAT	16,500.00	16,500.00	0.00	0.00	16,500.00	0.00 %
<a href="#">001-506-522-45-49-10</a>	Training - Tuition	114,000.00	114,000.00	0.00	86,259.00	27,741.00	75.67 %
<a href="#">001-506-522-45-49-23</a>	Training - Career Academy	300,000.00	300,000.00	0.00	67,720.61	232,279.39	22.57 %
<a href="#">001-506-522-45-49-26</a>	Training - Rescue Swimmer Training...	500.00	500.00	0.00	618.00	-118.00	123.60 %
<a href="#">001-506-522-45-49-37</a>	Training - Paramedic Training	110,300.00	110,300.00	0.00	60,972.14	49,327.86	55.28 %
<a href="#">001-506-522-45-49-44</a>	Training - Training Consortium	20,000.00	20,000.00	0.00	0.00	20,000.00	0.00 %
<a href="#">001-507-522-45-49-02</a>	Logistics - Training Registration	12,000.00	12,000.00	0.00	11,070.56	929.44	92.25 %
<a href="#">001-507-522-50-10-01</a>	Logistics - Wages	657,100.00	780,720.00	0.00	762,665.64	18,054.36	97.69 %
<a href="#">001-507-522-50-10-02</a>	Logistics - Overtime	3,000.00	3,000.00	0.00	271.08	2,728.92	9.04 %
<a href="#">001-507-522-50-10-03</a>	Logistics - Leave Sell Back	53,110.00	53,110.00	0.00	43,028.82	10,081.18	81.02 %
<a href="#">001-507-522-50-10-04</a>	Logistics - Comp	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-507-522-50-20-05</a>	Logistics - Medical/Dental	157,100.00	157,100.00	0.00	155,546.29	1,553.71	99.01 %
<a href="#">001-507-522-50-20-06</a>	Logistics - Retirement	54,900.00	66,393.00	0.00	52,142.06	14,250.94	78.54 %
<a href="#">001-507-522-50-20-07</a>	Logistics - Disability	1,880.00	1,880.00	0.00	1,836.82	43.18	97.70 %
<a href="#">001-507-522-50-20-08</a>	Logistics - Medicare	10,340.00	12,181.00	0.00	11,967.42	213.58	98.25 %
<a href="#">001-507-522-50-20-09</a>	Logistics - L&I	5,920.00	5,920.00	0.00	5,997.42	-77.42	101.31 %
<a href="#">001-507-522-50-20-10</a>	Logistics - VEBA	9,960.00	9,960.00	0.00	5,350.00	4,610.00	53.71 %
<a href="#">001-507-522-50-20-13</a>	Logistics - Deferred Comp	7,860.00	19,770.00	0.00	19,380.86	389.14	98.03 %
<a href="#">001-507-522-50-20-14</a>	Logistics - AD&D	1,500.00	1,500.00	0.00	1,879.92	-379.92	125.33 %
<a href="#">001-507-522-50-20-15</a>	Logistics - Paid Family & Medical Le...	1,555.00	1,895.00	0.00	2,100.10	-205.10	110.82 %
<a href="#">001-507-522-50-31-00</a>	Logistics - Operating Supplies	80,000.00	80,000.00	0.00	93,861.80	-13,861.80	117.33 %
<a href="#">001-507-522-50-35-00</a>	Logistics - Small Tools/Minor Equip.	140,000.00	140,000.00	0.00	83,908.67	56,091.33	59.93 %
<a href="#">001-507-522-50-41-00</a>	Logistics - Professional Services	276,500.00	276,500.00	0.00	269,576.24	6,923.76	97.50 %
<a href="#">001-507-522-50-41-02</a>	Logistics - Drug & Alcohol Testing	0.00	0.00	0.00	89.00	-89.00	0.00 %
<a href="#">001-507-522-50-43-00</a>	Logistics - Travel	15,800.00	15,800.00	0.00	14,258.77	1,541.23	90.25 %
<a href="#">001-507-522-50-45-00</a>	Logistics - Rentals	10,000.00	10,000.00	0.00	7,371.06	2,628.94	73.71 %
<a href="#">001-507-522-50-47-01</a>	Logistics - Electric	115,000.00	115,000.00	0.00	106,120.44	8,879.56	92.28 %
<a href="#">001-507-522-50-47-02</a>	Logistics - Water	45,000.00	45,000.00	0.00	50,756.00	-5,756.00	112.79 %
<a href="#">001-507-522-50-47-03</a>	Logistics - Gas	70,000.00	70,000.00	0.00	49,877.44	20,122.56	71.25 %
<a href="#">001-507-522-50-47-04</a>	Logistics - Refuse	85,000.00	85,000.00	0.00	82,893.71	2,106.29	97.52 %
<a href="#">001-507-522-50-48-00</a>	Logistics - Repair & Maintenance	465,000.00	465,000.00	0.00	415,317.20	49,682.80	89.32 %
<a href="#">001-507-522-50-49-00</a>	Logistics - Miscellaneous	20,000.00	20,000.00	0.00	25,516.42	-5,516.42	127.58 %
<a href="#">001-507-522-50-49-02</a>	Logistics - Dues & Subscriptions	200.00	200.00	0.00	200.00	0.00	100.00 %
<a href="#">001-508-522-20-10-01</a>	Part Time - Wages	16,524.00	16,524.00	0.00	7,740.00	8,784.00	46.84 %
<a href="#">001-508-522-20-20-06</a>	Part Time - Retirement	2,070.00	2,070.00	0.00	479.88	1,590.12	23.18 %
<a href="#">001-508-522-20-20-08</a>	Part Time - Medicare	240.00	240.00	0.00	112.23	127.77	46.76 %
<a href="#">001-508-522-20-20-09</a>	Part Time - L&I	900.00	900.00	0.00	79.46	820.54	8.83 %
<a href="#">001-508-522-20-20-10</a>	Part Time - VEBA	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-508-522-20-20-14</a>	Part Time - AD&D	1,800.00	1,800.00	0.00	-387.08	2,187.08	-21.50 %
<a href="#">001-508-522-20-20-15</a>	Part Time - Paid Family & Medical L...	45.00	45.00	0.00	22.04	22.96	48.98 %
<a href="#">001-508-522-20-49-00</a>	Part Time - Chaplain Dues	5,200.00	5,200.00	0.00	663.88	4,536.12	12.77 %
<a href="#">001-509-522-20-10-01</a>	EMS - Wages	7,083,200.00	7,083,200.00	0.00	6,531,312.85	551,887.15	92.21 %
<a href="#">001-509-522-20-10-02</a>	EMS - Overtime	2,037,304.00	2,037,304.00	0.00	1,317,581.56	719,722.44	64.67 %
<a href="#">001-509-522-20-10-03</a>	EMS - Leave Sell Back	362,800.00	362,800.00	0.00	377,487.95	-14,687.95	104.05 %
<a href="#">001-509-522-20-10-04</a>	EMS - Comp	123,300.00	123,300.00	0.00	0.00	123,300.00	0.00 %
<a href="#">001-509-522-20-20-05</a>	EMS - Medical/Dental	1,302,400.00	1,302,400.00	0.00	1,235,975.49	66,424.51	94.90 %
<a href="#">001-509-522-20-20-06</a>	EMS - Retirement	511,100.00	511,100.00	0.00	435,480.14	75,619.86	85.20 %
<a href="#">001-509-522-20-20-07</a>	EMS - Disability	13,800.00	13,800.00	0.00	12,835.35	964.65	93.01 %
<a href="#">001-509-522-20-20-08</a>	EMS - Medicare	139,300.00	139,300.00	0.00	123,041.45	16,258.55	88.33 %
<a href="#">001-509-522-20-20-09</a>	EMS - L&I	303,100.00	303,100.00	0.00	269,782.64	33,317.36	89.01 %
<a href="#">001-509-522-20-20-10</a>	EMS - VEBA	4,530.00	4,530.00	0.00	5,299.00	-769.00	116.98 %
<a href="#">001-509-522-20-20-13</a>	EMS - Deferred Comp	406,000.00	406,000.00	0.00	332,469.18	73,530.82	81.89 %
<a href="#">001-509-522-20-20-14</a>	EMS - AD&D	250.00	250.00	0.00	292.80	-42.80	117.12 %
<a href="#">001-509-522-20-20-15</a>	EMS - Paid Family & Medical Leave	16,100.00	16,100.00	0.00	20,072.94	-3,972.94	124.68 %
<a href="#">001-509-522-20-31-01</a>	EMS - Fair Supplies	1,500.00	1,500.00	0.00	41.87	1,458.13	2.79 %
<a href="#">001-509-522-20-32-00</a>	EMS - Fuel	195,000.00	195,000.00	0.00	166,986.06	28,013.94	85.63 %
<a href="#">001-509-522-20-35-00</a>	EMS - Small Tools/Minor Equip.	55,225.00	55,225.00	0.00	42,661.00	12,564.00	77.25 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Used
<a href="#">001-509-522-20-41-02</a>	EMS - Professional Services	242,135.00	242,135.00	0.00	90,495.37	151,639.63	37.37 %
<a href="#">001-509-522-20-41-05</a>	EMS - Systems Design Billing	170,000.00	170,000.00	0.00	164,523.95	5,476.05	96.78 %
<a href="#">001-509-522-20-41-06</a>	EMS - Biohazard Waste Removal	5,000.00	5,000.00	0.00	2,055.42	2,944.58	41.11 %
<a href="#">001-509-522-20-41-11</a>	EMS - Sno Co MPD & EMS	255,000.00	255,000.00	0.00	167,266.66	87,733.34	65.59 %
<a href="#">001-509-522-20-41-13</a>	EMS - GEMT Professional Services	65,000.00	65,000.00	0.00	0.00	65,000.00	0.00 %
<a href="#">001-509-522-20-43-00</a>	EMS - Travel	63,000.00	63,000.00	0.00	3,466.78	59,533.22	5.50 %
<a href="#">001-509-522-20-45-00</a>	EMS - Rentals	35,000.00	35,000.00	0.00	20,015.04	14,984.96	57.19 %
<a href="#">001-509-522-20-48-01</a>	EMS - Equip. Repair/Maint.	401,600.00	401,600.00	0.00	451,295.67	-49,695.67	112.37 %
<a href="#">001-509-522-20-49-01</a>	EMS - Dues & Subscriptions	800.00	800.00	0.00	0.00	800.00	0.00 %
<a href="#">001-509-522-20-49-02</a>	EMS - Software Subscriptions/Licens..	172,370.00	172,370.00	0.00	70,338.25	102,031.75	40.81 %
<a href="#">001-509-522-20-49-04</a>	EMS - Other Miscellaneous	24,500.00	24,500.00	0.00	4,330.52	20,169.48	17.68 %
<a href="#">001-509-522-26-49-00</a>	EMS - Transport Refunds	10,000.00	10,000.00	0.00	24,771.27	-14,771.27	247.71 %
<a href="#">001-509-522-30-31-01</a>	EMS - Medications & Medical Suppl...	325,000.00	325,000.00	0.00	292,608.35	32,391.65	90.03 %
<a href="#">001-509-522-45-49-02</a>	EMS - Training Registration	85,300.00	85,300.00	0.00	41,851.56	43,448.44	49.06 %
<a href="#">001-509-528-00-41-00</a>	EMS - SNO911 Services	949,325.00	949,325.00	0.00	912,616.46	36,708.54	96.13 %
<a href="#">001-509-589-26-49-01</a>	EMS - GEMT State Share	0.00	0.00	0.00	85,952.80	-85,952.80	0.00 %
<a href="#">001-510-522-20-20-15</a>	Health & Safety - Member Assistan...	8,500.00	8,500.00	0.00	8,642.40	-142.40	101.68 %
<a href="#">001-510-522-20-31-01</a>	Health & Safety - Operating Supplies	4,400.00	4,400.00	0.00	558.97	3,841.03	12.70 %
<a href="#">001-510-522-20-34-00</a>	Health & Safety - Inventory	6,500.00	6,500.00	0.00	0.00	6,500.00	0.00 %
<a href="#">001-510-522-20-35-01</a>	Health & Safety - Small Tools & Equ...	7,000.00	7,000.00	0.00	8,680.72	-1,680.72	124.01 %
<a href="#">001-510-522-20-41-01</a>	Health & Safety - Screening & Testi...	94,000.00	94,000.00	0.00	65,484.00	28,516.00	69.66 %
<a href="#">001-510-522-20-41-06</a>	Health & Safety - Annual/Hazmat P...	190,000.00	190,000.00	0.00	93,182.00	96,818.00	49.04 %
<a href="#">001-510-522-20-41-07</a>	Health & Safety - Professional Consu...	15,240.00	15,240.00	0.00	3,050.00	12,190.00	20.01 %
<a href="#">001-510-522-20-41-08</a>	Health & Safety - Mental Health Ser...	6,000.00	6,000.00	0.00	0.00	6,000.00	0.00 %
<a href="#">001-510-522-20-43-00</a>	Health & Safety - Travel	38,125.00	38,125.00	0.00	1,949.69	36,175.31	5.11 %
<a href="#">001-510-522-20-48-00</a>	Health & Safety - Repair & Mainten...	8,500.00	8,500.00	0.00	5,056.20	3,443.80	59.48 %
<a href="#">001-510-522-20-49-00</a>	Health & Safety - Fitness Trainers/...	6,500.00	6,500.00	0.00	1,109.96	5,390.04	17.08 %
<a href="#">001-510-522-20-49-01</a>	Health & Safety - Dues & Subscripti...	1,500.00	1,500.00	0.00	550.79	949.21	36.72 %
<a href="#">001-510-522-20-49-04</a>	Health & Safety - Software Subscripti...	6,000.00	6,000.00	0.00	6,061.54	-61.54	101.03 %
<a href="#">001-510-522-45-49-00</a>	Health & Safety - Training Registrati...	15,000.00	15,000.00	0.00	1,100.00	13,900.00	7.33 %
<a href="#">001-512-522-10-41-00</a>	Non-Departmental - Labor Attorney	60,000.00	60,000.00	0.00	49,777.38	10,222.62	82.96 %
<a href="#">001-512-522-10-41-02</a>	Non-Departmental - Misc Banking f...	5,000.00	5,000.00	0.00	3,702.21	1,297.79	74.04 %
<a href="#">001-512-522-10-41-03</a>	Non-Departmental - Legal Services	200,000.00	200,000.00	0.00	179,967.10	20,032.90	89.98 %
<a href="#">001-512-522-10-41-12</a>	Non-Departmental - State Auditor	31,460.00	31,460.00	0.00	49,297.75	-17,837.75	156.70 %
<a href="#">001-512-522-10-49-06</a>	Non-Departmental - Rebranding	280,000.00	280,000.00	0.00	7,381.29	272,618.71	2.64 %
<a href="#">001-512-522-20-20-14</a>	Non-Departmental - Unemployment...	15,000.00	15,000.00	0.00	21,411.86	-6,411.86	142.75 %
<a href="#">001-512-522-41-46-00</a>	Non-Departmental - Risk Managem...	692,995.00	692,995.00	0.00	687,339.00	5,656.00	99.18 %
<a href="#">001-512-589-10-41-04</a>	Non-Departmental - Refund Interes...	10.00	10.00	0.00	0.00	10.00	0.00 %
<a href="#">001-512-591-22-70-00</a>	Non-Departmental - Copier Leases	25,000.00	25,000.00	0.00	24,349.06	650.94	97.40 %
<a href="#">001-512-597-00-00-01</a>	Non-Departmental - Transfers to A...	2,800,000.00	2,800,000.00	0.00	2,800,000.00	0.00	100.00 %
<a href="#">001-512-597-00-00-02</a>	Non-Departmental - Transfer to Ret...	1,125,000.00	1,201,200.00	0.00	1,125,000.00	76,200.00	93.66 %
<a href="#">001-512-597-00-00-03</a>	Non-Departmental - Transfer to Em...	530,000.00	530,000.00	0.00	530,000.00	0.00	100.00 %
<a href="#">001-512-597-00-00-04</a>	Non-Departmental - Transfer to Equ...	1,830,000.00	1,830,000.00	0.00	1,830,000.00	0.00	100.00 %
<a href="#">001-512-597-00-00-05</a>	Non-Departmental - Transfer to Co...	8,000,000.00	10,000,000.00	0.00	10,000,000.00	0.00	100.00 %
<a href="#">001-512-597-00-00-06</a>	Non-Departmental - Transfers-Out t...	519,012.00	519,012.00	0.00	519,012.00	0.00	100.00 %
<a href="#">001-513-522-10-10-01</a>	Technical Services - Wages	371,400.00	377,410.00	0.00	378,880.16	-1,470.16	100.39 %
<a href="#">001-513-522-10-10-02</a>	Technical Services - Overtime	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-513-522-10-10-03</a>	Technical Services - Leave Sell Back	11,210.00	11,210.00	0.00	1,046.92	10,163.08	9.34 %
<a href="#">001-513-522-10-20-05</a>	Technical Services - Medical/Dental	96,700.00	96,700.00	0.00	78,408.38	18,291.62	81.08 %
<a href="#">001-513-522-10-20-06</a>	Technical Services - Retirement	34,600.00	35,182.00	0.00	26,888.31	8,293.69	76.43 %
<a href="#">001-513-522-10-20-07</a>	Technical Services - Disability	940.00	940.00	0.00	881.23	58.77	93.75 %
<a href="#">001-513-522-10-20-08</a>	Technical Services - Medicare	5,700.00	5,829.00	0.00	5,660.52	168.48	97.11 %
<a href="#">001-513-522-10-20-09</a>	Technical Services - L&I	1,040.00	1,040.00	0.00	848.14	191.86	81.55 %
<a href="#">001-513-522-10-20-10</a>	Technical Services - VEBA	4,820.00	4,820.00	0.00	0.00	4,820.00	0.00 %
<a href="#">001-513-522-10-20-13</a>	Technical Services - Deferred Comp	17,420.00	19,100.00	0.00	10,752.76	8,347.24	56.30 %
<a href="#">001-513-522-10-20-14</a>	Technical Services - AD&D	1,500.00	1,500.00	0.00	54.73	1,445.27	3.65 %
<a href="#">001-513-522-10-20-15</a>	Technical Services - PFMLA Tax	1,000.00	1,015.00	0.00	966.72	48.28	95.24 %
<a href="#">001-513-522-10-35-00</a>	Technical Services - Small Tools & E...	36,500.00	36,500.00	0.00	32,412.57	4,087.43	88.80 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Used
<a href="#">001-513-522-10-41-00</a>	Technical Services - Professional Ser...	30,000.00	30,000.00	0.00	0.00	30,000.00	0.00 %
<a href="#">001-513-522-10-41-04</a>	Technical Services - IT Services	440,900.00	440,900.00	0.00	318,969.35	121,930.65	72.35 %
<a href="#">001-513-522-10-42-00</a>	Technical Services - Cellular Services	105,000.00	105,000.00	0.00	112,034.64	-7,034.64	106.70 %
<a href="#">001-513-522-10-43-00</a>	Technical Services - Travel	3,750.00	3,750.00	0.00	1,860.38	1,889.62	49.61 %
<a href="#">001-513-522-10-49-02</a>	Technical Services - Dues & Subscrip...	225.00	225.00	0.00	2,903.11	-2,678.11	1,290.27 %
<a href="#">001-513-522-10-49-04</a>	Technical Services - Software Subscr...	399,100.00	399,100.00	0.00	264,496.33	134,603.67	66.27 %
<a href="#">001-513-522-45-49-00</a>	Technical Services - Training Registr...	9,000.00	9,000.00	0.00	2,189.00	6,811.00	24.32 %
<a href="#">001-513-522-50-42-01</a>	Technical Services - Telephone Net...	178,340.00	178,340.00	0.00	173,883.84	4,456.16	97.50 %
<a href="#">001-513-591-22-70-00</a>	Technical Services - SBITA Lease	0.00	0.00	0.00	170,346.36	-170,346.36	0.00 %
<a href="#">001-514-522-20-31-04</a>	Special Ops - Hazmat Supplies	5,500.00	5,500.00	0.00	2,170.87	3,329.13	39.47 %
<a href="#">001-514-522-20-31-08</a>	Special Ops - Disaster Supplies	4,000.00	4,000.00	0.00	0.00	4,000.00	0.00 %
<a href="#">001-514-522-20-31-09</a>	Special Ops - Rescue Swimmer Supp...	57,700.00	57,700.00	0.00	51,880.77	5,819.23	89.91 %
<a href="#">001-514-522-20-31-11</a>	Special Ops - Rescue Tech PPE	41,570.00	41,570.00	0.00	28,496.55	13,073.45	68.55 %
<a href="#">001-514-522-20-35-01</a>	Special Ops - Wildland Gear	40,000.00	40,000.00	0.00	30,134.93	9,865.07	75.34 %
<a href="#">001-514-522-20-35-02</a>	Special Ops - Hazmat Team Equip. (...)	11,800.00	11,800.00	0.00	242.25	11,557.75	2.05 %
<a href="#">001-514-522-20-35-03</a>	Special Ops - Rescue Swimmer Equi...	30,590.00	30,590.00	0.00	35,810.49	-5,220.49	117.07 %
<a href="#">001-514-522-20-35-04</a>	Special Ops - Tech Rescue Equip.	26,500.00	26,500.00	0.00	18,678.25	7,821.75	70.48 %
<a href="#">001-514-522-20-43-01</a>	Special Ops - Wildland Travel Reim...	4,500.00	4,500.00	0.00	4,778.65	-278.65	106.19 %
<a href="#">001-514-522-20-45-00</a>	Special Ops - Rentals/Santicsans	1,095.00	1,095.00	0.00	0.00	1,095.00	0.00 %
<a href="#">001-514-522-20-48-13</a>	Special Ops - Equipment Repair	4,012.00	4,012.00	0.00	0.00	4,012.00	0.00 %
<a href="#">001-514-522-20-49-00</a>	Special Ops - Miscellaneous	0.00	0.00	0.00	2,290.02	-2,290.02	0.00 %
<a href="#">001-515-522-30-10-01</a>	Community Relations - Wages	319,640.00	394,120.00	0.00	394,192.58	-72.58	100.02 %
<a href="#">001-515-522-30-10-02</a>	Community Relations - Overtime	27,000.00	27,000.00	0.00	0.00	27,000.00	0.00 %
<a href="#">001-515-522-30-10-03</a>	Community Relations - Leave Sell B...	13,850.00	13,850.00	0.00	7,454.38	6,395.62	53.82 %
<a href="#">001-515-522-30-20-05</a>	Community Relations - Medical/De...	60,400.00	60,400.00	0.00	50,420.41	9,979.59	83.48 %
<a href="#">001-515-522-30-20-06</a>	Community Relations - Retirement	32,600.00	39,509.00	0.00	28,640.35	10,868.65	72.49 %
<a href="#">001-515-522-30-20-07</a>	Community Relations - Disability	1,000.00	1,000.00	0.00	931.80	68.20	93.18 %
<a href="#">001-515-522-30-20-08</a>	Community Relations - Medicare	5,300.00	6,343.00	0.00	5,959.87	383.13	93.96 %
<a href="#">001-515-522-30-20-09</a>	Community Relations - L&I	1,100.00	1,100.00	0.00	513.63	586.37	46.69 %
<a href="#">001-515-522-30-20-10</a>	Community Relations - VEBA	2,700.00	2,700.00	0.00	0.00	2,700.00	0.00 %
<a href="#">001-515-522-30-20-13</a>	Community Relations - Deferred C...	6,100.00	14,130.00	0.00	9,682.21	4,447.79	68.52 %
<a href="#">001-515-522-30-20-14</a>	Community Relations - AD&D	200.00	200.00	0.00	526.20	-326.20	263.10 %
<a href="#">001-515-522-30-20-15</a>	Community Relations - Paid Family ...	940.00	1,137.00	0.00	1,142.66	-5.66	100.50 %
<a href="#">001-515-522-30-31-01</a>	Community Relations - Operating S...	37,000.00	37,000.00	0.00	31,208.32	5,791.68	84.35 %
<a href="#">001-515-522-30-31-02</a>	Community Relations - First Aid/CPR...	5,500.00	5,500.00	0.00	0.00	5,500.00	0.00 %
<a href="#">001-515-522-30-35-00</a>	Community Relations - Small Tools...	10,000.00	10,000.00	0.00	794.80	9,205.20	7.95 %
<a href="#">001-515-522-30-41-00</a>	Community Relations - Professional...	5,000.00	5,000.00	0.00	0.00	5,000.00	0.00 %
<a href="#">001-515-522-30-42-01</a>	Community Relations - Postage/Shi...	75,500.00	75,500.00	0.00	53,770.00	21,730.00	71.22 %
<a href="#">001-515-522-30-43-00</a>	Community Relations - Travel	3,000.00	3,000.00	0.00	140.00	2,860.00	4.67 %
<a href="#">001-515-522-30-48-00</a>	Community Relations - Repair & Ma...	2,000.00	2,000.00	0.00	0.00	2,000.00	0.00 %
<a href="#">001-515-522-30-49-01</a>	Community Relations - Printing & B...	72,200.00	72,200.00	0.00	47,656.47	24,543.53	66.01 %
<a href="#">001-515-522-30-49-02</a>	Community Relations - Dues & Subs...	2,200.00	2,200.00	0.00	21.88	2,178.12	0.99 %
<a href="#">001-515-522-30-49-04</a>	Community Relations - Software Lic...	5,250.00	5,250.00	0.00	4,434.50	815.50	84.47 %
<a href="#">001-515-522-30-49-06</a>	Community Relations - Other Miscel...	1,750.00	1,750.00	0.00	445.98	1,304.02	25.48 %
<a href="#">001-515-522-45-49-02</a>	Community Relations - Training Reg...	5,600.00	5,600.00	0.00	55.00	5,545.00	0.98 %
<a href="#">001-516-522-30-31-00</a>	Strategic Analysis - Operating Suppl...	18,500.00	18,500.00	0.00	4,056.60	14,443.40	21.93 %
<a href="#">001-516-522-30-35-00</a>	Strategic Analysis - Small Tools/Min...	1,500.00	1,500.00	0.00	0.00	1,500.00	0.00 %
<a href="#">001-516-522-30-41-00</a>	Strategic Analysis - Professional Serv...	3,000.00	3,000.00	0.00	0.00	3,000.00	0.00 %
<a href="#">001-516-522-30-43-00</a>	Strategic Analysis - Travel	14,550.00	14,550.00	0.00	7,776.39	6,773.61	53.45 %
<a href="#">001-516-522-30-49-02</a>	Strategic Analysis - Dues & Subscrip...	2,730.00	2,730.00	0.00	2,272.00	458.00	83.22 %
<a href="#">001-516-522-30-49-04</a>	Strategic Analysis - Software Subscr...	170,201.00	170,201.00	0.00	66,279.36	103,921.64	38.94 %
<a href="#">001-516-522-45-49-02</a>	Strategic Analysis - Training Registra...	12,551.00	12,551.00	0.00	550.00	12,001.00	4.38 %
<a href="#">001-516-591-22-70-00</a>	Strategic Analysis - Lease	0.00	0.00	0.00	33,771.78	-33,771.78	0.00 %
<a href="#">001-517-522-10-10-01</a>	Human Resources - Wages	535,700.00	535,700.00	0.00	517,360.64	18,339.36	96.58 %
<a href="#">001-517-522-10-10-02</a>	Human Resources - Overtime	1,500.00	1,500.00	0.00	0.00	1,500.00	0.00 %
<a href="#">001-517-522-10-10-03</a>	Human Resources - Leave Sell Back	55,560.00	55,560.00	0.00	41,465.81	14,094.19	74.63 %
<a href="#">001-517-522-10-10-04</a>	Human Resources - Comp	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-517-522-10-20-05</a>	Human Resources - Medical/Dental	118,600.00	118,600.00	0.00	125,473.09	-6,873.09	105.80 %

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For Fiscal: 2025 Period Ending: 12/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<a href="#">001-517-522-10-20-06</a>	Human Resources - Retirement	53,400.00	53,400.00	0.00	38,509.87	14,890.13	72.12 %
<a href="#">001-517-522-10-20-07</a>	Human Resources - Disability	1,250.00	1,250.00	0.00	1,225.85	24.15	98.07 %
<a href="#">001-517-522-10-20-08</a>	Human Resources - Medicare	8,900.00	8,900.00	0.00	8,295.28	604.72	93.21 %
<a href="#">001-517-522-10-20-09</a>	Human Resources - L&I	1,390.00	1,390.00	0.00	1,049.06	340.94	75.47 %
<a href="#">001-517-522-10-20-10</a>	Human Resources - VEBA	8,200.00	8,200.00	0.00	0.00	8,200.00	0.00 %
<a href="#">001-517-522-10-20-13</a>	Human Resources - Deferred Comp	14,760.00	14,760.00	0.00	13,257.61	1,502.39	89.82 %
<a href="#">001-517-522-10-20-14</a>	Human Resources - AD&D	600.00	600.00	0.00	1,190.25	-590.25	198.38 %
<a href="#">001-517-522-10-20-15</a>	Human Resources - PFMLA Tax	1,275.00	1,275.00	0.00	1,338.79	-63.79	105.00 %
<a href="#">001-517-522-10-31-00</a>	Human Resources - Operating Suppl...	10,500.00	10,500.00	0.00	5,967.80	4,532.20	56.84 %
<a href="#">001-517-522-10-41-00</a>	Human Resources - Professional Ser...	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">001-517-522-10-43-00</a>	Human Resources - Travel	27,870.00	27,870.00	0.00	14,909.38	12,960.62	53.50 %
<a href="#">001-517-522-10-44-00</a>	Human Resources - Advertising	8,349.00	8,349.00	0.00	3,602.88	4,746.12	43.15 %
<a href="#">001-517-522-10-45-00</a>	Human Resources - Rental	5,500.00	5,500.00	0.00	0.00	5,500.00	0.00 %
<a href="#">001-517-522-10-49-01</a>	Human Resources - Dues & Subscrip...	3,114.00	3,114.00	0.00	341.12	2,772.88	10.95 %
<a href="#">001-517-522-10-49-04</a>	Human Resources - Software Subscr...	87,222.00	87,222.00	0.00	81,901.24	5,320.76	93.90 %
<a href="#">001-517-522-10-49-06</a>	Human Resources - Miscellaneous	83,245.00	83,245.00	0.00	34,759.09	48,485.91	41.76 %
<a href="#">001-517-522-45-49-02</a>	Human Resources - Registration	37,720.00	37,720.00	0.00	8,652.35	29,067.65	22.94 %
	<b>Expense Total:</b>	<b>91,574,222.00</b>	<b>94,334,371.00</b>	<b>0.00</b>	<b>83,378,353.81</b>	<b>10,956,017.19</b>	<b>88.39%</b>
	<b>Fund: 001 - General Fund Surplus (Deficit):</b>	<b>-5,087,295.60</b>	<b>-7,847,444.60</b>	<b>0.00</b>	<b>6,817,596.47</b>	<b>14,665,041.07</b>	<b>-86.88%</b>
<b>Fund: 002 - Retirement Reserve</b>							
<b>Revenue</b>							
<a href="#">002-361-10-00-00</a>	Investment Interest	100,000.00	100,000.00	0.00	323,155.85	223,155.85	323.16 %
<a href="#">002-369-91-00-01</a>	Refunds & Reimbursements	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">002-397-00-00-00</a>	Interfund Transfers In	1,125,000.00	1,201,200.00	0.00	1,125,000.00	-76,200.00	93.66 %
	<b>Revenue Total:</b>	<b>1,225,000.00</b>	<b>1,301,200.00</b>	<b>0.00</b>	<b>1,448,155.85</b>	<b>146,955.85</b>	<b>111.29%</b>
<b>Expense</b>							
<a href="#">002-512-522-20-10-05</a>	Non-Departmental - Leave Accrual ...	350,000.00	422,050.00	0.00	263,552.76	158,497.24	62.45 %
<a href="#">002-512-522-30-20-05</a>	Non-Departmental - Retirement M...	454,000.00	458,500.00	0.00	338,509.96	119,990.04	73.83 %
<a href="#">002-512-522-30-20-08</a>	Non Departmental - Retirement M...	0.00	0.00	0.00	58.97	-58.97	0.00 %
<a href="#">002-512-522-30-20-10</a>	Non Departmental - Retirement VE...	0.00	0.00	0.00	75,533.34	-75,533.34	0.00 %
	<b>Expense Total:</b>	<b>804,000.00</b>	<b>880,550.00</b>	<b>0.00</b>	<b>677,655.03</b>	<b>202,894.97</b>	<b>76.96%</b>
	<b>Fund: 002 - Retirement Reserve Surplus (Deficit):</b>	<b>421,000.00</b>	<b>420,650.00</b>	<b>0.00</b>	<b>770,500.82</b>	<b>349,850.82</b>	<b>183.17%</b>
<b>Fund: 003 - Emergency Reserve</b>							
<b>Revenue</b>							
<a href="#">003-361-10-00-00</a>	Investment Interest	150,000.00	150,000.00	0.00	418,650.59	268,650.59	279.10 %
<a href="#">003-397-00-00-00</a>	Interfund Transfers In	530,000.00	530,000.00	0.00	530,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>680,000.00</b>	<b>680,000.00</b>	<b>0.00</b>	<b>948,650.59</b>	<b>268,650.59</b>	<b>139.51%</b>
	<b>Fund: 003 - Emergency Reserve Total:</b>	<b>680,000.00</b>	<b>680,000.00</b>	<b>0.00</b>	<b>948,650.59</b>	<b>268,650.59</b>	<b>139.51%</b>
<b>Fund: 050 - Shop - Expense</b>							
<b>Revenue</b>							
<a href="#">050-344-30-00-00</a>	Charges for Services - External	2,125,000.00	500,000.00	0.00	509,902.59	9,902.59	101.98 %
<a href="#">050-348-00-00-00</a>	Charges for Services - Internal	500,000.00	2,125,000.00	0.00	1,810,355.24	-314,644.76	85.19 %
<a href="#">050-361-10-00-00</a>	Investment Interest	13,800.00	13,800.00	0.00	33,060.19	19,260.19	239.57 %
<a href="#">050-369-10-00-00</a>	Shop - Sale of Scrap	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">050-369-91-00-00</a>	Refunds & Reimbursements	0.00	0.00	0.00	47,442.52	47,442.52	0.00 %
<a href="#">050-369-91-00-01</a>	Other Revenue	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">050-397-00-00-15</a>	Transfer In from shop LBO	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">050-397-00-00-25</a>	Transfer In From Shop Capital	0.00	0.00	0.00	0.00	0.00	0.00 %
	<b>Revenue Total:</b>	<b>2,638,800.00</b>	<b>2,638,800.00</b>	<b>0.00</b>	<b>2,400,760.54</b>	<b>-238,039.46</b>	<b>90.98%</b>
<b>Expense</b>							
<a href="#">050-511-522-45-49-01</a>	Shop - Training	30,000.00	30,000.00	0.00	12,234.86	17,765.14	40.78 %
<a href="#">050-511-522-60-10-01</a>	Shop - Regular Wages	1,094,400.00	1,148,790.00	0.00	1,035,836.94	112,953.06	90.17 %
<a href="#">050-511-522-60-10-02</a>	Shop - Overtime	5,000.00	5,000.00	0.00	18,906.46	-13,906.46	378.13 %
<a href="#">050-511-522-60-10-03</a>	Shop - Leave Sell Back	0.00	0.00	0.00	52.04	-52.04	0.00 %
<a href="#">050-511-522-60-20-05</a>	Shop - Medical/Dental	254,600.00	254,600.00	0.00	247,212.35	7,387.65	97.10 %
<a href="#">050-511-522-60-20-06</a>	Shop - Retirement	99,300.00	100,100.00	0.00	77,388.19	22,711.81	77.31 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<a href="#">050-511-522-60-20-07</a>	Shop - Disability	10,260.00	10,260.00	0.00	9,216.80	1,043.20	89.83 %
<a href="#">050-511-522-60-20-08</a>	Shop - Medicare	15,950.00	16,740.00	0.00	15,972.44	767.56	95.41 %
<a href="#">050-511-522-60-20-09</a>	Shop - L&I	31,050.00	31,050.00	0.00	24,268.62	6,781.38	78.16 %
<a href="#">050-511-522-60-20-10</a>	Shop - VEBA	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">050-511-522-60-20-13</a>	Shop - Deferred Comp.	42,470.00	46,950.00	0.00	31,224.41	15,725.59	66.51 %
<a href="#">050-511-522-60-20-14</a>	Shop - AD&D	3,000.00	3,000.00	0.00	3,079.43	-79.43	102.65 %
<a href="#">050-511-522-60-20-15</a>	Shop - Paid Family & Medical Leave	2,865.00	3,010.00	0.00	3,048.23	-38.23	101.27 %
<a href="#">050-511-522-60-31-01</a>	Shop - Uniforms & Protective eqpt.	4,550.00	4,550.00	0.00	1,289.32	3,260.68	28.34 %
<a href="#">050-511-522-60-31-02</a>	Shop - Vehicle Supplies	10,000.00	10,000.00	0.00	10,875.69	-875.69	108.76 %
<a href="#">050-511-522-60-31-03</a>	Shop - Office Supplies	1,000.00	1,000.00	0.00	249.92	750.08	24.99 %
<a href="#">050-511-522-60-31-04</a>	Shop - Hydration Supplies	800.00	800.00	0.00	800.39	-0.39	100.05 %
<a href="#">050-511-522-60-31-05</a>	Shop - Shop Supplies	10,000.00	10,000.00	0.00	10,478.04	-478.04	104.78 %
<a href="#">050-511-522-60-32-00</a>	Shop - Fuel	5,000.00	5,000.00	0.00	3,730.72	1,269.28	74.61 %
<a href="#">050-511-522-60-34-01</a>	Shop - Parts Inventory- Other Agenc...	750,000.00	750,000.00	0.00	647,163.11	102,836.89	86.29 %
<a href="#">050-511-522-60-35-00</a>	Shop - Small Tools & Equipment	8,000.00	8,000.00	0.00	13,801.78	-5,801.78	172.52 %
<a href="#">050-511-522-60-35-01</a>	Shop - Tool Allowance	7,500.00	7,500.00	0.00	8,196.77	-696.77	109.29 %
<a href="#">050-511-522-60-41-02</a>	Shop - Professional Svs - Engine Ana...	4,800.00	4,800.00	0.00	1,351.09	3,448.91	28.15 %
<a href="#">050-511-522-60-41-03</a>	Shop - Professional Services - Hazm...	3,500.00	3,500.00	0.00	3,471.33	28.67	99.18 %
<a href="#">050-511-522-60-41-04</a>	Shop - Laundry	6,750.00	6,750.00	0.00	3,549.29	3,200.71	52.58 %
<a href="#">050-511-522-60-41-05</a>	Shop - Vehicle Damage	1,000.00	1,000.00	0.00	1,855.67	-855.67	185.57 %
<a href="#">050-511-522-60-41-06</a>	Shop - Drug & Alcohol Testing	800.00	800.00	0.00	262.00	538.00	32.75 %
<a href="#">050-511-522-60-41-08</a>	Shop - Software Maint. Fees	30,000.00	30,000.00	0.00	30,085.51	-85.51	100.29 %
<a href="#">050-511-522-60-41-10</a>	Shop - Professional Services - Misc.	2,000.00	2,000.00	0.00	380.16	1,619.84	19.01 %
<a href="#">050-511-522-60-41-11</a>	Shop - Professional Services - Occu...	1,375.00	1,375.00	0.00	0.00	1,375.00	0.00 %
<a href="#">050-511-522-60-42-00</a>	Shop - Communications	3,500.00	3,500.00	0.00	2,006.92	1,493.08	57.34 %
<a href="#">050-511-522-60-43-00</a>	Shop - Travel	8,000.00	8,000.00	0.00	3,517.15	4,482.85	43.96 %
<a href="#">050-511-522-60-44-00</a>	Shop - Advertising	500.00	500.00	0.00	0.00	500.00	0.00 %
<a href="#">050-511-522-60-48-01</a>	Shop - Repair & Maintenance- Tools...	5,000.00	5,000.00	0.00	4,445.22	554.78	88.90 %
<a href="#">050-511-522-60-49-01</a>	Shop - Dues	175.00	175.00	0.00	0.00	175.00	0.00 %
<a href="#">050-511-522-60-49-04</a>	Shop - Other Misc.	300.00	300.00	0.00	636.80	-336.80	212.27 %
<a href="#">050-511-591-22-70-00</a>	Shop - Copier Lease	0.00	0.00	0.00	724.96	-724.96	0.00 %
<a href="#">050-511-597-00-00-00</a>	Shop - Interfund Transfers to Shop f...	250,000.00	250,000.00	0.00	250,000.00	0.00	100.00 %
<a href="#">050-511-597-00-00-01</a>	Shop - Interfund Transfers to Gener...	110,000.00	110,000.00	0.00	110,000.00	0.00	100.00 %
	<b>Expense Total:</b>	<b>2,813,445.00</b>	<b>2,874,050.00</b>	<b>0.00</b>	<b>2,587,312.61</b>	<b>286,737.39</b>	<b>90.02%</b>
	<b>Fund: 050 - Shop - Expense Surplus (Deficit):</b>	<b>-174,645.00</b>	<b>-235,250.00</b>	<b>0.00</b>	<b>-186,552.07</b>	<b>48,697.93</b>	<b>79.30%</b>
<b>Fund: 051 - Shop - Reserve</b>							
<b>Revenue</b>							
<a href="#">051-361-10-00-00</a>	Investment Interest	2,600.00	2,600.00	0.00	10,881.18	8,281.18	418.51 %
<a href="#">051-369-50-00-00</a>	Carry Over - Other Distirt	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">051-397-00-00-00</a>	Interfund Transfers In	50,000.00	50,000.00	0.00	50,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>52,600.00</b>	<b>52,600.00</b>	<b>0.00</b>	<b>60,881.18</b>	<b>8,281.18</b>	<b>115.74%</b>
<b>Expense</b>							
<a href="#">051-511-522-60-10-03</a>	Shop - Leave Accrual Buy-Out	38,000.00	38,000.00	0.00	16,850.45	21,149.55	44.34 %
	<b>Expense Total:</b>	<b>38,000.00</b>	<b>38,000.00</b>	<b>0.00</b>	<b>16,850.45</b>	<b>21,149.55</b>	<b>44.34%</b>
	<b>Fund: 051 - Shop - Reserve Surplus (Deficit):</b>	<b>14,600.00</b>	<b>14,600.00</b>	<b>0.00</b>	<b>44,030.73</b>	<b>29,430.73</b>	<b>301.58%</b>
<b>Fund: 052 - Shop - Capital</b>							
<b>Revenue</b>							
<a href="#">052-361-10-00-00</a>	Investment Interest	8,600.00	8,600.00	0.00	42,006.59	33,406.59	488.45 %
<a href="#">052-397-00-00-00</a>	Interfund Transfers In	200,000.00	200,000.00	0.00	200,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>208,600.00</b>	<b>208,600.00</b>	<b>0.00</b>	<b>242,006.59</b>	<b>33,406.59</b>	<b>116.01%</b>
<b>Expense</b>							
<a href="#">052-511-594-00-64-00</a>	Capital Expenditures	50,000.00	50,000.00	0.00	24,111.22	25,888.78	48.22 %
	<b>Expense Total:</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.00</b>	<b>24,111.22</b>	<b>25,888.78</b>	<b>48.22%</b>
	<b>Fund: 052 - Shop - Capital Surplus (Deficit):</b>	<b>158,600.00</b>	<b>158,600.00</b>	<b>0.00</b>	<b>217,895.37</b>	<b>59,295.37</b>	<b>137.39%</b>

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 200 - Bond</b>							
<b>Revenue</b>							
<a href="#">200-311-10-00-00</a>	Regular Property Taxes	0.00	0.00	0.00	63.83	63.83	0.00 %
<a href="#">200-361-10-00-00</a>	Investment Interest	1,900.00	1,900.00	0.00	8,904.09	7,004.09	468.64 %
<a href="#">200-397-00-00-00</a>	Transfers-In	519,027.00	519,027.00	0.00	519,012.00	-15.00	100.00 %
	<b>Revenue Total:</b>	<b>520,927.00</b>	<b>520,927.00</b>	<b>0.00</b>	<b>527,979.92</b>	<b>7,052.92</b>	<b>101.35%</b>
<b>Expense</b>							
<a href="#">200-507-591-22-71-02</a>	Facilities - Principal Admin Bldg. Bo...	165,000.00	165,000.00	0.00	165,000.00	0.00	100.00 %
<a href="#">200-507-591-89-71-02</a>	Facilities - Principal Station 33 Bonds	215,000.00	215,000.00	0.00	215,000.00	0.00	100.00 %
<a href="#">200-507-592-89-83-02</a>	Facilities - Interest Station 33 Bonds	110,375.00	110,375.00	0.00	110,375.00	0.00	100.00 %
<a href="#">200-507-592-89-83-03</a>	Facilities - Interest Admin. Bldg. Bo...	28,652.00	28,652.00	0.00	28,652.00	0.00	100.00 %
<a href="#">200-512-522-10-41-01</a>	Non-Dept. - County Refund Interest ...	5.00	5.00	0.00	0.00	5.00	0.00 %
<a href="#">200-512-522-22-00-00</a>	Non-Departmental - Bond Fee	0.00	0.00	0.00	350.00	-350.00	0.00 %
	<b>Expense Total:</b>	<b>519,032.00</b>	<b>519,032.00</b>	<b>0.00</b>	<b>519,377.00</b>	<b>-345.00</b>	<b>100.07%</b>
	<b>Fund: 200 - Bond Surplus (Deficit):</b>	<b>1,895.00</b>	<b>1,895.00</b>	<b>0.00</b>	<b>8,602.92</b>	<b>6,707.92</b>	<b>453.98%</b>
<b>Fund: 201 - Voted Bonds</b>							
<b>Revenue</b>							
<a href="#">201-311-10-00-00</a>	Regular Property Taxes	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">201-361-10-00-00</a>	Investment Interest	100.00	100.00	0.00	725.20	625.20	725.20 %
	<b>Revenue Total:</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>725.20</b>	<b>625.20</b>	<b>725.20%</b>
	<b>Fund: 201 - Voted Bonds Total:</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>725.20</b>	<b>625.20</b>	<b>725.20%</b>
<b>Fund: 300 - Construction</b>							
<b>Revenue</b>							
<a href="#">300-361-10-00-00</a>	Investment Interest	250,000.00	250,000.00	0.00	1,228,307.43	978,307.43	491.32 %
<a href="#">300-362-40-00-00</a>	Property Rent	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">300-362-40-00-01</a>	Tower Rent	90,000.00	90,000.00	0.00	103,841.12	13,841.12	115.38 %
<a href="#">300-362-40-00-02</a>	Admin. Bldg. Rent	241,950.24	241,950.24	0.00	241,950.24	0.00	100.00 %
<a href="#">300-369-91-00-01</a>	Admin Bldg. Utility Reimbursements	13,500.00	13,500.00	0.00	11,566.08	-1,933.92	85.67 %
<a href="#">300-369-91-00-02</a>	Refunds & Reimbursements	0.00	0.00	0.00	1,358.27	1,358.27	0.00 %
<a href="#">300-389-30-00-00</a>	Leasehold Excise Tax	0.00	0.00	0.00	4,608.72	4,608.72	0.00 %
<a href="#">300-395-10-00-00</a>	Proceeds from Sale of Capital Asset ...	58,019.75	58,019.75	0.00	58,019.75	0.00	100.00 %
<a href="#">300-397-00-00-00</a>	Interfund Transfers In	8,000,000.00	10,000,000.00	0.00	10,000,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>8,653,469.99</b>	<b>10,653,469.99</b>	<b>0.00</b>	<b>11,649,651.61</b>	<b>996,181.62</b>	<b>109.35%</b>
<b>Expense</b>							
<a href="#">300-507-522-50-41-00</a>	Admin Building - Professional Servic...	0.00	0.00	0.00	17,377.41	-17,377.41	0.00 %
<a href="#">300-507-522-50-47-00</a>	Logistics - Admin Bldg. Utilities	26,910.00	26,910.00	0.00	21,613.97	5,296.03	80.32 %
<a href="#">300-507-522-50-48-00</a>	Logistics - Admin Bldg. Maintenance	238,643.00	238,643.00	0.00	0.00	238,643.00	0.00 %
<a href="#">300-507-589-30-00-00</a>	Logistics - Leasehold Excise Tax	0.00	0.00	0.00	16,527.33	-16,527.33	0.00 %
<a href="#">300-507-594-50-62-00</a>	Logistics - New Construction	10,000,000.00	10,000,000.00	0.00	3,471,376.61	6,528,623.39	34.71 %
<a href="#">300-507-594-50-62-01</a>	Logistics - Other Improvements	212,547.00	220,094.00	0.00	135,255.59	84,838.41	61.45 %
<a href="#">300-507-594-50-62-31</a>	Logistics - Station Improvements - 31	33,160.00	299,689.00	0.00	211,771.25	87,917.75	70.66 %
<a href="#">300-507-594-50-62-32</a>	Logistics - Station Improvements - 32	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">300-507-594-50-62-33</a>	Logistics - Station Improvements - 33	31,409.00	33,565.00	0.00	0.00	33,565.00	0.00 %
<a href="#">300-507-594-50-62-71</a>	Logistics - Station Improvements - 71	0.00	473,422.00	0.00	126,804.67	346,617.33	26.78 %
<a href="#">300-507-594-50-62-72</a>	Logistics - Station Improvements - 72	0.00	0.00	0.00	22,063.00	-22,063.00	0.00 %
<a href="#">300-507-594-50-62-73</a>	Logistics - Station Improvements - 73	9,091.00	9,091.00	0.00	0.00	9,091.00	0.00 %
<a href="#">300-507-594-50-62-74</a>	Logistics Building Improvement	42,318.00	42,318.00	0.00	0.00	42,318.00	0.00 %
<a href="#">300-507-594-50-62-77</a>	Logistics - Station Improvements - 77	9,091.00	95,055.00	0.00	0.00	95,055.00	0.00 %
<a href="#">300-507-594-50-62-81</a>	Logistics - Station Improvements - 81	6,000.00	6,000.00	0.00	0.00	6,000.00	0.00 %
<a href="#">300-507-594-50-62-82</a>	Logistics - Station Improvements - 82	119,603.00	376,444.00	0.00	84,422.96	292,021.04	22.43 %
<a href="#">300-507-594-50-62-83</a>	Logistics - Station Improvements - 83	74,653.00	123,726.00	0.00	13,813.87	109,912.13	11.16 %
	<b>Expense Total:</b>	<b>10,803,425.00</b>	<b>11,944,957.00</b>	<b>0.00</b>	<b>4,121,026.66</b>	<b>7,823,930.34</b>	<b>34.50%</b>
	<b>Fund: 300 - Construction Surplus (Deficit):</b>	<b>-2,149,955.01</b>	<b>-1,291,487.01</b>	<b>0.00</b>	<b>7,528,624.95</b>	<b>8,820,111.96</b>	<b>-582.94%</b>
<b>Fund: 301 - Apparatus Fund</b>							
<b>Revenue</b>							
<a href="#">301-361-10-00-00</a>	Investment Interest	100,000.00	100,000.00	0.00	140,362.53	40,362.53	140.36 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<a href="#">301-369-10-00-00</a>	Sale of Surplus	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">301-397-00-00-00</a>	Interfund Transfers In	2,800,000.00	2,800,000.00	0.00	2,800,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>2,900,000.00</b>	<b>2,900,000.00</b>	<b>0.00</b>	<b>2,940,362.53</b>	<b>40,362.53</b>	<b>101.39%</b>
<b>Expense</b>							
<a href="#">301-504-594-22-64-02</a>	Suppression - Capital Outlay Appara...	7,521,444.00	8,640,636.00	0.00	8,266,068.26	374,567.74	95.67 %
<a href="#">301-505-594-22-64-01</a>	Prevention Services - Capital Outlay...	100,000.00	100,000.00	0.00	0.00	100,000.00	0.00 %
<a href="#">301-506-594-22-64-01</a>	Training - Capital Outlay Apparatus	325,000.00	394,002.00	0.00	243,014.30	150,987.70	61.68 %
<a href="#">301-507-594-22-64-02</a>	Logistics - Capital Outlay Apparatus	120,000.00	220,000.00	0.00	62,997.99	157,002.01	28.64 %
<a href="#">301-509-594-22-64-03</a>	EMS - Capital Outlay - Ambulance	895,242.00	2,015,242.00	0.00	53,907.31	1,961,334.69	2.67 %
<a href="#">301-513-594-22-64-01</a>	Technical Services - Capital Outlay ...	135,447.00	135,447.00	0.00	67,316.40	68,130.60	49.70 %
	<b>Expense Total:</b>	<b>9,097,133.00</b>	<b>11,505,327.00</b>	<b>0.00</b>	<b>8,693,304.26</b>	<b>2,812,022.74</b>	<b>75.56%</b>
	<b>Fund: 301 - Apparatus Fund Surplus (Deficit):</b>	<b>-6,197,133.00</b>	<b>-8,605,327.00</b>	<b>0.00</b>	<b>-5,752,941.73</b>	<b>2,852,385.27</b>	<b>66.85%</b>
<b>Fund: 303 - Equipment Replacement</b>							
<b>Revenue</b>							
<a href="#">303-361-10-00-00</a>	Investment Interest	40,000.00	40,000.00	0.00	114,984.69	74,984.69	287.46 %
<a href="#">303-369-10-00-00</a>	Sale of Surplus	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-397-00-00-00</a>	Interfund Transfers In	1,830,000.00	1,830,000.00	0.00	1,830,000.00	0.00	100.00 %
	<b>Revenue Total:</b>	<b>1,870,000.00</b>	<b>1,870,000.00</b>	<b>0.00</b>	<b>1,944,984.69</b>	<b>74,984.69</b>	<b>104.01%</b>
<b>Expense</b>							
<a href="#">303-501-594-10-64-00</a>	Commissioner - Tools and Equipme...	6,048.00	6,048.00	0.00	0.00	6,048.00	0.00 %
<a href="#">303-502-522-10-35-00</a>	Admin - Tools & Equipment	0.00	0.00	0.00	1,252.63	-1,252.63	0.00 %
<a href="#">303-502-594-10-64-00</a>	Admin - Capital Outlay	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-502-594-10-64-04</a>	Admin - Misc. Equipment Allowance	31,669.00	31,669.00	0.00	0.00	31,669.00	0.00 %
<a href="#">303-504-522-20-35-00</a>	Suppression - Small Tools & Equip.	0.00	0.00	0.00	384.34	-384.34	0.00 %
<a href="#">303-504-591-22-70-00</a>	Suppression - MDT Computers	67,325.00	67,325.00	0.00	37,709.85	29,615.15	56.01 %
<a href="#">303-504-594-20-64-00</a>	Suppression - Hose & Hose Applian...	100,000.00	141,826.00	0.00	84,664.44	57,161.56	59.70 %
<a href="#">303-504-594-20-64-01</a>	Suppression - Cylinders	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-02</a>	Suppression - Fit Test Machine	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-04</a>	Suppression - New Bunker Gear	300,000.00	600,000.00	0.00	512,989.86	87,010.14	85.50 %
<a href="#">303-504-594-20-64-05</a>	Suppression - New Engine Equipme...	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-06</a>	Suppression - Data Modems	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-08</a>	Suppression - Drone Equipment	23,881.00	23,881.00	0.00	27,185.57	-3,304.57	113.84 %
<a href="#">303-504-594-20-64-11</a>	Suppression - Hydraulic Rescue Tools	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-13</a>	Suppression - Gas Monitors	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-14</a>	Suppression - SCBAs	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-504-594-20-64-16</a>	Suppression - Ballistic Armor	145,000.00	145,000.00	0.00	56,765.30	88,234.70	39.15 %
<a href="#">303-504-594-20-64-20</a>	Suppression - Thermal Imaging Cam...	54,636.00	54,636.00	0.00	50,539.13	4,096.87	92.50 %
<a href="#">303-505-594-30-64-01</a>	Prevention - Knox Secure Devices	40,000.00	40,000.00	0.00	21,265.16	18,734.84	53.16 %
<a href="#">303-505-594-30-64-03</a>	Prevention - iPlan Table	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-506-522-45-35-00</a>	Training - Tools & Equip	4,277.00	4,277.00	0.00	124.71	4,152.29	2.92 %
<a href="#">303-507-522-50-35-02</a>	Logistics - Other Equipment	2,845.00	2,845.00	0.00	2,748.88	96.12	96.62 %
<a href="#">303-507-594-50-64-00</a>	Logistics - Station Capital Equipment	80,635.00	80,635.00	0.00	0.00	80,635.00	0.00 %
<a href="#">303-507-594-50-64-01</a>	Logistics - Station Mattresses and B...	20,867.00	20,867.00	0.00	0.00	20,867.00	0.00 %
<a href="#">303-507-594-50-64-02</a>	Logistics - Station Recliners	13,439.00	13,439.00	0.00	10,549.65	2,889.35	78.50 %
<a href="#">303-507-594-50-64-03</a>	Logistics - Fit Test Machines	35,151.00	35,151.00	0.00	17,576.95	17,574.05	50.00 %
<a href="#">303-509-522-20-35-01</a>	EMS - Small Tools & Equipment	0.00	0.00	0.00	11,009.85	-11,009.85	0.00 %
<a href="#">303-509-591-22-70-00</a>	EMS - MDT Computers	67,325.00	67,325.00	0.00	41,944.95	25,380.05	62.30 %
<a href="#">303-509-594-20-64-00</a>	EMS - Cardiac Monitors	384,000.00	384,000.00	0.00	352,945.68	31,054.32	91.91 %
<a href="#">303-509-594-20-64-01</a>	EMS - LP15 Power Cot Mount	25,000.00	25,000.00	0.00	20,760.52	4,239.48	83.04 %
<a href="#">303-509-594-20-64-02</a>	EMS - Power Load	120,000.00	120,000.00	0.00	140,589.45	-20,589.45	117.16 %
<a href="#">303-509-594-20-64-03</a>	EMS - iSimulate LP15's	50,000.00	50,000.00	0.00	39,534.56	10,465.44	79.07 %
<a href="#">303-509-594-20-64-04</a>	EMS - Lucas CPR	112,000.00	112,000.00	0.00	51,425.75	60,574.25	45.92 %
<a href="#">303-509-594-20-64-05</a>	EMS - Suction Pumps	6,000.00	6,000.00	0.00	0.00	6,000.00	0.00 %
<a href="#">303-509-594-20-64-06</a>	EMS - Training Manikins	300,000.00	300,000.00	0.00	154,644.69	145,355.31	51.55 %
<a href="#">303-509-594-20-64-08</a>	EMS - Power Cots	40,000.00	40,000.00	0.00	0.00	40,000.00	0.00 %
<a href="#">303-509-594-20-64-09</a>	EMS - Knox Med Vault	7,000.00	7,000.00	0.00	0.00	7,000.00	0.00 %
<a href="#">303-509-594-20-64-10</a>	EMS - Ultrasound	28,000.00	28,000.00	0.00	29,694.09	-1,694.09	106.05 %

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<a href="#">303-509-594-20-64-11</a>	EMS - EPCR Computers	52,500.00	52,500.00	0.00	0.00	52,500.00	0.00 %
<a href="#">303-509-594-20-64-13</a>	EMS - AED's LP1000	30,000.00	30,000.00	0.00	0.00	30,000.00	0.00 %
<a href="#">303-509-594-20-64-14</a>	EMS - Ballistic Armor	40,000.00	40,000.00	0.00	91,646.88	-51,646.88	229.12 %
<a href="#">303-509-594-20-64-15</a>	EMS - IV Pumps	20,000.00	20,000.00	0.00	18,067.34	1,932.66	90.34 %
<a href="#">303-509-594-20-64-16</a>	EMS - Stair Chairs	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-509-594-20-64-17</a>	EMS - CPAP Machines	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-509-594-20-64-18</a>	EMS - Whole Blood Equipment	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-509-594-20-64-20</a>	EMS - Parapak & Ventilators	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-510-594-20-64-00</a>	Health & Safety - Fitness Equipment	40,918.00	40,918.00	0.00	14,145.71	26,772.29	34.57 %
<a href="#">303-510-594-20-64-01</a>	Health & Safety - SCBA Washers	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-513-594-22-64-01</a>	Technical Services - Computer Repl...	110,000.00	110,000.00	0.00	84,738.07	25,261.93	77.03 %
<a href="#">303-513-594-22-64-03</a>	Technical Services - Network	28,830.00	28,830.00	0.00	0.00	28,830.00	0.00 %
<a href="#">303-513-594-22-64-04</a>	Technical Services - Building Access ...	0.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">303-515-594-22-64-00</a>	Community Resources - AV Equipm...	5,000.00	5,000.00	0.00	0.00	5,000.00	0.00 %
	<b>Expense Total:</b>	<b>2,392,346.00</b>	<b>2,734,172.00</b>	<b>0.00</b>	<b>1,874,904.01</b>	<b>859,267.99</b>	<b>68.57%</b>
	<b>Fund: 303 - Equipment Replacement Surplus (Deficit):</b>	<b>-522,346.00</b>	<b>-864,172.00</b>	<b>0.00</b>	<b>70,080.68</b>	<b>934,252.68</b>	<b>-8.11%</b>
<b>Fund: 630 - Excise Tax</b>							
<b>Revenue</b>							
<a href="#">630-361-10-00-00</a>	Interest and Other Earnings	0.00	0.00	0.00	74.95	74.95	0.00 %
<a href="#">630-389-30-00-00</a>	Excise Tax	20,000.00	20,000.00	0.00	27,935.03	7,935.03	139.68 %
	<b>Revenue Total:</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>0.00</b>	<b>28,009.98</b>	<b>8,009.98</b>	<b>140.05%</b>
<b>Expense</b>							
<a href="#">630-512-589-00-00-00</a>	Excise Tax - Non - Expenditure	20,000.00	20,000.00	0.00	28,009.85	-8,009.85	140.05 %
<a href="#">630-512-597-00-00-00</a>	Excise Tax - Transfers-Out	0.00	0.00	0.00	0.13	-0.13	0.00 %
	<b>Expense Total:</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>0.00</b>	<b>28,009.98</b>	<b>-8,009.98</b>	<b>140.05%</b>
	<b>Fund: 630 - Excise Tax Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
	<b>Report Surplus (Deficit):</b>	<b>-12,855,179.61</b>	<b>-17,567,835.61</b>	<b>0.00</b>	<b>10,467,213.93</b>	<b>28,035,049.54</b>	<b>-59.58%</b>

## Budget Report

For Fiscal: 2025 Period Ending: 12/31/2025

## Group Summary

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 001 - General Fund</b>						
Revenue	86,486,926.40	86,486,926.40	0.00	90,195,950.28	3,709,023.88	104.29%
Expense	91,574,222.00	94,334,371.00	0.00	83,378,353.81	10,956,017.19	88.39%
<b>Fund: 001 - General Fund Surplus (Deficit):</b>	<b>-5,087,295.60</b>	<b>-7,847,444.60</b>	<b>0.00</b>	<b>6,817,596.47</b>	<b>14,665,041.07</b>	<b>-86.88%</b>
<b>Fund: 002 - Retirement Reserve</b>						
Revenue	1,225,000.00	1,301,200.00	0.00	1,448,155.85	146,955.85	111.29%
Expense	804,000.00	880,550.00	0.00	677,655.03	202,894.97	76.96%
<b>Fund: 002 - Retirement Reserve Surplus (Deficit):</b>	<b>421,000.00</b>	<b>420,650.00</b>	<b>0.00</b>	<b>770,500.82</b>	<b>349,850.82</b>	<b>183.17%</b>
<b>Fund: 003 - Emergency Reserve</b>						
Revenue	680,000.00	680,000.00	0.00	948,650.59	268,650.59	139.51%
<b>Fund: 003 - Emergency Reserve Total:</b>	<b>680,000.00</b>	<b>680,000.00</b>	<b>0.00</b>	<b>948,650.59</b>	<b>268,650.59</b>	<b>139.51%</b>
<b>Fund: 050 - Shop - Expense</b>						
Revenue	2,638,800.00	2,638,800.00	0.00	2,400,760.54	-238,039.46	90.98%
Expense	2,813,445.00	2,874,050.00	0.00	2,587,312.61	286,737.39	90.02%
<b>Fund: 050 - Shop - Expense Surplus (Deficit):</b>	<b>-174,645.00</b>	<b>-235,250.00</b>	<b>0.00</b>	<b>-186,552.07</b>	<b>48,697.93</b>	<b>79.30%</b>
<b>Fund: 051 - Shop - Reserve</b>						
Revenue	52,600.00	52,600.00	0.00	60,881.18	8,281.18	115.74%
Expense	38,000.00	38,000.00	0.00	16,850.45	21,149.55	44.34%
<b>Fund: 051 - Shop - Reserve Surplus (Deficit):</b>	<b>14,600.00</b>	<b>14,600.00</b>	<b>0.00</b>	<b>44,030.73</b>	<b>29,430.73</b>	<b>301.58%</b>
<b>Fund: 052 - Shop - Capital</b>						
Revenue	208,600.00	208,600.00	0.00	242,006.59	33,406.59	116.01%
Expense	50,000.00	50,000.00	0.00	24,111.22	25,888.78	48.22%
<b>Fund: 052 - Shop - Capital Surplus (Deficit):</b>	<b>158,600.00</b>	<b>158,600.00</b>	<b>0.00</b>	<b>217,895.37</b>	<b>59,295.37</b>	<b>137.39%</b>
<b>Fund: 200 - Bond</b>						
Revenue	520,927.00	520,927.00	0.00	527,979.92	7,052.92	101.35%
Expense	519,032.00	519,032.00	0.00	519,377.00	-345.00	100.07%
<b>Fund: 200 - Bond Surplus (Deficit):</b>	<b>1,895.00</b>	<b>1,895.00</b>	<b>0.00</b>	<b>8,602.92</b>	<b>6,707.92</b>	<b>453.98%</b>
<b>Fund: 201 - Voted Bonds</b>						
Revenue	100.00	100.00	0.00	725.20	625.20	725.20%
<b>Fund: 201 - Voted Bonds Total:</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>725.20</b>	<b>625.20</b>	<b>725.20%</b>
<b>Fund: 300 - Construction</b>						
Revenue	8,653,469.99	10,653,469.99	0.00	11,649,651.61	996,181.62	109.35%
Expense	10,803,425.00	11,944,957.00	0.00	4,121,026.66	7,823,930.34	34.50%
<b>Fund: 300 - Construction Surplus (Deficit):</b>	<b>-2,149,955.01</b>	<b>-1,291,487.01</b>	<b>0.00</b>	<b>7,528,624.95</b>	<b>8,820,111.96</b>	<b>-582.94%</b>
<b>Fund: 301 - Apparatus Fund</b>						
Revenue	2,900,000.00	2,900,000.00	0.00	2,940,362.53	40,362.53	101.39%
Expense	9,097,133.00	11,505,327.00	0.00	8,693,304.26	2,812,022.74	75.56%
<b>Fund: 301 - Apparatus Fund Surplus (Deficit):</b>	<b>-6,197,133.00</b>	<b>-8,605,327.00</b>	<b>0.00</b>	<b>-5,752,941.73</b>	<b>2,852,385.27</b>	<b>66.85%</b>
<b>Fund: 303 - Equipment Replacement</b>						
Revenue	1,870,000.00	1,870,000.00	0.00	1,944,984.69	74,984.69	104.01%
Expense	2,392,346.00	2,734,172.00	0.00	1,874,904.01	859,267.99	68.57%
<b>Fund: 303 - Equipment Replacement Surplus (Deficit):</b>	<b>-522,346.00</b>	<b>-864,172.00</b>	<b>0.00</b>	<b>70,080.68</b>	<b>934,252.68</b>	<b>-8.11%</b>
<b>Fund: 630 - Excise Tax</b>						
Revenue	20,000.00	20,000.00	0.00	28,009.98	8,009.98	140.05%
Expense	20,000.00	20,000.00	0.00	28,009.98	-8,009.98	140.05%
<b>Fund: 630 - Excise Tax Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Report Surplus (Deficit):</b>	<b>-12,855,179.61</b>	<b>-17,567,835.61</b>	<b>0.00</b>	<b>10,467,213.93</b>	<b>28,035,049.54</b>	<b>-59.58%</b>

**Fund Summary**

<b>Fund</b>	<b>Original Total Budget</b>	<b>Current Total Budget</b>	<b>Period Activity</b>	<b>Fiscal Activity</b>	<b>Variance Favorable (Unfavorable)</b>
001 - General Fund	-5,087,295.60	-7,847,444.60	0.00	6,817,596.47	14,665,041.07
002 - Retirement Reserve	421,000.00	420,650.00	0.00	770,500.82	349,850.82
003 - Emergency Reserve	680,000.00	680,000.00	0.00	948,650.59	268,650.59
050 - Shop - Expense	-174,645.00	-235,250.00	0.00	-186,552.07	48,697.93
051 - Shop - Reserve	14,600.00	14,600.00	0.00	44,030.73	29,430.73
052 - Shop - Capital	158,600.00	158,600.00	0.00	217,895.37	59,295.37
200 - Bond	1,895.00	1,895.00	0.00	8,602.92	6,707.92
201 - Voted Bonds	100.00	100.00	0.00	725.20	625.20
300 - Construction	-2,149,955.01	-1,291,487.01	0.00	7,528,624.95	8,820,111.96
301 - Apparatus Fund	-6,197,133.00	-8,605,327.00	0.00	-5,752,941.73	2,852,385.27
303 - Equipment Replacement	-522,346.00	-864,172.00	0.00	70,080.68	934,252.68
630 - Excise Tax	0.00	0.00	0.00	0.00	0.00
<b>Report Surplus (Deficit):</b>	<b>-12,855,179.61</b>	<b>-17,567,835.61</b>	<b>0.00</b>	<b>10,467,213.93</b>	<b>28,035,049.54</b>

## Budget Amendment #1

GENERAL FUND:				
BEGINNING FUND BALANCE CHANGE:				
	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash cash &amp; Investments</b>		\$ 70,253,673	\$ 55,588,630	\$ 14,665,043
EXPENDITURE CHANGES:				
EXPENDITURE ITEMS:				
	reasons	new expenditure amt.	original budgeted	\$ change
<b>ADDITIONAL SPENDING</b>				
<b>ADMINISTRATION</b>				
Wages	wage adjustment for confidential staff	\$ 1,451,100	\$ 1,439,000	\$ 12,100
Retirement	wage adjustment for confidential staff	\$ 94,600	\$ 93,700	\$ 900
Medicare	wage adjustment for confidential staff	\$ 23,200	\$ 23,000	\$ 200
Deferred Comp.	wage adjustment for confidential staff	\$ 14,330	\$ 13,660	\$ 670
PFML	wage adjustment for confidential staff	\$ 3,370	\$ 3,330	\$ 40
<b>HUMAN RESOURCES</b>				
Wages	wage adjustment for confidential staff	\$ 607,510	\$ 602,000	\$ 5,510
Retirement	wage adjustment for confidential staff	\$ 47,700	\$ 47,300	\$ 400
Medicare	wage adjustment for confidential staff	\$ 10,220	\$ 10,130	\$ 90
Deferred Comp.	wage adjustment for confidential staff	\$ 16,460	\$ 16,150	\$ 310
PFML	wage adjustment for confidential staff	\$ 1,920	\$ 1,900	\$ 20
<b>ENCUMBRANCES</b>				
<b>FINANCE</b>				
Wages	Accountant back-pay	\$ 1,256,500	\$ 1,211,000	\$ 45,500
Retirement	Accountant back-pay	\$ 103,460	\$ 99,300	\$ 4,160
Medicare	Accountant back-pay	\$ 22,590	\$ 21,600	\$ 990
Deferred Comp.	Accountant back-pay	\$ 62,670	\$ 61,500	\$ 1,170
PFML	Accountant back-pay	\$ 4,360	\$ 4,230	\$ 130
<b>SUPPRESSION</b>				
SCBA supplies	SCBA supplies from 2025	\$ 41,000	\$ 30,000	\$ 11,000
SCBA repair & maintenance	SCBA Repairs from 2025	\$ 100,000	\$ 55,000	\$ 45,000
<b>EMS</b>				
Professional Services	Remaining 1/2 of CARES ILA to SCF	\$ 380,968	\$ 292,400	\$ 88,568
<b>NON-DEPARTMENTAL</b>				
Transfers to Retirement Reserve Fund	to cover former chief's ret. Medical	\$ 1,985,500	\$ 1,909,300	\$ 76,200
Total Expenditure Increases (Decreases)				\$ 292,958
<b>Net increase (decrease) in fund balance</b>				<b>\$ 14,372,085</b>

RETIREMENT RESERVE FUND:				
BEGINNING FUND BALANCE CHANGE:				
	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 8,284,368	\$ 7,934,517	\$ 349,851
REVENUE CHANGES:				
REVENUE ITEMS:				
	reasons	new revenue amt.	original budgeted	\$ change
Transfers in from General Fund	to cover ret. med. over yrs. for former chief	\$ 1,985,500	\$ 1,909,300	\$ 76,200
<b>Net increase (decrease) in fund balance</b>				<b>\$ 426,051</b>

CONSTRUCTION FUND:				
BEGINNING FUND BALANCE CHANGE:				
	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 33,929,264	\$ 25,109,152	\$ 8,820,112
EXPENDITURE ITEMS:				
	reasons	new expenditure amt.	original budgeted	\$ change
<b>ENCUMBRANCES</b>				
<b>LOGISTICS:</b>				
Stn. 71 - interior painting, flooring/carpet	not completed in 2025	\$ 105,820	\$ -	\$ 105,820
Stn. 72 - parking lot striping & sealing	not completed in 2025	\$ 56,628	\$ 15,045	\$ 41,583
Stn. 73 - parking lot striping & sealing	not completed in 2025	\$ 35,091	\$ -	\$ 35,091
stn. 81 - HVAC unit	not completed in 2025	\$ 6,000	\$ -	\$ 6,000
Stn. 82 - interior painting & outside wall covering	not completed in 2025	\$ 253,435	\$ 34,687	\$ 218,748
Logistics Bldg. - outside wall covering	not completed in 2025	\$ 44,317	\$ 20,000	\$ 24,317
Admin Building	not completed in 2025	\$ 145,732	\$ 44,732	\$ 101,000
Total Expenditure Increases (Decreases)				\$ 532,559
<b>Net increase (decrease) in fund balance</b>				<b>\$ 8,287,553</b>

<b>EQUIPMENT FUND:</b>				
BEGINNING FUND BALANCE CHANGE:	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 2,798,725	\$ 1,864,472	\$ 934,253
EXPENDITURE ITEMS:	reasons	new expenditure amt.	original budgeted	\$ change
<b>ADDITIONAL SPENDING</b>				
<b>SUPPRESSION:</b>				
MDT Computers Leases	Sno-911 underbilled us 2022-2025	\$ 92,701	\$ 69,345	\$ 23,356
<b>EMS:</b>				
MDT Computers Leases	Sno-911 underbilled us 2022-2025	\$ 137,784	\$ 69,345	\$ 68,439
<b>ENCUMBRANCES</b>				
<b>Technical Services</b>				
Computer network equipment	still needed	\$ 50,830	\$ 22,000	\$ 28,830
Computer equipment	ordered in 2025	\$ 193,187	\$ 140,972	\$ 52,215
Total Expenditure Increases (Decreases)				\$ 172,840
<b>Net increase (decrease) in fund balance</b>				<b>\$ 761,413</b>

<b>BOND FUNDS:</b>				
BEGINNING FUND BALANCE CHANGE:	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 79,837	\$ 72,504	\$ 7,333
<b>Net increase (decrease) in fund balance</b>				<b>\$ 7,333</b>

<b>EMERGENCY RESERVE FUND:</b>				
BEGINNING FUND BALANCE CHANGE:	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 10,893,705	\$ 10,625,055	\$ 268,650
<b>Net increase (decrease) in fund balance</b>				<b>\$ 268,650</b>

<b>APPARATUS FUND:</b>				
BEGINNING FUND BALANCE CHANGE:	reasons	actual balance	original budgeted	\$ change
<b>Beginning Cash Balance - County cash &amp; Investments</b>		\$ 3,374,716	\$ 522,331	\$ 2,852,385
EXPENDITURE ITEMS:	reasons	new expenditure amt.	original budgeted	\$ change
<b>ADDITIONAL SPENDING</b>				
<b>SUPPRESSION:</b>				
estimated tax on 5 new engines & ladder truck	tax not pd. until delivery & not in 2025 pmt	\$ 1,067,493	\$ 220,900	\$ 846,593
<b>ENCUMBRANCES</b>				
<b>SUPPRESSION:</b>				
remaining costs on purchased vehicles	2025 unpaid costs	\$ 374,568	see above	\$ 374,568
<b>FIRE &amp; LIFE SAFETY</b>				
Truck	Purchased in 2025, invoiced in 2026	\$ 220,000	\$ 120,000	\$ 100,000
<b>TRAINING:</b>				
Tng. Van & remaining costs on 3 trucks	have not yet received delivery of apparatus	\$ 400,988	\$ 250,000	\$ 150,988
<b>LOGISTICS:</b>				
Box Truck & remaining bal on tech truck	have not yet received delivery of apparatus	\$ 173,000	\$ 16,000	\$ 157,000
<b>EMS:</b>				
Ambulances from 2024&2025	have not yet received delivery of apparatus	\$ 2,431,335	\$ 470,000	\$ 1,961,335
<b>TECHNICAL SERVICES:</b>				
remaining costs on purchased vehicles	2025 unpaid costs	\$ 68,131	\$ -	\$ 68,131
Total Expenditure Increases (Decreases)				\$ 3,658,615
<b>Net increase (decrease) in fund balance</b>				<b>\$ (806,230)</b>

SHOP FUNDS:				
BEGINNING FUND BALANCE CHANGE:	reasons	actual balance	original budgeted	\$ change
Beginning Cash Balance - County cash & Investments		\$ 2,269,186	\$ 1,748,715	\$ 520,471
<b>Net increase (decrease) in fund balance</b>				<b>\$ 520,471</b>

DATE: 3/12/2026

Motion to approve budget amendment #1 as presented above :

\_\_\_\_\_  
Jim Steinruck, Chairman

\_\_\_\_\_  
Davin Alsin

\_\_\_\_\_  
Rick Edwards

\_\_\_\_\_  
Troy Elmore

\_\_\_\_\_  
Randy Fay

\_\_\_\_\_  
Jeff Schaub

\_\_\_\_\_  
Roy Waugh

\_\_\_\_\_  
attest to: Secretary to the Board



# Snohomish Regional Fire & Rescue

## Strategic Plan 2026-2030

### *Driven to Serve*

Integrity | Service | Teamwork | Readiness

Headquarters: 163 Village Court, Monroe, WA 98272 - Office: 360-794-7666 - [www.SRFR.org](http://www.SRFR.org)

# 2026-2030 Strategic Plan

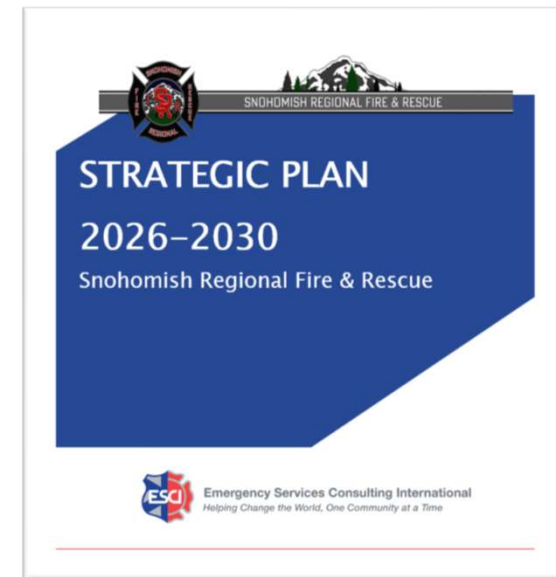


## Driven to Serve

**Mission:** Driven to serve our community with a relentless pursuit of excellence.

**Vision:** Lead through collaboration and innovation to create safer, stronger communities.

**Values:** Integrity | Service | Teamwork | Readiness



# Plan Development



## Community-Centered Strategic Planning Process (ESCI)

- Community stakeholder session (26 participants)
- Internal climate survey (116 members participation)
- Two-day internal planning workshop
- Mission, Vision, Values refinement
- “Good | Better | Different” exercise
- Board and leadership input
- CFAI 10th Edition alignment





# Our Five Strategic Goals

- 1. Strengthen Our Culture of Trust & Leadership**
- 2. Deliver Exceptional Service to Our Community**
- 3. Be a Learning, Growing Organization**
- 4. Support and Care for Our People**
- 5. Be Good Stewards of Resources**

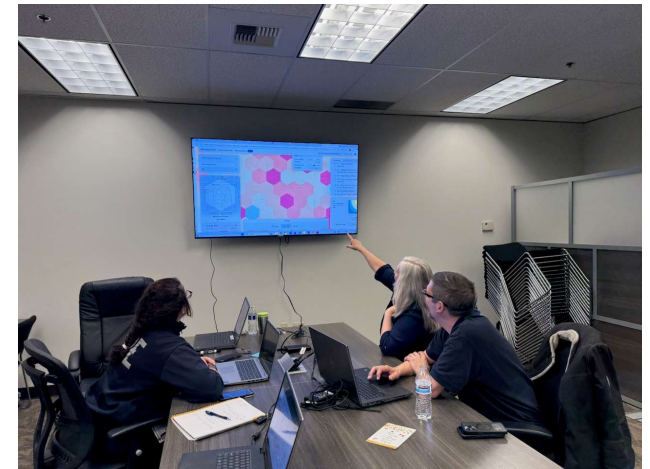




# What this Means for the Community

## Governance & Accountability

- Annual Standards of Cover review
- Annual program appraisals
- 10-year financial forecast updates
- Annual budget linked to strategic goals
- Goal managers assigned to each priority
- Regular progress reporting to the Board



# Looking Ahead



## A Roadmap for the Next Five Years

- Data-informed decision making
- Stronger leadership pathways
- Sustainable funding & infrastructure planning
- Enhanced community resilience
- Culture rooted in trust, transparency & accountability

***Together, we remain Driven to Serve.***



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# Acknowledgments Stakeholders

- ▶ Paul Charbeneau | IT SRFR
- ▶ Penny Coyne | Community Member
- ▶ Kim Daughtry | Lake Stevens City Council
- ▶ Jody Dennett | Community Member
- ▶ Rick Edwards | Commissioner SRFR
- ▶ Troy Elmore | Commissioner SRFR
- ▶ Michael Ervick | CERT Team
- ▶ Randy Fay | Commissioner SRFR
- ▶ Kyle Fisher | Monroe City Council
- ▶ Heather Fulcher | Monroe City Council
- ▶ Phil Griswold | Community Member
- ▶ Vriti Jain | SRFR Data Analyst
- ▶ Kaitlin King | Public Education & Information Officer SRFR
- ▶ Amy Lewandowski | Community Member
- ▶ Ryan Lundquist | Assistant Chief SRFR
- ▶ Michael McConnell | Deputy Chief SRFR
- ▶ Mike Messer | Assistant Chief SRFR
- ▶ Brian Mills | Commissioner SCFD4
- ▶ Peter Mongillo | Public Education & Information Officer SRFR
- ▶ Gary O'Rielly | Community Member
- ▶ Brian Park | Fire Chief
- ▶ Kippy Powers | Administrative Specialist SRFR
- ▶ Elsa Sexton | GIS Coordinator SRFR
- ▶ Jim Steinruck | Commissioner SRFR
- ▶ Kristi Szilak | Exec Assistant SRFR
- ▶ Colby Titland | Deputy Chief SRFR
- ▶ Jim Torpin | Community Member
- ▶ Roy Waugh | Commissioner SRFR

Headquarters: 163 Village Court, Monroe, WA 98272 - Office: 360-794-7666 - [www.SRFR.org](http://www.SRFR.org)



# Acknowledgments **SRFR Core Team**

- ▶ Brittany Bazinet | Leave Specialist
- ▶ Joe Basta | Battalion Chief
- ▶ Paul Charbeneau | IT Manager
- ▶ Sean Dahl | Deputy Fire Marshal
- ▶ James Hammeren | Battalion Chief
- ▶ David Hanson | Driver Operator
- ▶ Pamela Holtgeerts | HR Director
- ▶ Brandon Huber | Firefighter
- ▶ Vriti Jain | Data Analyst
- ▶ Mel Jenkins | Administrative Supervisor
- ▶ Kaitlin King | PEIO
- ▶ Daniel Kindig | Shop Mechanic
- ▶ Michael McConnell | Deputy Chief
- ▶ Randy Mickels | Lieutenant
- ▶ Shane Nelson | MSO
- ▶ Kris Olsen | Firefighter
- ▶ Brian Park | Fire Chief
- ▶ Tracy Rider | Firefighter
- ▶ Justin Swift | Logistic Technician



# Snohomish Regional Fire & Rescue

## Strategic Plan 2026-2030

### ***Driven to Serve***

Integrity | Service | Teamwork | Readiness

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SNOHOMISH REGIONAL FIRE & RESCUE

# STRATEGIC PLAN

## 2026–2030

### Snohomish Regional Fire & Rescue



**Emergency Services Consulting International**

*Helping Change the World, One Community at a Time*

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## STRATEGIC PLANNING

### Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap, complete with clear objectives, defined timelines, specific roles, and measurable milestones. Strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, builds on current strengths and emerging capabilities, while aligning for long-term excellence. These components position an organization to serve its community and achieve its overarching vision adeptly. In renewing its unwavering commitment to professionalism, the organization sets itself on a trajectory toward enduring success, instilling trust and confidence in its stakeholders.

The strategic implementation planning process culminates in a five-year work plan, guiding the organization's collective endeavors toward shared goals and objectives. This inclusive method engages key stakeholders, particularly community representatives, to ensure that the interests of the entire community are not just considered, but are integral to the planning stages.

During the planning sessions, the team re-examined the agency's mission, vision, and values. These elements served as cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

Once established, the strategic goals were broken down into specific objectives. Through robust dialogue and brainstorming, ideas were either adopted or discarded based on group consensus. The resulting goals and objectives are designed to be flexible, allowing for adjustments as needed to align with the agency's broader aspirations. This flexibility reassures stakeholders that the plan is adaptable to changing circumstances.

In summary, the careful formulation of a strategic plan, which involves inclusive participation and flexible goal setting, equips an organization with the agility to adapt and the direction to thrive amidst change.

**“Agility will be the new capital for  
organizations.”**

– 21st Century Fire & Emergency Services White Paper

## Community–Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all–volunteer fire departments and everything in between. This process was utilized in the development of the Snohomish Regional Fire & Rescue strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background.
- Defining services provided to the community.
- Identifying aspects of the organization that the community views positively.
- Developing a vision for the future.
- Establishing the organization's guiding principles.
- Identifying performance gaps.
- Establishing the organization's strategic goals.
- Identifying the objectives that support the strategic goals.
- Determining critical implementation tasks for each objective.
- Defining service outcomes in the form of performance measures and targets.

## **ACKNOWLEDGMENTS**

### **Snohomish Regional Fire & Rescue**

Brittany Bazinet   Leave Specialist	Kaitlin King   PEIO
Joe Basta   Battalion Chief	Daniel Kindig   Shop Mechanic
Paul Charbeneau   IT Manager	Michael McConnell   Deputy Chief
Sean Dahl   Deputy Fire Marshal	Randy Mickels   Lieutenant
James Hammeren   Battalion Chief	Shane Nelson   MSO
David Hanson   Driver Operator	Kris Olsen   Firefighter
Pamella Holtgeerts   HR Director	Brian Park   Fire Chief
Brandon Huber   Firefighter	Tracy Rider   Firefighter
Vriti Jain   Data Analyst	Justin Swift   Logistic Technician
Mel Jenkins   Administrative Supervisor	

### **Emergency Services Consulting International**

Chris Armstrong   Project Manager	Jo-Ann Lorber   Associate Consultant
Jeffrey Grote   Associate Consultant	
Turan Koroglu   Industrial/Organizational Psychology	Shauna Maurell   Branding & Document Support

## MESSAGE FROM THE CHIEF

Snohomish Regional Fire & Rescue has a proud tradition of service to the communities we protect, and I am deeply honored to present this strategic plan as our roadmap for continued growth and excellence. As a CPSE-accredited agency, we hold ourselves to the highest professional standards because it is the right thing for our members, our partners, and our community.

This plan reflects months of thoughtful discussion, honest feedback, and collaborative work. It builds on our strengths while challenging us to address areas where we can improve. Guided by input from our members, our community, and our Board of Commissioners, this plan sets a clear and achievable course for the years ahead.

Our strength comes from being one team, united in purpose and driven by our shared commitment to service. Every person in this organization, in every division and role, contributes to our success. Whether serving on the front lines or behind the scenes, each member's dedication, expertise, and support are essential to fulfilling our mission.

Every day, our people demonstrate professionalism, skill, and compassion in service to others. They embrace the hard work, the training, and the sacrifices this profession demands, and they do so with humility, teamwork, and an unwavering commitment to protecting life, property, and the environment.

Over the past year, our administrative, support, and operational teams have made meaningful progress in strengthening systems, improving coordination, and building trust through consistent, professional service. This work, often done behind the scenes, has laid a strong foundation for our next chapter.

I am grateful for the trust and support of our community, and for the dedicated service of every SRFR staff member. With this plan, we affirm our commitment to continuous improvement, innovation, and serving with excellence.

Together, we will ensure that Snohomish Regional Fire & Rescue remains a trusted, capable, and forward-thinking organization, ready to meet the needs of today and prepared for the challenges of tomorrow.

Sincerely,

Brian Park, Fire Chief

## ENVIRONMENTAL SCAN

### External Stakeholder Feedback

On June 25, 2025, ESCI facilitated a community stakeholder feedback session at Station 31's Training Room. Invitations were sent to thirty (30) community members/businesses. The twenty-six (26) representatives in attendance included:

Paul Charbeneau   IT SRFR	Ryan Lundquist   Assistant Chief SRFR
Penny Coyne   Community Member	Michael McConnell   Deputy Chief SRFR
Kim Daughtry   Lake Stevens City Council	Mike Messer   Assistant Chief SRFR
Jody Dennett   Community Member	Brian Mills   Commissioner SCFD4
Rick Edwards   Commissioner SRFR	Peter Mongillo   Public Education & Information Officer SRFR
Troy Elmore   Commissioner SRFR	Gary O'Rielly   Community Member
Michael Ervick   CERT Team	Brian Park   Fire Chief
Randy Fay   Commissioner SRFR	Kippy Powers   Administrative Specialist SRFR
Kyle Fisher   Monroe City Council	Elsa Sexton   GIS Coordinator SRFR
Heather Fulcher   Monroe City Council	Jim Steinruck   Commissioner SRFR
Phil Griswold   Community Member	Kristi Szilak   Exec Assistant SRFR
Vriti Jain   SRFR Data Analyst	Colby Titland   Deputy Chief SRFR
Kaitlin King   Public Education & Information Officer SRFR	Jim Torpin   Community Member
Amy Lewandowski   Community Member	Roy Waugh   Commissioner SRFR

As part of the discussions, ESCI asked the attendees to help define "good service" in the context of what a fire department should provide to its community. The group identified the following assets provided by Snohomish Regional Fire & Rescue:

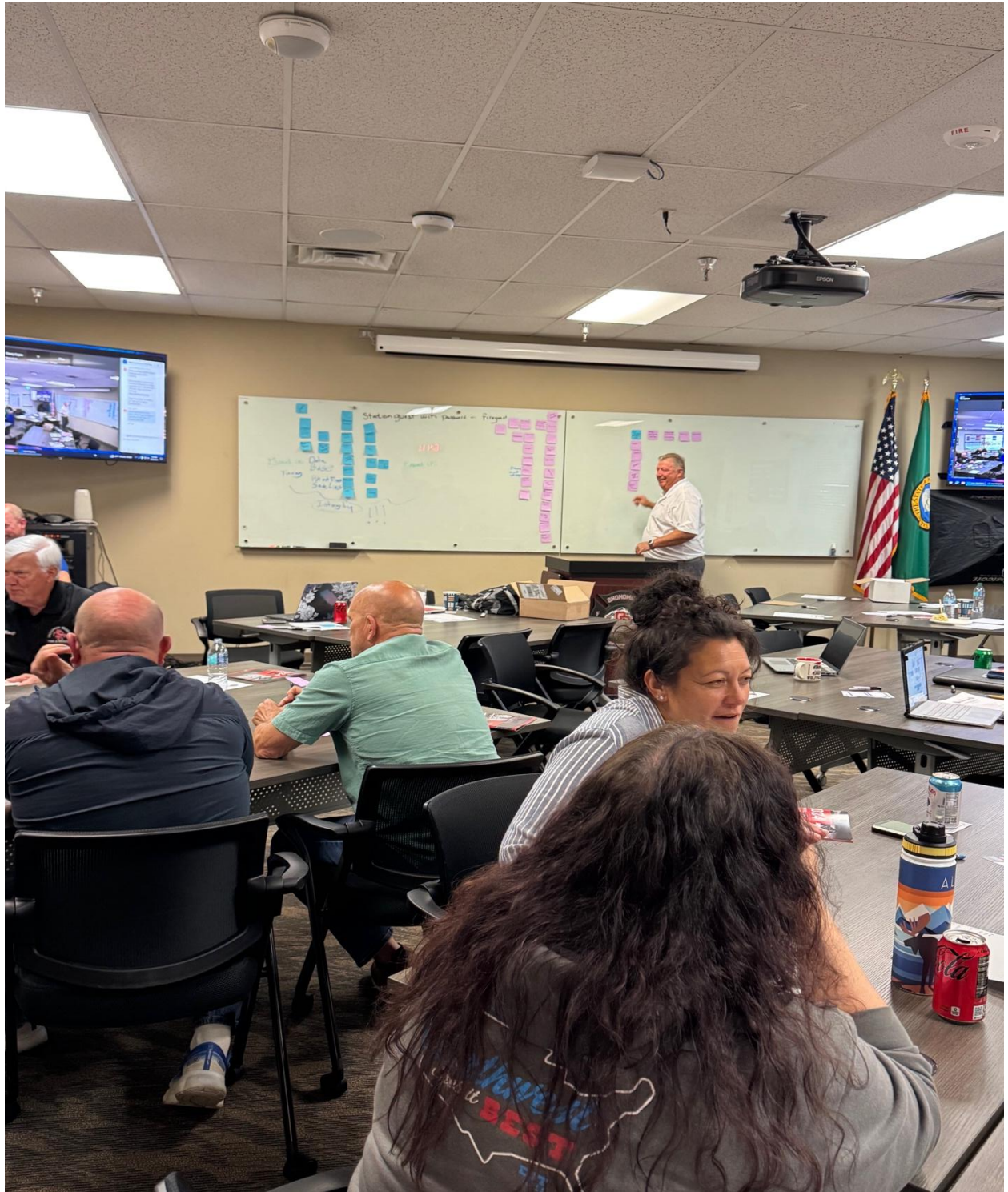
- Customer service
- Response times
- Community engagement
- Mission focused
- Take care of employees
- Safety education
- Reputation
- All-hazards response
- Visibility
- Database (transparency)
- Save lives
- Fire Suppression
- Integrity
- Training

After defining good service, the group worked together to define the community's expectations of Snohomish Regional Fire & Rescue from the group's perspective. These expectations included:

- Service delivery
- Cost-efficiency
- Professionalism
- Excellence
- Value – economy of scale and scope
- Competency
- Compassion
- Transparency
- Accountability
- Relocation of fire stations if needed

After defining what Snohomish Regional Fire & Rescue does well and what the community expects, Snohomish Regional Fire & Rescue asked the community to help determine priorities for the next 3–5 years. Answers included:

- Mergers
- Collaborative regional partnerships
- Future deployment – station locations
- Funding
- Greater efficiency
- Resiliency
- Succession planning
- Physical/Mental health & wellness
- Disaster readiness & response
- Staffing for SRFR
- Employee development



## Internal Stakeholder Feedback

Snohomish Regional Fire & Rescue (SRFR) partnered with Emergency Services Consulting International (ESCI) to conduct a climate survey. ESCI, the consulting firm of the International Association of Fire Chiefs, worked closely with SRFR stakeholders to create and deploy a member survey that helped shape priorities for continued organizational growth and alignment.

On June 2, 2025, SRFR deployed the ESCI survey to its members. The survey remained open to responses until 5:00 pm on June 16, 2025. One hundred and sixteen (116) members participated in the study, representing 43% of SRFR's personnel.

Survey participation comprised mostly uniformed staff, representing 70% of respondents. Additionally, 26% were civilian, and the remaining 5% selected "other". The largest group of respondents were those who had been with the District for 0–5 years, representing 38% of the participants. Additionally, 15% reported being with the District for 6–10 years, 32% for 11–25 years, and 16% for more than 25 years.

## STRATEGIC PLANNING WORK SESSIONS

### Mission | Vision | Values

#### Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses Snohomish Regional Fire & Rescue members on what is profoundly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

**MISSION:**  
What do we do?

**VISION:**  
For what do we  
want to be known?

#### Vision

An organization's vision will clearly define and establish what the District wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. At the plan's end, the adopted vision should be a reality and an accurate portrayal of Snohomish Regional Fire & Rescue.

#### Values

An organization's core values are a collection of the most important beliefs and ingrained principles that guide actions. Establishing core values aims to connect the members, clarify the agency's mission, and define its brand for the community it serves.

**VALUES:**  
What are the rules?

The in-house planning team worked together to review and refine the mission, vision, and values:

**Our Mission:**

**Driven to serve our community with a relentless pursuit of excellence.**

**Our Vision:**

**We will lead through collaboration and innovation to create safer and stronger communities.**

**Our Slogan:**

**Driven to Serve**

**Our Values:**

**Integrity, Service, Teamwork, Readiness**

## Our Values:

### **Integrity**

- Earn trust through humility, reliability, and doing what is right.
- Take accountability for our performance, behaviors, and outcomes.
- Communicate openly, honestly, prioritizing transparency.
- Unwavering adherence to the highest moral and ethical standards.

### **Service**

- Provide timely, compassionate, and professional care to the community.
- Approach every interaction as an opportunity to build trust.
- Serve with humility, intention, and focus.
- Prioritize both internal and external customer service through response, support, and prevention.

### **Teamwork**

- Collaborate across ranks, shifts, and divisions to achieve common goals.
- Utilize our individual strengths to create a unified and resilient team.
- Acknowledge that our diverse strengths and perspectives build a stronger team.
- Support the growth and development of all members.
- Partner with community and regional stakeholders to increase agency impact.

### **Readiness**

- Support a healthy work–life balance to sustain high performance.
- Maintain physical, mental, and emotional well–being.
- Provide resources to support individual ownership of health and wellness.
- Recognize fitness as essential to safety, effectiveness, and service.
- Embrace innovative practices and a strong training culture.
- Deliver excellent service through a commitment to continuous learning and mastery of skills.

## GOOD | BETTER | DIFFERENT

Snohomish Regional Fire & Rescue members who participated in a two-day internal workshop participated in a "Good – Better – Different" exercise. The process was meant to eliminate group thinking and enable all participants to provide open feedback. Using four different colored sticky notes, Snohomish Regional Fire & Rescue members took part in the following process:

**GOOD | Blue Sticky Notes:** Write three things that SRFR should continue to do and make plans to maintain in the future.

**BETTER | Yellow Sticky Notes:** Write three things that SRFR can improve upon.

**DIFFERENT | Red Sticky Notes:** Write three things SRFR should realign.

**DIFFERENT | Green Sticky Notes:** Write three things SRFR should start doing.

Facilitators collected sticky notes of each color and posted them on the board. Small groups organized each color of sticky note into common thoughts and themes, and then discussed the common themes. The following is a list of common themes derived from the exercise.



## **GOOD | What to Continue (Blue Notes)**

- Maintain a strong commitment to community service and emergency response.
- Continue prioritizing training, certifications, and skill development.
- Preserve teamwork and peer support across crews and shifts.
- Keep investing in health, safety, and wellness initiatives.
- Uphold high professional standards and pride in the department.

## **BETTER | What to Improve (Yellow Notes)**

- Strengthen communication and transparency between leadership and staff.
- Improve staffing levels and workload balance to reduce burnout.
- Enhance training opportunities, consistency, and access across ranks.
- Update and maintain equipment, facilities, and technology.
- Increase recognition of employee contributions and ideas.

## **DIFFERENT | Shifts in How We Operate (Red Notes)**

- Streamline decision pathways to improve clarity.
- Establish predictable communication channels.
- Apply consistent, merit-based processes.
- Institutionalize proactive, data-informed planning.

## **DIFFERENT | New Initiatives (Green Notes)**

- Foster more open, respectful dialogue between senior leadership and staff.
- Create structured leadership development and mentorship programs.
- Implement clear, consistent processes for promotions and career advancement.
- Expand community engagement and prevention programs.
- Develop stronger wellness and resiliency resources, including mental health support.



## STRATEGIC WORK PLAN

### Definition of Terms

The main components of a strategic plan, the Goals, Objectives, and Tasks, are defined as follows:

#### **GOAL:**

A goal is the largest overarching element of a strategic plan. These plans are broad enterprises on which the organization may have multiple areas of focus.

#### **OBJECTIVE:**

An objective is a smaller, subordinate component of a goal. It is focused on one area, but still general. If all the objectives under a goal have been accomplished, the goal will have been achieved.

#### **TASK:**

A task is a smaller, subordinate component of an objective. It is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all tasks under an objective are accomplished, the objective will have been accomplished.

Snohomish Regional Fire & Rescue (SRFR) and Emergency Services Consulting International (ESCI) worked to develop five (5) goals to focus this strategic plan on obtainable results. Members collaborated to narrow down the goals and objectives to a workable list that will be assigned to a member. There was a spirit of congeniality and respect within the room, which lent itself to an environment for open and honest discussion with the goal of helping continue to move the organization forward.

Strategic goals, objectives, and tasks become essential to the organization's efforts. By following these components carefully, the organization will be guided into a future that offers a sustained focus on organizational priorities and performance outcomes. Each goal, objective, and task was identified in a two-day planning work session facilitated by ESCI with the SRFR team.

The following section defines each strategic goal along with its supporting objectives and corresponding tasks, providing a clear and actionable roadmap for implementation. These goals were developed through extensive stakeholder feedback, organizational analysis, and community input, forming the foundation of Snohomish Regional Fire & Rescue’s recommended strategic plan.

Each goal has been intentionally aligned with the **Commission on Fire Accreditation International (CFAI) 10th Edition Core Competencies** to ensure consistency with nationally recognized standards of excellence. These competencies include:

- 1B Governance & Administration
- 2A, 2B, 2C Assessment & Planning
- 3B, 3C, 3D Goals & Objectives
- 4A, 4B, 4C Financial Resources
- 5A – 5K Community Risk Reduction Programs
- 6A Physical Resources
- 7B, 7C, 7D Human Resources
- 8A, 8C Training & Competency
- 9A Essential Resources
- 10A External System Relationships
- 11A, 11B Health and Safety

This alignment ensures that Snohomish Regional Fire & Rescue’s strategic priorities not only address current operational and community needs but also support continuous improvement, accountability, and **accreditation readiness** across all core functional areas. Detailed descriptions for each goal are provided in the sections that follow.

## Goal 1 – Strengthen Our Culture of Trust & Leadership

We sustain our success through consistent, transparent leadership and shared accountability at every level of the organization.

### Objective 1.1 – Establish consistent communication systems

*(CFAI 3B.1, 3B.3, 3C.2 Goals & Objectives)*

1.1.1 Establish and host quarterly “State of the Department” conversations with leadership and all employees.

1.1.2 Launch and maintain a monthly internal newsletter highlighting accomplishments, updates, and lessons learned across all divisions.

1.1.3 Enhance and formalize existing feedback frameworks where leadership regularly collects, reviews, and reports on employee input, ensuring meaningful action and timely communication.

1.1.4 Implement a consistent meeting cadence with union leadership to discuss workforce impacts, operational considerations, and upcoming initiatives, with documented outcomes and follow-up communication as appropriate.

### Objective 1.2 – Build pathways for leadership growth

*(CFAI 7B.3, 7D.1 Human Resources; 8A.1 Training)*

1.2.1 Build, publish, and biennially review a structured leadership pathway for employees at all levels, including sworn and administrative staff.

1.2.2 Implement annual leadership training that strengthens communication and coaching skills, while promoting team alignment and performance.

1.2.3 Establish an ongoing mentorship program, pairing emerging leaders with internal and external resources for guidance, support, and accountability.

**Objective 1.3 – Enhance team clarity, cohesion, and performance**

*(CFAI 1B.1 Governance; 7B.3 Human Resources; 8A.1 Training)*

1.3.1 Clarify, document, and communicate the roles, purpose, membership, and decision-making authority of teams within the agency to ensure shared understanding and accountability.

1.3.2 Support recognized teams in the development and documentation of clear norms for collaboration, communication, and mutual accountability that promote trust and constructive dialogue, which are reviewed and updated annually.

1.3.3 Incorporate team performance reflection and goal review into the annual strategic planning cycle to ensure continuous improvement and alignment with department priorities.

1.3.4 Implement a cross-divisional communication framework that enhances collaboration and cohesion, measured by participation, feedback, and documented coordination improvements.

## Goal 2 – Deliver Exceptional Service to Our Community

Our community depends on compassionate, reliable service—whether through emergency response, prevention, education, or administrative support that makes those services possible.

### **Objective 2.1 – Keep the Standards of Cover dynamic and data-driven**

*(CFAI 2B.1, 2C.1 Assessment & Planning Core)*

2.1.1 Establish an annual Standards of Cover review cycle with input from all divisions.

2.1.2 Track and report turnout times, total response times, unit workload, and system reliability each quarter.

2.1.3 Host annual stakeholder briefings that explain system design, share performance data, and outline planned improvements.

### **Objective 2.2 – Strengthen and expand community risk reduction programs**

*(CFAI 5B.1 Programs; 10A.1 External Systems)*

2.2.1 Publish annual updates to the community risk assessment to guide CRR priorities, identify emerging trends, and measure impact.

2.2.2 Strengthen partnerships to expand prevention and safety outreach in schools, senior centers, and other at-risk populations.

2.2.3 Create a consistent process for capturing and sharing prevention outcomes and success stories across the organization and community.

### **Objective 2.3 – Maintain and improve program performance**

*(CFAI Criterion 4, 5, 6, 7, 8, 9, 11 – All Programs)*

2.3.1 Conduct an annual review of EMS, fire suppression, prevention, training, specialty, and administrative programs to evaluate effectiveness and identify improvement opportunities.

2.3.2 Integrate program-specific performance metrics and quality improvement data into annual program appraisals.

2.3.3 Establish consistent feedback channels to share program outcomes and lessons learned with all employees.

**Objective 2.4 – Strengthen community resilience and disaster preparedness**

*(CFAI 5D.1 Programs; 8A.1 Training; 10A.1 External Systems)*

2.4.1 Establish and maintain functional partnerships with local, county, and regional emergency management and disaster support organizations.

2.4.2 Collaborate in regional training, exercises, and readiness initiatives to enhance coordination and response capacity.

2.4.3 Advance all-hazards preparedness programs addressing both human-caused and natural disasters, with targeted focus on WUI (Wildland Urban Interface) wildfire prevention.

2.4.4 Coordinate public education campaigns that promote disaster readiness and strengthen community resilience.

## Goal 3 – Be a Learning, Growing Organization

We value training and continuous learning as the foundation of safety, confidence, and excellence for everyone at SRFR.

### **Objective 3.1 – Institutionalize training and competency systems**

*(CFAI 8A.1, 8C.1 Training)*

3.1.1 Maintain an annual training calendar aligned with professional standards and organizational priorities for all job categories.

3.1.2 Implement a system to track, analyze, and report certification and continuing education completion for all staff.

3.1.3 Publish quarterly training completion summaries, including both internal and external coursework.

3.1.4 Conduct an annual training needs assessment with input from all divisions to identify emerging skills and development opportunities.

### **Objective 3.2 – Strengthen systems for organizational and individual learning**

*(CFAI 3D.2 Measurement of Organizational Progress; 8A.1 Training; 7D.1 Human Resources)*

3.2.1 Formalize an after-action review (AAR) process for significant incidents, events, and projects.

3.2.2 Publish a quarterly “lessons learned” bulletin to share operational and organizational insights across all divisions.

3.2.3 Integrate AAR findings and best practices into training, planning, and continuous improvement efforts.

3.2.4 Implement an annual employee performance and development review process that supports individualized growth and career progression.

## Goal 4 – Support and Care for Our People

We are strongest when our people are supported, valued, and equipped to thrive over long careers —whether on the frontline, in the office, or in the shop.

### **Objective 4.1 – Strengthen systems for health, wellness, and resilience**

*(CFAI 7C.2 Human Resources; 11A.5, 11B Health & Safety)*

4.1.1 Establish an annual wellness assessment program that measures participation, evaluates outcomes, and informs ongoing program development for all employees.

4.1.2 Expand peer support and resiliency resources for all staff by increasing access to culturally competent mental health professionals and wellness partners.

4.1.3 Develop and deliver training that enhances employee resilience through risk management, exposure reduction, and personal wellness practices.

### **Objective 4.2 – Build sustainable systems to attract, develop, and retain talent**

*(CFAI 7B.3 Human Resources; 7D Human Resources; 8C.2 Training and Education Resources)*

4.2.1 Implement targeted recruitment strategies that reflect community diversity and support all job categories.

4.2.2 Conduct annual workforce modeling to forecast future staffing needs, guide hiring decisions, and promote long-term stability.

4.2.3 Institutionalize a succession planning framework that supports career development and leadership continuity across all divisions.

## Goal 5 – Be Good Stewards of Resources

Our community entrusts us with their tax dollars and equips us to maintain reliable facilities, apparatus, equipment, technology, and administrative systems that support exceptional service delivery.

### **Objective 5.1 – Establish a sustainable funding philosophy and financial systems**

*(CFAI 4A.7, 4B, 4C Financial Planning)*

5.1.1 Define, adopt, and regularly review a sustainable funding philosophy that aligns revenues, expenditures, and community expectations.

5.1.2 Publish an annual budget report that links funding decisions to strategic goals and measurable outcomes.

5.1.3 Maintain a 10-year financial forecast that is reviewed and updated annually to support long-range planning.

5.1.4 Implement a process to track grants and actively pursue external funding opportunities.

### **Objective 5.2 – Ensure facilities, equipment, and technology are reliable, secure, and future-ready**

*(CFAI 6A.2, 6C.1 Physical Resources; 9D.1 Essential Resources)*

5.2.1 Develop and maintain a facility condition assessment tool that evaluates all agency properties, projects life-cycle needs, and informs the capital improvement plan.

5.2.2 Maintain an integrated system to evaluate the health and readiness of apparatus, equipment, and technology, supporting informed replacement scheduling.

5.2.3 Implement a reporting dashboard that tracks downtime and maintenance costs for fleet, facilities, and IT systems.

5.2.4 Leverage and optimize existing technology systems to enhance efficiency, safety, and service delivery.

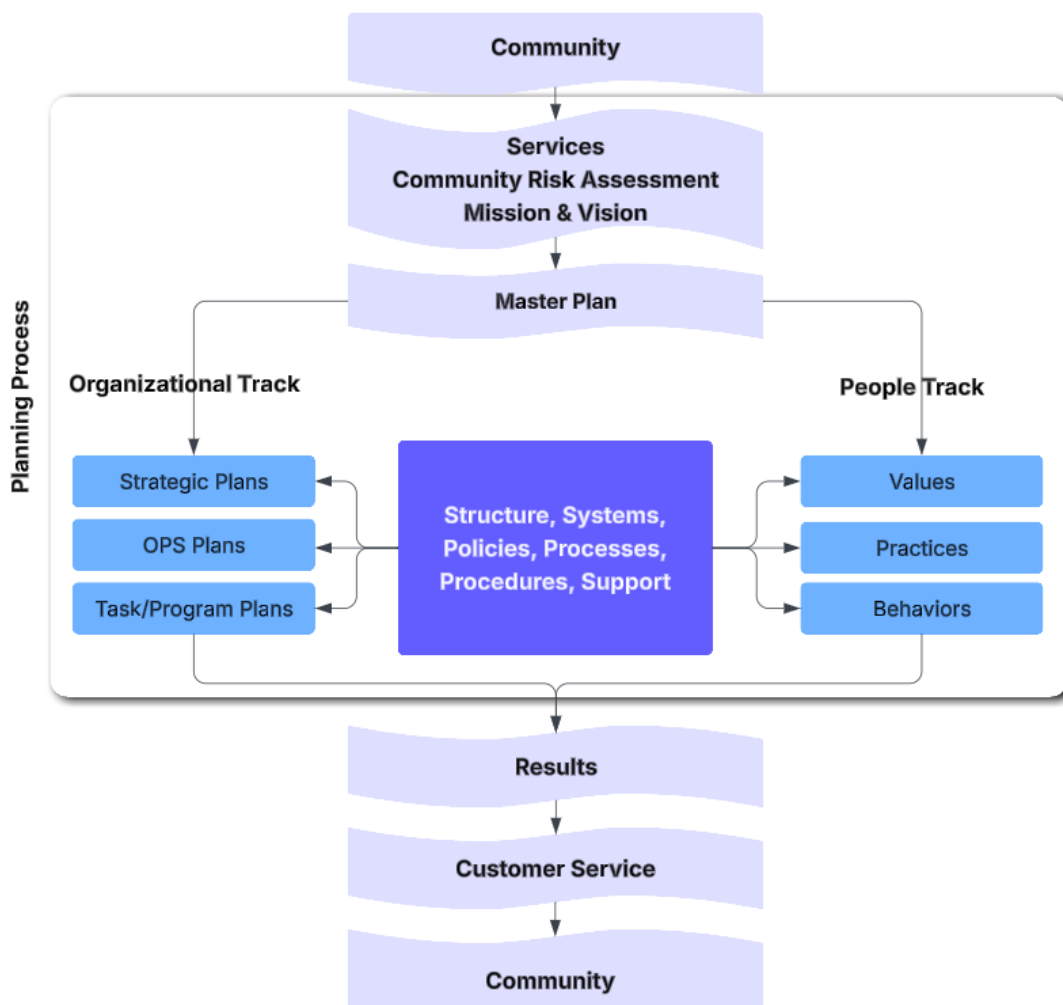
5.2.5 Strengthen and modernize SRFR's technology by intentionally exploring, piloting, and implementing solutions that enhance operational effectiveness, strengthen disaster preparedness, and protect the health and safety of personnel.

5.2.6 Perform a comprehensive security assessment to identify vulnerabilities in information security, physical facilities, and technology systems, and develop and implement system improvements to meet identified needs.

## IMPLEMENTATION METHODOLOGY

Emergency services continually contend with a rapidly changing environment. Improved tools, technologies, increased regulation of activities, and changing risk profiles are all challenges that, if not planned for, can result in reactionary decision-making instead of a proactive, data-driven culture. Fire departments can reduce organizational obstacles through continuous evaluations of the internal and external environment and aligning themselves with the needs of these environments. An organization will stay agile and on the leading edge of service delivery by analyzing data and trends and implementing course corrections.

### Organizational Alignment



To remain highly effective and improve service delivery, an organization must identify programs and activities that may no longer serve the community's changing needs. The abovementioned process is called organizational alignment, adapted from the Vector Group to meet the fire service's needs. This process aligns the entire organization by examining the community needs and cascading those needs down through the service delivery plan, community risk assessment plan (CRA), and mission. This service delivery plan outlines the services provided by the organization and creates a foundation for the organization's mission. There are separate processes that mirror each other for the organization and the people planning.

The organizational track examines strategic, operational, and tactical/program planning. The people track focuses on individuals' values, practices, and behaviors. Both pathways come back together to measure results. However, for the strategic plan to be successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

## **Role of Goal Managers**

The organization must assign each goal to a manager who is responsible for coordinating the goal(s) they are given. Once assigned, the goal managers must be clear on their roles and responsibilities, identify and assign inclusive and capable task teams for each of the objectives within the goal, identify funding needs in order to effectively and efficiently accomplish their assignments, maintain constant awareness of the status and progress of each task team under their charge, troubleshoot and help remove obstacles or barriers to the task teams as they perform their work, and regularly report on goal status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

## **Role of Task/Program Teams**

Each objective is assigned to a task/program team with capable members, with an emphasis on those who have the desire to achieve the objective or who have expertise

or job assignments that align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the goal manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate setting a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Each task team's significant actions and issues should be documented in order to provide status updates to the goal managers.

## Role of SRFR Members

**Tip:**  
Every effective presentation message is a call to action, feeling, or thought.

Every Member of Snohomish Regional Fire & Rescue is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve them, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be

on the lookout for opportunities that the various task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities that may necessitate a shift in a specific approach, a strong organizational commitment to continuous improvement throughout the life of the plan is critical.

It is also important to be reasonable in the organization's expectations of the strategic plan. In some cases, it has taken years for many of the challenges to manifest themselves in their current form. They will not be corrected overnight. Each member must see themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolving certain issues requires more effort than is available to

the organization in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.

## Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- Chief officers meet with all crews over time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members and post a hard copy of the plan at each station or to SRFR's shared drives.
- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team to update the plan and ensure accountability.
- The Fire Chief should provide annual reports to the board or as a standing agenda item for the life of the plan.

These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently within the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the team member for the other elements to be accomplished.

### Tip:

**Deliver a conclusion that is not just a summary but a look into the future.**

Each task team can use the plan to track their work performance and provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the department. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the important takeaway is maintaining granular tracking at the task team level and the big picture across the District.

## CONCLUSION:

This strategic plan serves as a comprehensive blueprint for Snohomish Regional Fire & Rescue's future endeavors. By delineating clear goals, objectives, and tasks, we aim to streamline operations, enhance service delivery, and adapt proactively to emerging challenges.

Responsibilities are distributed among team members, ensuring accountability and collaboration throughout the implementation process. Each member's contribution is vital to the plan's success, and ongoing communication and feedback mechanisms will facilitate continuous improvement.

The benefits of this strategic plan are manifold. It provides a framework for informed decision-making, fosters alignment of resources with organizational priorities, and encourages a culture of innovation and adaptability. Moreover, by proactively addressing potential obstacles, we can mitigate risks and seize opportunities for growth and improvement.

This strategic plan empowers Snohomish Regional Fire & Rescue to fulfill its mission of a relentless pursuit of excellence while remaining responsive to the evolving needs of our community. With dedication, perseverance, and a shared commitment to service, we are poised to achieve our collective vision for a safer and more resilient future.

## APPENDIX A: INTERNAL SURVEY

### Snohomish Regional Fire & Rescue

#### *Member Survey Report*

Snohomish Regional Fire & Rescue (SRFR) partnered with Emergency Services Consulting International (ESCI) to conduct a climate survey. ESCI, the consulting firm of the International Association of Fire Chiefs, worked closely with SRFR stakeholders to create and deploy a member survey that informed the development of the strategic plan.

On June 2, 2025, SRFR deployed the ESCI member survey to its members. The survey remained open to responses until 5:00 pm on June 16, 2025. One hundred and sixteen (116) members participated in the study, representing 43% of SRFR's personnel.

Survey participation comprised mostly uniformed staff, representing 70% of respondents. Additionally, 26% were civilian, and the remaining 5% selected "other". The largest group of respondents were those who had been with the District for 0–5 years, representing 38% of the participants. Additionally, 15% reported being with the District for 6–10 years, 32% for 11–25 years, and 16% for more than 25 years.

The following summarizes the survey results and common themes identified through an analysis of the overall results and free-text responses.

*Note: The data were calculated using software that employs infinite decimals, but the numbers below are rounded to whole numbers. As a result, the percentages may not add up to a perfect 100% in some cases (e.g., 99% or 101%).*

## Health, Safety & Wellness

### Mental Health Support

SRFR members (60%) believe that the District provides them with useful mental health support and resources. However, 32% report a neutral stance on the matter, and 8% maintain opposing views.

### Emotional Health Support

Over half of SRFR members (51%) agree with the statement “The District supports my emotional health and mental well-being.” Meanwhile, 32% of respondents remain neutral, and 17% disagree with the statement.

### Physical Health & Wellness

Three-quarters of SRFR members (75%) agree with the statement, “The District supports me with useful physical health and wellness resources.” Additionally, 16% report a neutral stance on the matter, and 9% disagree with the statement.

### Physical Fitness

SRFR members (63%) agree with the statement, “Employees have an adequate level of physical fitness in order to perform their job.” Conversely, 29% report a neutral stance on the matter, and 8% disagree with the statement.

### Overall, Health

The majority of SRFR members (57%) believe that the District supports their health as a whole and that they feel supported as a whole person. However, 28% report a neutral stance, and 16% disagree.

## Trust Within the District

### Trust in Leadership

Just over half of SRF members believe that the District's leadership makes sound decisions to guarantee the safety of members, with 51% expressing either agreement or strong agreement. Meanwhile, 28% report a neutral stance, and only 22% of the members report opposing views.

### Trust in the Members

Eighty-seven percent (87%) of members agree or strongly agree that the District trusts them to fulfill their assigned duties. Conversely, 10% are neutral, while only 3% disagree.

### Trust in the District

SRF members marginally (34%) disagree or strongly disagree with the statement "I trust the District to do the right thing for my coworkers and me." However, those who are neutral on the matter are equal at 34%, while those who agree with the statement are just a small amount less at 31%.

## Organizational Culture

### Healthy Culture

SRF members agree that the culture among District employees is generally healthy, with 61% agreeing or strongly agreeing. Additionally, 19% remain neutral, and 20% disagree or strongly disagree.

### Personal Attitudes

SRF members (78%) strongly agree with the statement, "I am able to maintain a positive attitude while at work, and I enjoy my job." Only 16% of the respondents maintain neutrality, and the remaining respondents (7%) disagree or strongly disagree.

### **Coworkers' Attitudes**

Two-thirds of the respondents (66%) believe that their coworkers generally maintain a positive attitude while at work and enjoy their jobs, while 27% were neutral, and 8% disagree.

### **Ability to Influence Attitudes**

Seventy-five percent (75%) of the participants agree with the statement, "I can influence my coworkers' attitudes and improve the culture." In contrast, 18% remain neutral on the subject, while only 8% of the respondents hold differing views.

### **Supportive Environment**

The majority of SRFR members (61%) agree that the District fosters a proactive and supportive environment where all personnel are encouraged to speak up and take action to ensure safety. Conversely, over a quarter (26%) remain neutral and 13% disagree on the matter.

### **Common Theme(s):**

A common theme based on free-text responses centers around SRFR's commitment to its people and the culture it fosters. Many respondents express that they feel valued and supported. For example, "They allow me to do my job without micromanaging me," and "I feel we take care of our people well for the most part," are direct reflections of a trusting and empowering environment. Others appreciate the "family feeling environment" and a culture where "all members take care of one another and their growth." Participants recognized the organization for "making employees feel empowered and valued," and "supporting the people that make the mission possible at all levels and divisions." Additionally, the leadership's efforts to engage with staff at multiple levels through platforms like the CLT and leadership meetings (e.g., "I appreciate the

CLT and being able to join via computer for the Leadership Meetings”) underscores the commitment to transparent communication and connection.

## Feelings of Value

### Member Value

The majority of respondents (58%) agree or strongly agree with the statement, “The District values me as an employee.” However, 17% are neutral, and 24% disagree or strongly disagree.

### Input on Important Issues

SRFR members (46%) exhibit marginal agreement with the statement, “The District values my input on important issues.” Approximately 25% disagree or strongly disagree, and 29% are neutral.

## Personnel Development

### Training Effectiveness

Respondents are notably confident in the sufficiency of their training to carry out their duties effectively, with 89% of them indicating agreement or strong agreement. Moreover, 10% of respondents maintain a neutral stance on the matter, while 2% express disagreement.

### Professional Growth

The prevailing sentiment among SRFR members is that there are ample professional growth opportunities within the District, with 72% agreeing. Additionally, approximately 20% report a neutral stance, while 8% disagree or strongly disagree with the statement.

### Common Theme(s):

A dominant theme across free-text responses is SRFR’s strong commitment to training and education. Employees repeatedly cite access to high-quality, varied,

and frequent training as a key strength. For instance, one response states, “Access to training is phenomenal,” while another affirms, “We train to the highest level, and training should always be the priority from EMS to Fire.” This dedication spans across different areas of expertise, with another member noting, “Prioritizes quality service with strong training in Fire, EMS, Tech Rescue, HazMat, and Water Rescue.” Several responses also appreciate the opportunity for external development, such as “SRFR does really well with training and allowing FFs to seek training outside of our department,” and “We do a good job providing opportunity for employees to attend trainings and conferences.” The emphasis on training not only enhances technical skills but also supports career growth, reflected in statements like “Support development/opportunities for employees. Encouragement for growth & training is a priority.”

## **Work Environment**

### **Workplace Safety**

SRFR members report strong feelings of safety in their workplace, as 86% of respondents agree or strongly agree with the statement “I feel safe in my workplace.” Conversely, 10% remain neutral while only 3% disagree with the statement

### **Equipment & Tools**

A majority of SRFR members (89%) strongly report that they have adequate tools to perform their jobs effectively. Meanwhile, only 4% disagree and 7% remain neutral on the matter.

### **Apparatus & Vehicles**

SRFR members (66%) agree that the apparatus or vehicles they operate and/or ride in are safe and well-maintained. Additionally, 23% of respondents maintain a neutral stance on the matter, and 11% disagree or strongly disagree.

## Communication

### Receiving Information

SRFR members marginally (41%) agree that they receive timely and accurate information regarding the District's direction. However, 22% maintain a neutral stance, and 37% disagree.

### Access to Information

The majority (70%) of respondents report agreement or strong agreement with the statement, "I have access to the right amount of information to do my job." Meanwhile, 22% maintain a neutral stance, and only 8% disagree with the statement.

### Common Theme(s):

Based on the free-text responses, members feel increasingly disconnected from decision-making, with several referencing fragmented or one-way communication. Complaints include *"Fragmented communication. We get vague responses to questions which doesn't give the entire 'why',"* and *"working in silos, senior staff is very disconnected from the reality of the department."* One respondent directly states, *"If the department is asking for opinions from the line, they should listen to them."* Others urge the organization to stop *"belittling employee roles and hard work,"* and to stop *"coddling mediocrity."* There is a sentiment that initiatives and feedback loops exist in name only: *"Saying our culture is all inclusive"* is seen as contradictory to the actual experience of exclusion from major decisions. Furthermore, respondents request that the organization *"Quit letting all the specialty admin people add things for us to do,"* indicating that well-meaning administrative efforts may be increasing operational burdens unnecessarily.

## Recruitment & Retention

### Recruitment

Just over half (54%) of the respondents agree with the statement, “The District recruits quality people to fill open positions.” However, 30% remain neutral, whereas 17% disagree or strongly disagree with the statement.

### Retention

Members agree (63%) with the statement “The District retains quality personnel to maintain the mission.” Additionally, 12% of respondents disagree with the statement, and 25% remain neutral.

### Organizational Sustainability

SRFR members (73%) have confidence in the District's stability and their ability to build a future within it. Conversely, 18% are neutral on the matter, while 9% disagree or strongly disagree.

### Common Theme(s):

Though the survey results are on the positive side, the free-text responses suggest that there is frustration with administrative decisions that are perceived to interfere with frontline operations or lower professional standards. Several respondents call for halting the hiring of underqualified personnel: *“Hiring warm bodies instead of capable people,”* and *“Hiring entry-level individuals with no prior experience just to fill a position.”* Others criticize the leniency of probationary standards, such as *“Giving recruits 4 chances to pass an evaluation,”* and *“Recycling recruits except for injury, cut the number of attempts for probationary evaluations.”*



# NEW BUSINESS

## ACTION



# **The Joint Operations Group (JOG) and Virtual Coordination Center (VCC) July 16, 2025**

WSDOT Joint Operations Group Program Manager, Roger Wilbur

WSDOT Incident Management and Virtual Coordination Center Program Manager, Deanna Brewer

# What is a Joint Operations Group? <sup>138</sup>

- Joint Operations Groups (JOGs) are representatives from multiple agencies/disciplines.



- JOG Mission:** To encourage and facilitate multi-agency collaboration to reduce the impacts of large-scale incidents.
- Improves on information access, familiarity, and better communication between agencies.
- Enhances coordination for traffic incidents, emergencies, or any situation where interaction between agencies occurs.

# Joint Operations Groups and Post-Crash Care Benefits

139

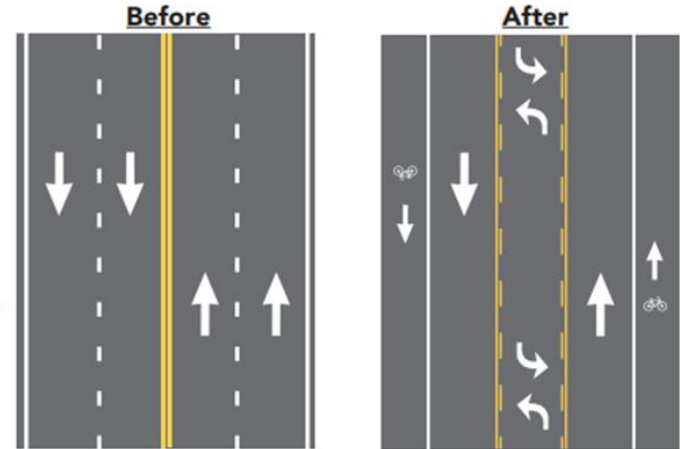
- Early collaborative discussions on what works and needs more work.
- Does the current system work to allow for responders to respond efficiently?
- Multi-agency and disciplinary discussions on transportation challenges.
- Platform to discuss solutions openly.
- Break down silos.



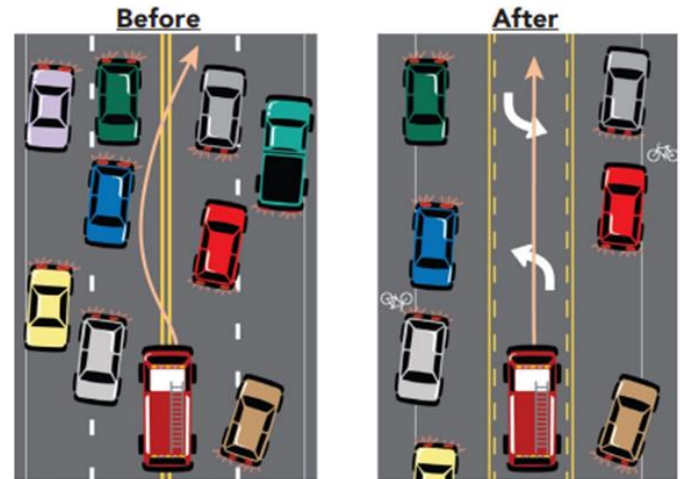
# Leavenworth: US 2 and City Center



West Hawk US 2  
10 Dec 2020 15:40:46 Pacific Standard Time



Two travel lanes are removed to reallocate space for a TWLWL and bicycle lanes.



A fire truck struggling to find a path.

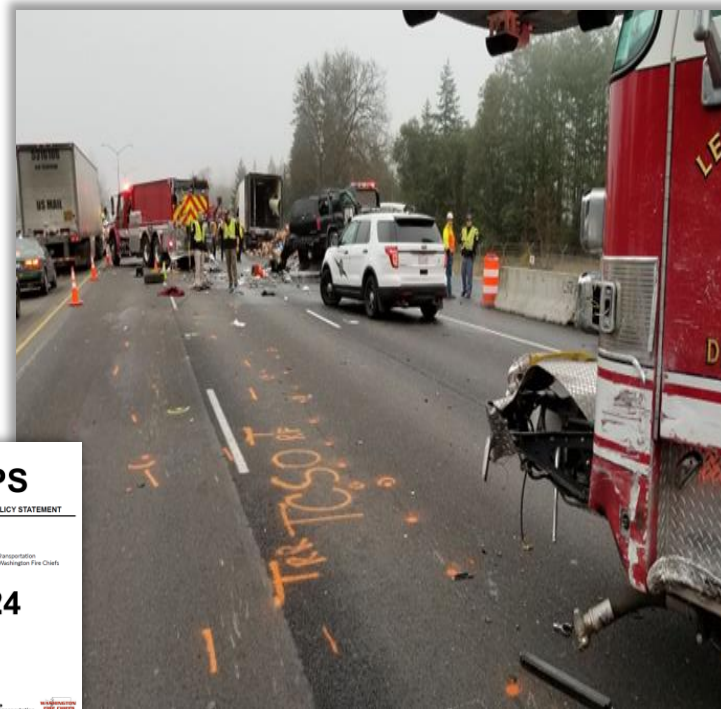
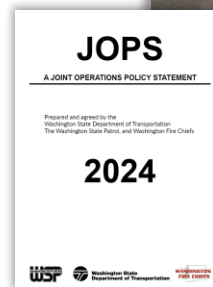
An easily navigable two-way left-turn lane.

# JOGs...

- are a **state-wide initiative**, ideally **led by local/regional representatives** with insight and experience in the JOG area.
- **do not replace protocols, policies, procedures** or how an agency responds to, operates, prevents or prepares for events.
- **enhance what an agency already does**, not create an alternative to current practices.

# Why?

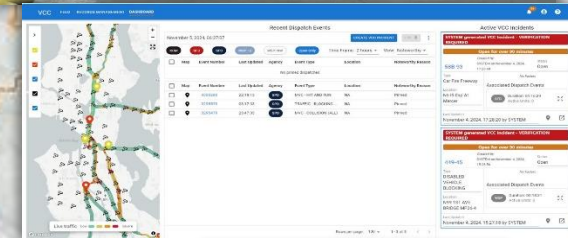
- Incidents involve or impact multiple jurisdictions/agencies.
- Information access helps agencies better coordinate their own and collective efforts.
- Improves awareness and familiarity with points of contact, regional resources, limitations, and priorities of various disciplines.
- Solutions identified before an incident.
- The Joint Operations Policy Statement (JOPS) between WSP, WSDOT, and WFC supports multi-agency collaboration, the origin of JOGs.



# Joint Operations Groups (2015-2024)<sup>143</sup>

JBLM JOG (2015)

Seattle Area JOG (2018)



I-5/Joint Base Lewis-McChord (JBLM) Corridor  
Joint Operations Group (JOG)

2022 CHARTER UPDATE-  
Referenced and Supported by Washington State's  
Joint Operations Policy Statement (JOPS)

Updated 2/24/2022

Purpose and scope of this document recognizes the participating group members as all federal, state, emergency responder agency representatives responsible for active planning for significant state, regional and interstate incidents that require the closing or alternative use of roadway operations for national transit use.

Seattle Area Congestion Management  
Joint Operations Working Group  
(SAJOG)



CHARTER

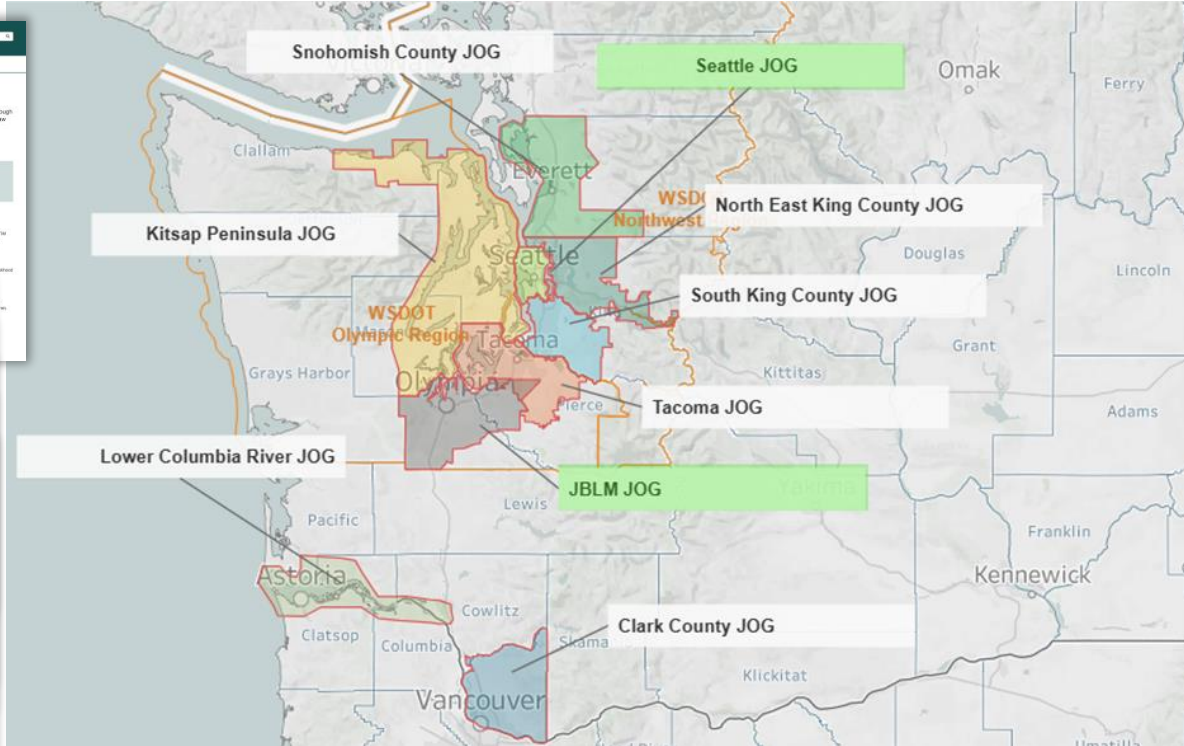
January 2018

# JOG Expansion (June 2024 – present) <sup>144</sup>

**Website update**

**Charters**

South King County  
Snohomish County  
Tacoma  
Northeast King County  
Joint Operations Group (NEJOG)  
Kitsap Peninsula  
Joint Operations Group (Kitsap Peninsula JOG)  
2025 Charter  
Referenced and supported by Washington State's Joint Operations Policy Statement (JOPS)



**Strategic Plan**

Washington State Department of Transportation  
Joint Operations Group (JOG)  
Strategic Plan

WSDOT Values: Safety, Engagement, Innovation, Integrity, Leadership, Sustainability

JOG Mission: To ensure a safe, reliable multi-agency collaboration to reduce the impacts of large-scale incidents.

JOG Program Goal: To enhance regional resilience and participate in transportation planning, operational, and recovery activities.

Background: The Washington State Department of Transportation (WSDOT) and the Washington Fire Chiefs (WFC) have established a Joint Operations Group (JOG) to enhance their collaborative response to large-scale incidents. The JOG is a collaborative team that includes multiple agencies and jurisdictions. Its primary purpose is to coordinate and manage incident response during complex or large-scale events that require the involvement of multiple agencies.

The JOG Program is meant to enhance collaboration among agencies and boost current efforts. It is not intended to replace, disrupt, or hinder an agency's responsibilities, current practices, or protocols. Successful meeting operations, forming new partnerships and improving communication, a JOG will deliver positive outcomes to work together and mitigate the impacts of an event by improving the joint incident response.

Program Expansion: Focused JOG program expansion started in June 2024 after funding for new positions and personnel was received. JOG are not a new idea in Washington but prior to 2024, they had existed the Joint Base Lewis-McChord Joint Operations Group (JBLM JOG), started in 2015, and the Seattle Area Joint Operations Group (SAJOG), started in 2016.

**JOG meetings**

Northeast King County JOG (NEJOG) Meeting Agenda

Location: TEAMS

Date: Tuesday, March 18, 2025

Time: 11:00am - 12:00pm

**Introductions**  
11:00 am - 11:05 am - Welcome / Agenda  
11:05 am - 11:10 am - NEJOG Updates

**Old Business**  
11:10am - 11:15am - Revised co-chair discussion

**New business**  
11:15 am - 11:20 am - WSDOT/NEJOG: monthly personnel on the scene: Roger Hillis, WSDOT  
11:20 am - 11:30 am - Mutual Coordination Center update: Deanna Brewer, WSDOT  
11:30 am - 11:45 am - Incident Debrief: November 2024 wildfire - Bennett Albaugh, Kitsap Public Works Manager  
11:45 am - 11:55 am - SR 18 closures and impacts: Bennett Albaugh, Kitsap Public Works Manager

**Closing Comments and Action Items**  
11:55am - 12:00pm - Group input: Topics, speakers, presentations for next meeting?

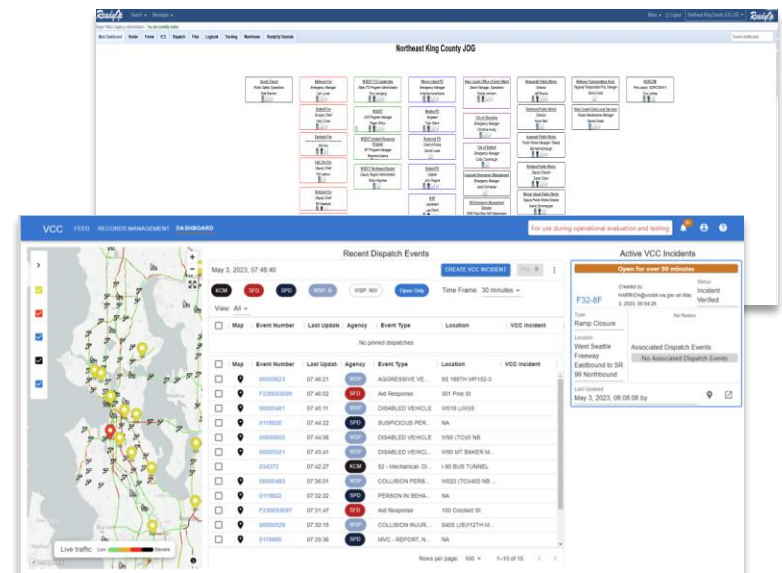
Next meeting: Tuesday, April 15, 2025 (2<sup>nd</sup> Tuesday of the month at 11 am)

- Northeast King County JOG = 29 agencies**
- South King County JOG = 26 agencies**
- Tacoma/North Pierce County JOG = 34 agencies**
- Snohomish County JOG = 32 agencies**
- Kitsap Peninsula JOG = 40 agencies**
- Underway: Clark County JOG**
- Underway: Lower Columbia River JOG**

City/County/Tribal = Police, Fire, EMS, Emergency Management, Public Works, Road Services, Planners/Engineers, Transit Bus/Rail  
State/Federal = WSP, Ecology, WSDOT Traffic Division, IRT, Emergency Management, Communications, Maintenance areas, Bridges, Traffic Management Centers, WA Emergency Management Division, Army, Air Force, Navy, Ports, Coast Guard

# JOG Participant Commitment

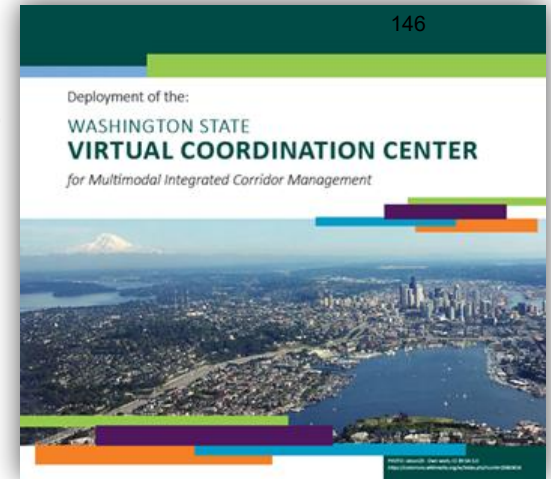
- Attend monthly one-hour virtual JOG meetings.
  - Build relationships and communication between agencies.
  - Debrief incidents.
  - Familiarize personnel and resources.
  - Share about technologies and equipment.
  - Provide updates about construction or large events.
  - Discuss topics of interest.
  - Learn of training, grants, and other opportunities.
- Access more timely information through WSDOT-sponsored technologies free of charge. JOG members have access to the Virtual Coordination Center (VCC).



# What is the Virtual Coordination Center?

The Virtual Coordination Center (VCC) is a system that pulls real-time data from public agencies (CAD feeds) responsible for transportation and incident management, shared on a common dashboard.

- Shared situational awareness
- Centralized CAD feeds
- Coordinated response efforts
- Collaboration to support decision-making
- Efficient resource allocation
- Incident communication
- Share real-time key messages
- Unified messaging to the public



**Recent Dispatch Events**

Map	Event Number	Last Updated Time	Agency	Event Type	Location	VCC Incident
No pinned dispatches						
<input type="checkbox"/>	00000463	07:32:10	WSP	DISABLED VEHICLE BLOCKING	N5(J/S) 205TH MP177-6	
<input type="checkbox"/>	F250067529	07:32:08	SFD	Aid Response	6000 16th Ave Sw	

**Active VCC Incidents**

**SYSTEM generated VCC Incident - VERIFICATION REQUIRED**

Open for over 90 minutes

3B3-B5 Created by: SYSTEM on May 21, 2025, 14:48:54 Status: Open

Type: Car Fire Freeway No Factors

Location: Nb I5 To Michigan

Associated Dispatch Events

SFD Duration: 00:19:10 Active Units: 0

[EXTERNAL] New VCC COLLISION INJURY UNKNOWN Incident at W518 Airport Expressway MP2-5(MP2-5) Created

VS VCC Systems - VCC - Production <notifications@vcc.readyop.com>  
To Wilbur, Roger

Retention Policy Delete item older than age (3 years) Expires 3/24/2028

If there are problems with how this message is displayed, click here to view it in a web browser.

**WARNING:** This email originated from outside of WSDOT. Please use caution with links and attachments.

A new VCC COLLISION INJURY UNKNOWN Incident (637-4d) at W518 Airport Expressway MP2-5(MP2-5) was created by [radachk@wsdot.wa.gov](mailto:radachk@wsdot.wa.gov). To view more details about this incident click [here](#).

**Incident List**

Event Number	Last Updated Time	Agency	Event Type	Location
0137773	07:08:28	SPD	DOWN - CHECK FOR DOWN PE...	NA
F250067520	07:07:26	SFD	EVENT - Special Event	1250 1st Ave S
0137771	07:06:24	SPD	NUISANCE	NA
0137770	07:03:20	SPD	NUISANCE	NA
0137759	07:00:15	SPD	BURO - OCCUPIED RESD	NA
0137768	06:58:12	SPD	DISTURBANCE - DV - NO ASLT	NA
00000366	06:57:59	WSP	ERRATIC	N5 ALBRO MP161-2

**Incident D66-37**

Type: Rock Slide Incident Verified

Location: SR 11(Chuckanut Drive) MP 10

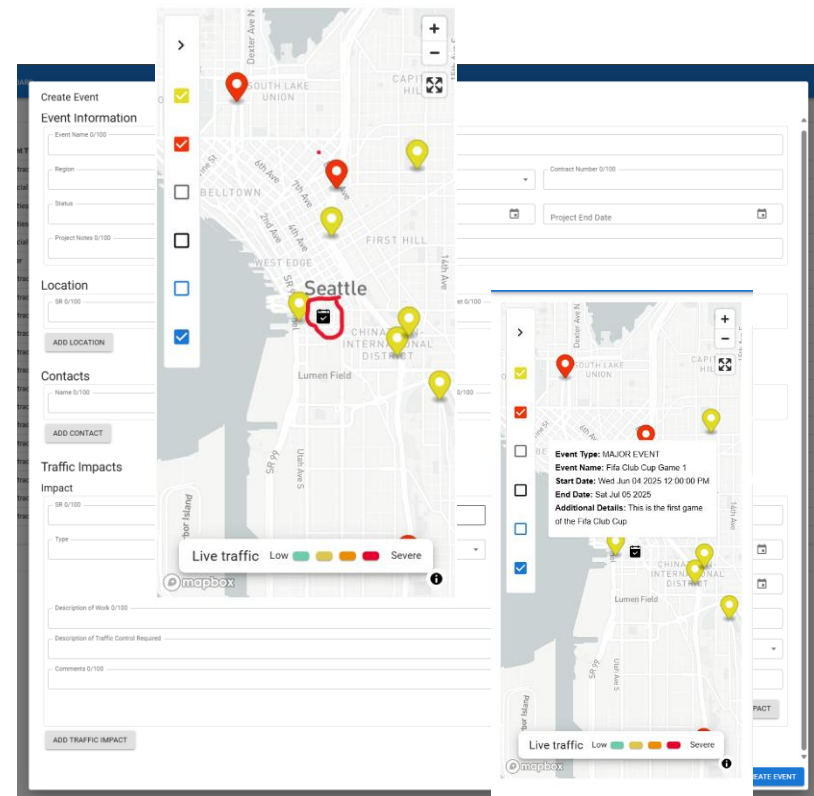
Associated Dispatch Events

WSP Duration: 485:06:15 Active Units: 0

Last Updated: May 5, 2025, 06:25:46 by Chad Ross

# Virtual Coordination Center (VCC) Major Event/Construction Layer

- Layer of major events and major construction added to the VCC. Using this tool during large events like the upcoming World Cup games and the major construction that will impact the region.
- Users will add in information through the event form.
- Events are displayed on the interactive map with a summary view and detailed view.
- A list view of events is displayed and a VCC incident can be created for coordinated response and sharing of information.



# Incident Response and VCC

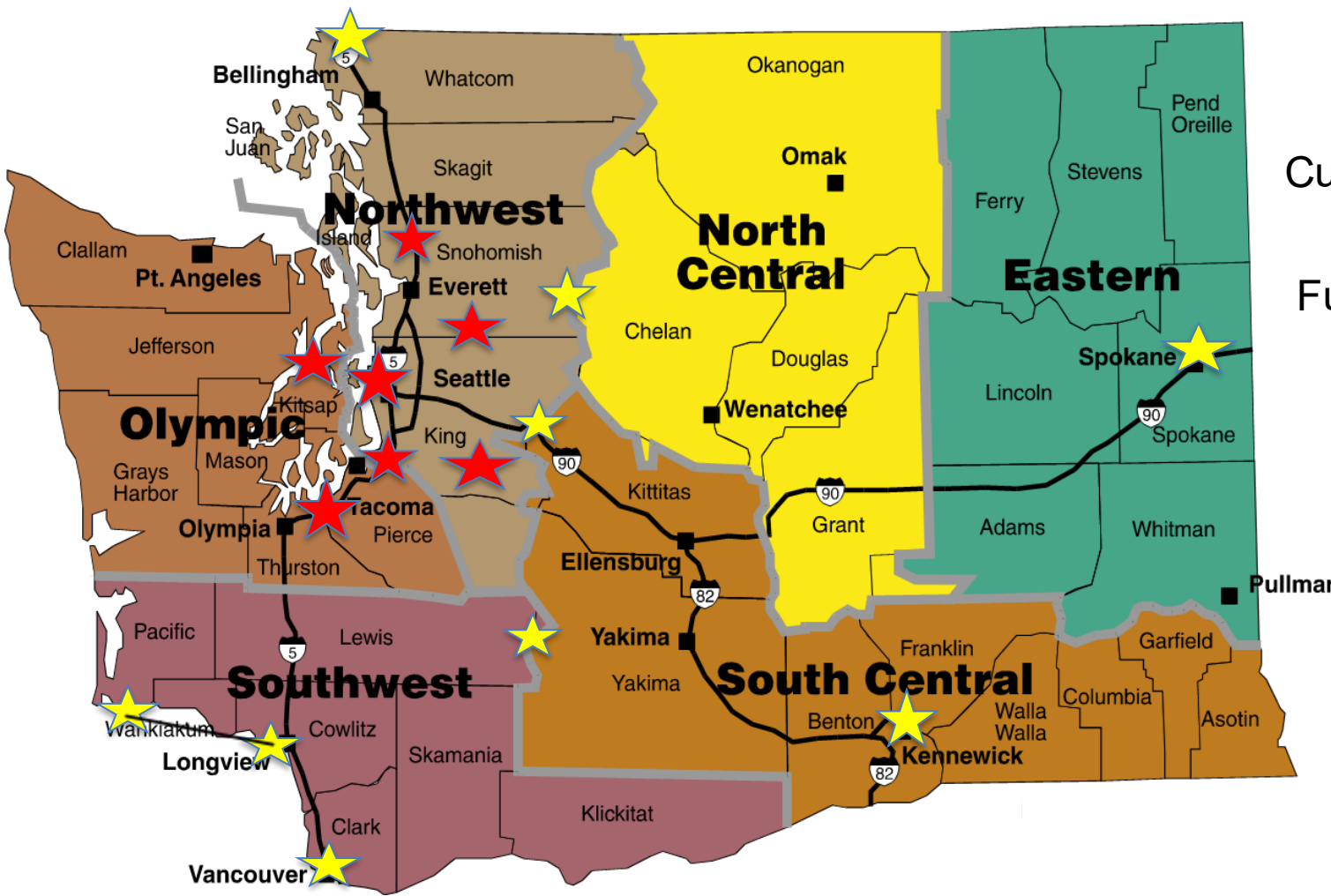
The Washington State Department of Transportation's (WSDOT) Incident Response program (IRT) plays a central role in supporting the post-crash care element of the Safe System approach, which is the framework WSDOT embraces to reduce the frequency and severity of crashes across the transportation network.



- IRT works in close coordination with emergency responders to quickly clear crashes and other incidents. IRTs role is to help redirect traffic, assist stranded motorists, and remove debris with the goal to restore safe roadway conditions as quickly as possible.
- Two-thirds of secondary crashes are rear-end crashes and in close proximity to the original crash.
- Risk of secondary crashes increases by 2.8%.
- The VCC plays a vital role in coordinated responses to incidents.



# Statewide JOG Locations

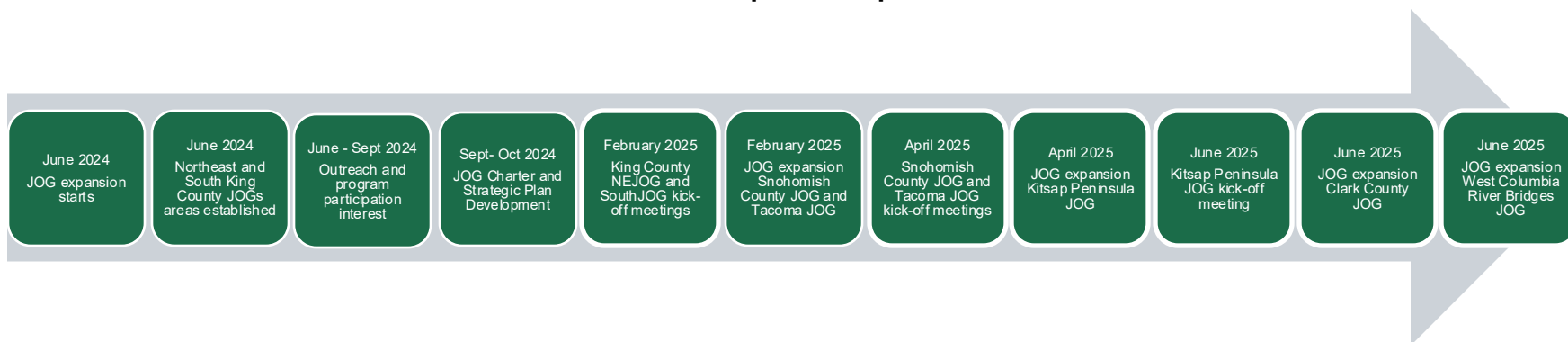
- JBLM JOG
- SAJOG
- NEJOG
- SouthJOG
- Snohomish County JOG
- Tacoma JOG
- Kitsap Peninsula JOG
- Clark County JOG
- Lower Columbia River JOG
- Spokane JOG
- Tri-Cities JOG
- Border Crossing JOG



Current JOG   
Future JOG 

# What's next?

- JOG expansion continues the following:
  - Identification of other locations.
  - Outreach to local/regional agencies for participation interest.
  - JOG participants = Virtual Coordination Center access.
  - VCC expansion to all JOG locations.
  - VCC training for participants.
  - Live camera feeds.
  - Major construction layer (added June 2025).
  - Major event layer (added June 2025).
  - Solicit user feedback for optimal performance.



# Questions?

WSDOT Incident Management and Virtual Coordination Center Program Manager  
Deanna Brewer  
[Deanna.Brewer@wsdot.wa.gov](mailto:Deanna.Brewer@wsdot.wa.gov)

WSDOT Joint Operations Group Program  
Roger Wilbur  
[Roger.Wilbur@wsdot.wa.gov](mailto:Roger.Wilbur@wsdot.wa.gov)

More information about the Joint Operations Group Program, Traffic Incident Management, or Transportation Systems Management and Operations (TSMO) can be found using this QR code or at [tsmowa.org](http://tsmowa.org).



## Executive Summary

### Approval of Interlocal Agreement to Join the Joint Operations Group (JOG) and Virtual Coordination Center (VCC)

February 24, 2026

Approval of this Interlocal Agreement (ILA) authorizes SRFR to participate in the Joint Operations Group (JOG) and gain access to the Virtual Coordination Center (VCC), a statewide, multi-agency collaboration initiative led by the Washington State Department of Transportation (WSDOT). Participation will enhance regional coordination, improve real-time situational awareness, and strengthen post-incident response across jurisdictional boundaries.

The JOG program brings together police, fire, EMS, emergency management, transportation, and public works partners to collaboratively address traffic incidents, major events, construction impacts, and other complex, multi-agency incidents. JOGs do not replace existing agency policies or response protocols; rather, they enhance current practices by improving communication, familiarity, and coordinated decision-making before, during, and after incidents.

As a JOG participant, SRFR will receive access to the Virtual Coordination Center (VCC), a shared, real-time dashboard that integrates Computer-Aided Dispatch (CAD) feeds and transportation system data. The VCC provides common situational awareness, supports efficient resource allocation, enables coordinated incident messaging, and improves responder safety by reducing secondary crashes and expediting roadway clearance.

Key benefits of approving the ILA include:

- Improved multi-agency coordination and communication during incidents affecting multiple jurisdictions.
- Enhanced responder safety and post-crash care through shared situational awareness.
- Early identification and discussion of operational challenges and solutions before incidents occur.
- Access to WSDOT-sponsored technology, including real-time incident data, construction impacts, and major event layers, at no cost to participants.
- Strengthened regional relationships and clearer understanding of partner roles, resources, and priorities.

Participation requires limited commitment, consisting primarily of monthly one-hour virtual JOG meetings, incident debrief participation as appropriate, and information sharing related to planned construction, major events, and operational updates. No changes to agency authority, policies, or operational control are required.

Approval of this ILA aligns with statewide transportation and emergency management goals, supports the Safe System approach to incident response, and positions the agency as an active regional partner in reducing the impacts of traffic incidents and major events. For these reasons, staff recommends approval of the Interlocal Agreement to join the Joint Operations Group and Virtual Coordination Center.

## Virtual Coordination Center Interlocal Agreement - Leading Service Agreement Contract

THIS Virtual Coordination Center Leading Service Agreement (“LSA”), dated for reference purposes on the date of execution of the corresponding Terms of Participation (“TOP”), is entered into between the State of Washington acting by and through the Department of Transportation (“WSDOT”) and each government agency that has executed a TOP Agreement (individually, a “Participant” and collectively, the “Participants”).

WSDOT, pursuant to ESHB 1125, Section 217 (8), was tasked with creating, maintaining, and operating a Virtual Coordination Center. WSDOT is authorized pursuant to RCW 39.34 to provide Interlocal Agreements via the Interlocal Cooperation Act. The Virtual Coordination Center “VCC” Pilot Project was formed under an Interlocal Agreement known to WSDOT as K1614 (formerly known as GCB 3754) and their respective Data Sharing Agreements (K1513, K1514, K1528, and K1529) (collectively the “VCC Pilot Phase Interlocal Agreement”).

The Virtual Coordination Center (“VCC”) is a cloud-based incident management system based on a virtual collaborative working environment that enables near real-time data sharing and coordinated responses. The data is shared in a common dashboard which allows responders across multiple jurisdictions to see incidents as they happen, make more informed decisions, collaborate in real time to coordinate responses, and distribute a unified public message.

This Leading Service Agreement (“LSA”) sets out the general terms and conditions under which WSDOT provides, and the Participant receives the Virtual Coordination Center services. Service specific terms and details will be set forth in a Terms of Participation (“TOP”) for each Participant. All TOP are incorporated as addenda to this Leading Service Agreement. As used herein, “Agreement” means this LSA, the TOP, and any additional incorporated documents indicated via the TOP. Any capitalized term that is not defined in this LSA shall have the meaning provided in the TOP or *Addendum A – Data Sharing Addendum*, as applicable.

This LSA supersedes the VCC Pilot Phase Interlocal Agreement and all associated Data Sharing Agreements between WSDOT and each Participant.

### AGREEMENT

1. **Term.** This Agreement is effective on the date of execution of a corresponding TOP by WSDOT and the Participant and remains in full force and effect until terminated by either party in accordance with the termination provision herein.
2. **Payment.**
  - 2.1. **Service Charges.** There are no service charges to be a Participant of the VCC.
  - 2.2. Participant hereby agrees to operate and maintain its own independent system that will provide and/or receive near real-time data relevant to traffic impacts to/from the cloud-based software system to be shared with other Participants through the VCC. Each Participant shall, at its sole cost and expense, acquire, own, and maintain all equipment, hardware, and software for Participant’s system that interfaces to the Cloud.
  - 2.3. WSDOT shall be solely responsible for obtaining any license agreements or contracts with third parties as needed to provide, operate, and maintain the VCC in a manner that complies with the terms and conditions of this Agreement.
  - 2.4. WSDOT will not enter into any third-party contracts that require payment of costs by Participant(s) without the prior written approval of said Participant(s).

### 3. Participant and WSDOT Responsibilities.

- 3.1. Participant acknowledges that the operation of the VCC requires good faith participation from each Participant. This includes operating and maintaining Participant's own independent system that can provide and/or receive real-time data to/from the Cloud to be shared with other Participants through the VCC.
- 3.2. The Participant further acknowledges that the VCC requires each Participant to designate staff to support and/or interface with the VCC, including, but not limited to monitoring and coordinating with other Participants to respond to and endeavor to quickly clear roadway incidents and reduce congestion in their respective geographic areas.
- 3.3. Participant will be responsible for the costs of its own qualified staff necessary to perform the work within its organization to participate with the VCC according to the terms of the Agreement. Participant staff shall be considered employees of the respective Participant for all purposes.
- 3.4. Participant shall comply with applicable laws and regulations and the terms of the *Addendum A- Data Sharing Addendum* which shall be applicable to all data exchanged among Participants through the VCC. Each Participant shall ensure that it has in effect such safeguards, processes, and procedures as are reasonably necessary to protect the security of data exchanged among Participants through the VCC and to limit the use of data exchanged for purposes of the VCC, and which comply with *the Addendum A – Data Sharing Addendum*, applicable data protection and privacy laws.
- 3.5. Participant shall coordinate and cooperate in good faith with other Participants and WSDOT in a manner that will promote integration, synergism, and efficiency among the Participants and in the operation of the VCC as outlined in the Agreement.
- 3.6. Each Participant shall respond to its own public disclosure requests as required by the Public Records Act.
- 3.7. Each Participant shall maintain insurance, or a self-insured program, during the term of this Agreement. Without limiting any Participant's defense and indemnification obligations under this Agreement, each Participant shall maintain in force, at all times during the term of this Agreement, a policy, or policies of Commercial General Liability insurance with limits not less than \$1 million with insurance carriers authorized to do business in the state of Washington, which have a Best's rating of no less than A. If a Participant is self-insured, or is a Participant of a self-insurance pool, a certification of self-insurance covering the potential liabilities of the Participant under this Agreement shall constitute compliance with this insurance requirement.
- 3.8. Participant agrees to the terms of this LSA and *Addendum A- Data Sharing Addendum* and the TOP when providing real time data to the VCC.
- 3.9. In addition to the roles and responsibilities designated to WSDOT in other sections of this Agreement, WSDOT shall not authorize any other agency to use or access the VCC and Participant data unless that agency is a public agency that has also executed the LSA, the TOP, and Addendum A substantially in the same form as that executed by each Participant, with only minor and non-substantive modifications that do not adversely impact any other Participant or substantively conflict with the terms of another Participant's agreement. Additionally, WSDOT shall provide each Participant with updated information identifying each agency Participant in the VCC. WSDOT shall ensure that its contracts with the cloud providers limit the providers' use of or access to VCC data to uses necessary to provide and maintain the cloud and for no other purpose.

4. **Consideration.** The operation and maintenance of the VCC is intended to provide mutual benefits to the Participants by (i) improving the efficiency and safety of travel; (ii) reducing secondary crashes on state highways and local streets; (iii) improving coordinated emergency responses to facilitate disaster responses and clearing of roadway incidents; and (iv) improving regional mobility during incidents. By entering this Agreement, WSDOT and the Participant(s) acknowledge and agree that the mutual benefits of the VCC are sufficient consideration to bind the parties to the terms of this Agreement.

- 5. Organization.** The operation and maintenance of the VCC shall be carried out through the following organizational structure.
- 5.1. **Participant Executives/Signing Authority** – As indicated in *Exhibit A: Key Personnel*, Executives and/or the Signing Authority for each Participant shall act as the principal decision maker for the Participant’s involvement with and within the VCC. This includes but is not limited to:
- Providing and facilitating the sharing of CAD feeds if available (the executive/signing authority may delegate this function);
  - Providing and facilitating the sharing of CCTV feeds if available (the executive signing authority may delegate this function).
  - Acting as the signer for the Agreement.
- 5.2. **VCC Agency (Participant) Contact** – As indicated in *Exhibit A: Key Personnel*, The VCC Agency Contact is a designated individual within the Participant Agency that works as the intermediary between the VCC and the Participant. Their duties would include but not be limited to:
- Act as agency subject matter expert for the VCC.
  - Participate in associated JOG (Joint Operations Group) meetings as the principal VCC representative for their Agency.
  - Responsible for identifying and communicating with agency stakeholders including but not limited to Information Technology (“IT”) contacts, VCC users, Executive/Signing Authority.
  - Fostering and participating in VCC workgroups.
- 5.3. **VCC Agency (Participant) IT Contact** – As indicated in *Exhibit A: Key Personnel*, The VCC Agency IT Contact is responsible for facilitating the technical aspects of sharing data when applicable as covered under *Addendum A- Data Sharing Addendum*. This includes providing the necessary API to facilitate participant agency computer aided dispatch feed propagation into the VCC. Coordination with the WSDOT Incident Management Coordinator, WSDOT IT Project Manager, and WSDOT IT will be necessary to complete this task.
- 5.4. **VCC Agency (Participant) Contract Administrator**- As indicated in *Exhibit A: Key Personnel*, The VCC Agency Contract Administrator is responsible for coordinating review and facilitating the signing of all VCC agreements. They will coordinate with their respective internal staff and the WSDOT VCC Contract Administrator on all VCC related contract documents.
- 5.5. **WSDOT VCC Program Manager** – As indicated in *Exhibit A: Key Personnel*, The WSDOT VCC Program Manager is responsible for facilitating the introduction of the agreement to an agency and works to coordinate jurisdictional and agency approval.
- 5.6. **WSDOT Incident Management Coordinator** – As indicated in *Exhibit A: Key Personnel*, The WSDOT Incident Management Coordinator is responsible for ongoing contact and coordination with the VCC Agency Contact. This coordination includes but is not limited to utilization of VCC workgroups to address technical needs in coordination with the WSDOT IT Project Manager. This individual is also responsible for the initial training of VCC Agency Contacts.
- 5.7. **WSDOT VCC Contract Administrator** – As indicated in *Exhibit A: Key Personnel*, The WSDOT VCC Contract Administrator is responsible for drafting, coordinating review, and facilitating the signing of all VCC agreements. They will coordinate with the VCC Contract Manager, VCC Agency Contact, Agency Executive/Signing Authority on all VCC contractual issues and resolutions.
- 5.8. **WSDOT IT Project Manager** – As indicated in *Exhibit A: Key Personnel*, The WSDOT IT Project Manager is responsible for the coordination all program maintenance and updates to the VCC web application. This individual will coordinate with WSDOT IT in order to accomplish these goals.

- 5.9. **WSDOT IT** – The WSDOT IT Developer is responsible for addressing program changes, updates and maintenance as assigned by the WSDOT IT Project Manager.
- 5.10. **VCC User** – The VCC user is responsible for actively monitoring and contributing to the VCC during both normal day to day operations as well as during a time in which an incident model is activated. While interacting with the VCC, the VCC user is responsible for following their own agency’s policies wherever appropriate.
- 5.11. **VCC Workgroups** – VCC Workgroups are to be individuals identified by the VCC Agency Contact to be a key user. These key users work together as well as with the WSDOT Incident Management Coordinator and the WSDOT IT Project Manager to identify, test, and comment on changes and improvements within the VCC.

## 6. Data.

- 6.1. Each Participant that provides data to the VCC is solely responsible to provide Participant data related to traffic impacts as determined by Participant in its discretion. Each Participant shall manage its own data source systems necessary to support the VCC. Each Participant shall own and retain all rights to their data source systems. Nothing herein is intended to or shall be construed as granting other Participants any rights to another Participant’s data source system.
- 6.2. Each Participant owns and retains all rights to the data it provides to the VCC. Nothing herein is intended to or shall be construed as granting WSDOT or other Participants any rights to WSDOT’s or another Participant’s data, except such limited use rights as are necessary for purposes of the VCC as described in the TOP, this LSA, and Addendum A.
- 6.3. Each Participant reserves all right, title, and interest (including all intellectual property and proprietary rights) in and to its Participant data, including any of Participant’s data that is produced pursuant to any processing that occurs on the WSDOT/VCC systems. Each Participant will retain all responsibility for compliance with the applicable retention and other regulatory requirements applicable to Participant’s source data. In the event that WSDOT/VCC services are required to meet those obligations, the parties will execute an amendment to the Terms of Participation to state the specific obligations. Otherwise, WSDOT will keep the data confidential to the extent allowed by law and may use the data solely for the purposes of providing VCC services to the Participant.
- 6.4. If there is a security breach involving Participant data, WSDOT will notify the Participant immediately upon discovery and provide the Participant with the information needed about the breach necessary to meet the Participant’s responsibilities and business needs.
- 6.5. Participant, its contractors, employees, agents or other third parties may not download, use, or otherwise export or re-export any Software associated with a VCC service provided by WSDOT or any underlying information or technology except in full compliance with all United States and other applicable foreign laws and regulations.
- 6.6. All VCC intellectual property and related material that is developed or produced by WSDOT or by its contractors and consultants and at its expense will be the property of WSDOT. The Participant is granted a non-exclusive limited-use license of this intellectual property for the purpose of participation in the VCC under the terms of the Agreement.
- 6.7. The VCC title, copyright, intellectual property rights and distribution rights of the VCC intellectual property, other than Participant data, remain exclusively with WSDOT.
- 6.8. The provisions of this section shall survive the expiration or termination of this Agreement.

## 7. Records and Audit.

- 7.1. WSDOT and the Participant to this Agreement shall each maintain books, records, documents, and accounting records relating to the VCC in compliance with their own legal and policy requirements.

- 7.2. Each Participant providing data for publication or sharing through the VCC, including WSDOT, shall enter into a Data Sharing Agreement (*Addendum A- Data Sharing Addendum*) prior to transmitting any such records to the VCC. Data furnished by a Participant pursuant to this Agreement remain the property of the furnishing Participant, subject to the Participant's document retention policies, unless otherwise agreed to in writing. Each Participant shall use reasonable security procedures to protect data accessed or viewed through the VCC from unauthorized disclosure. Notwithstanding the foregoing, the Participants acknowledge that all Participants are subject to chapter 42.56 RCW, the Public Records Act.
- 7.3. Each Participant shall ensure that access to the VCC is kept strictly limited to only a select group of Authorized Users (defined in *Addendum A – Data Sharing Addendum*). Each Participant agrees that only Authorized Users may access the VCC, and any use by any unauthorized user will constitute unauthorized use by the Participant agency. A Participating agency and WSDOT shall revoke the authorization of any employee to access the VCC no later than two (2) days after that employee no longer occupies the position or is no longer authorized to access the VCC.
- 7.4. Each Participant agrees to inform WSDOT of any unauthorized use immediately, not to exceed eight (8) hours, after first learning of such unauthorized use. Unauthorized use is when an individual who is not an Authorized User accesses the VCC platform. Notification of the unauthorized use shall be made to other Participant agencies by WSDOT as deemed appropriate.
- 7.5. Computer Aided Dispatch Data (CAD feed) is provided in real or near real time to the VCC by Participants. This data is filtered for information that pertains to traffic event types. The filtered data will then generate an Event in the VCC application. "Event" means CAD data about an occurrence that is transmitted to WSDOT from Participants for things that could impact traffic such as "Vehicle Accident". These Events could trigger an Incident Model depending on defined criteria. This data is held for 2 hours unless an update to that feed occurs. After 2 hours of no updates, this data will be filtered out of the user Interface and not seen. It will reside in the database for 30 days, then is deleted. If the event meets incident criteria, then an Incident Model is automatically generated by the VCC application. "Incident Model" or "Incident" is what is generated from an Event that has met a given criteria that significantly impacts traffic and allows participating agencies who have signed the LSA and TOP to compile and communicate Incident data with Participants. Incident Models can also be created by Authorized Users. Once this Incident Model is closed, and 30 days has passed, the Incident Model information is compiled into a report and sent to the providing Participant to apply their respective retention policies. Incident Model(s) will not be saved except for quality control and diagnostic purposes, but in no event longer than thirty (30) days after an Incident Model is closed. After the report is sent, the Incident Model data is deleted from the VCC application.

## 8. Indemnity.

- 8.1. It is the intent that WSDOT and each Participant shall be responsible for all liabilities, costs, claims, injuries, and damages provided for by law to the extent resulting from that party's own negligence and the negligence of that party's officers, employees, and contractors. To the extent allowable by law, WSDOT and each Participant individually shall protect, defend, indemnify, and save harmless each other Participant, its officers, officials, employees, and agents, from any and all costs, claims, judgments, and/or awards of damages, resulting from the negligent acts or omissions of its officers, officials, employees, contractors, and agents, acting within the scope of their employment, and arising out of or in connection with the performance of this Agreement.
- 8.2. To the extent allowable by laws and regulations, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of more than one Participant or from the concurrent negligence of WSDOT and one or more Participant(s), including their respective officers, officials, employees, contractors, and agents, WSDOT's or an individual

Participant's liability hereunder shall be only to the extent of that Participant's negligence, or the negligence of that Participant's officers, officials, employees, contractors and agents.

- 8.3. It is further specifically and expressly understood that the indemnification provided herein constitutes WSDOT's and the Participant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely as to the other Participants and solely for the purpose of this indemnification provision. This limited waiver has been mutually negotiated by WSDOT and the Participants.
- 8.4. The Participants and WSDOT agree that the VCC does not supplant or change any existing Participant and WSDOT obligations or defenses related to traffic incidents.
- 8.5. Software. Applications, computer programs and other software system furnished to Participant by WSDOT at no charge to Participant are furnished on an "as is" basis with no representations or warranties regarding use or results.
- 8.6. This Section 8 shall survive expiration or termination of this Agreement.

## 9. Legal Relations.

- 9.1. **Notice of Dispute.** Participant will promptly notify WSDOT of disputes regarding invoices, or of services which Participant believes do not conform with the agreed upon terms of this Agreement, within 30 calendar days of Participant's discovery that services do not conform with the requirements of this Agreement, including Addendum A or a TOP. Participant's failure to give written notice within 30 calendar days after the Participant's discovery that WSDOT's performance of services does not conform to the requirements of this Agreement constitutes waiver of any objection to services.
- 9.2. **Dispute Resolution.** When a dispute arises concerning provision of the VCC or this Agreement, the parties will first attempt to negotiate a mutually satisfactory solution. In the event the dispute cannot be resolved between the parties, they may agree to an alternative dispute resolution process. WSDOT and the Participant agree to proceed diligently with the performance of services requested under any TOP while any dispute is pending. WSDOT will use good faith efforts to cause other Participants who have signed a TOPS with WSDOT to participate in dispute resolution where the dispute concerns any other Participant's activities related to the VCC.

## 10. Termination.

- 10.1. **Termination for Convenience.** Either WSDOT or a Participant may terminate this Agreement upon 30 calendar days written notice to the other.
- 10.2. **Termination for Cause.** If for any cause, Participant or WSDOT does not fulfill in a timely and proper manner its performance obligations under this Agreement, or if either party violates any of these terms and conditions, the aggrieved party will give the other party written notice of such failure or violation. The responsible party will correct the violation or failure within 15 business days or by a later deadline as agreed to by both parties. If the failure or violation is not corrected, this Agreement may be terminated immediately by written notice from the aggrieved party to the other party.

## 11. General.

- 11.1. **Recitals, Exhibits and Attachments.** The recitals of this Agreement are hereby incorporated into this Agreement. All exhibits, addendum, attachments, and documents referenced in this Agreement are hereby incorporated into this Agreement.
- 11.2. **Independent Capacity.** The relationship of WSDOT and the Participants shall be that of independent contractors. This Agreement does not create any joint employees. The employees or agents of each Participant and WSDOT who are engaged in the performance of this Agreement shall continue to be employees or agents of the Participant and WSDOT, as applicable, and shall not be considered for any purpose to be employees or agents of the other or any other Participant.

- 11.3. **Assignment.** Neither this Agreement, nor any rights created by it, may be assigned, or transferred.
- 11.4. **Assurances.** The Participants agree that all activity pursuant to this Agreement shall be in accordance with all applicable Federal, State, and local laws, rules, and regulations as they currently exist or as amended. Participants acknowledge by signature hereto that all such applicable laws, rules, and regulations are known and are currently followed.
- 11.5. **Interpretation.** The titles to articles and sections of this Agreement are for convenience only and shall have no effect on the construction or interpretation of any part hereof.
- 11.6. **Amendments.** Subject to Section 3.9, this Agreement may be amended by WSDOT upon written notice to the Participants within fifteen (15) business days. Participants will have fifteen (15) business days to respond to the proposed changes. After fifteen (15) business days, WSDOT will update this Agreement with the amended language and notify the Participants. Using the VCC after the 15 business -day response period indicates acceptance of the modified Agreement.
- 11.7. **Waiver.** A failure by any Participant to exercise its rights under this Agreement shall not preclude that Participant from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this Agreement unless stated to be such in writing signed by an authorized representative of the Participant and attached to the Agreement.
- 11.8. **All Writings Contained Herein.** This Agreement, including the TOP, Data Sharing Agreement (*Addendum A – Data Sharing Addendum*) of each Participant, and all other documents and agreements incorporated by reference, contains all the terms and conditions agreed upon by the Participants. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the Participants.
- 11.9. **Choice of Law/Venue.** This Agreement shall be construed and interpreted in accordance with the laws of the State of Washington, without giving effect to its choice of law rules or conflicts of law provisions. Venue of any action brought under this Agreement shall be in Superior Court for Thurston County, provided that venue for any action arising under the defense and indemnification obligations of this Agreement shall be in the jurisdiction of the underlying action.
- 11.10. **Severability.** If any term or condition of this Agreement is held invalid, such invalidity shall not affect the validity of the other terms or conditions of this Agreement.
- 11.11. **Nondiscrimination.** No individual shall be excluded from participation in, denied the benefit of, subjected to discrimination under, or denied employment in the administration of or in connection with this Agreement because of age, sex, race, color, religion, creed, marital status, familial status, sexual orientation including gender expression or gender identity, national origin, honorably discharged veteran or military status, the presence of any sensory, mental or physical disability, or use of a service animal by a person with disabilities. The Participants agree to comply with, and to require that all subcontractors comply with, Federal, State, and local nondiscrimination laws, including but not limited to the Civil Rights Act of 1964, the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, and the Americans with Disabilities Act, to the extent those laws are applicable to the subject matter of this Agreement.
- 11.12. **Anti-kickback.** No officer or employee of WSDOT or the Participants, having the power or duty to perform an official act or action related to this Agreement, shall have, or acquire any interest in the Agreement, or have solicited, accepted, or granted a present or future gift, favor, service, or other thing of value from or to any person involved in this Agreement.

End of Leading Service Agreement.

## Virtual Coordination Center Terms of Participation Contract

WSDOT’s Virtual Coordination Center service is subject to and governed by the separate Leading Service Agreement (LSA). This Terms of Participation Agreement (TOP) and LSA is entered into between Snohomish Regional Fire & Rescue (Participant) and WSDOT for the provision of the Virtual Coordination Center (VCC) services. In the case of a conflict between the LSA and this TOP issued hereunder, the TOP will prevail.

1. **Term:** This TOP shall be effective upon final date of signature and have an indefinite term, unless terminated in accordance with Section 10 of the LSA.
2. **Binding Effect:** Upon execution of this TOP by the parties, below, WSDOT and Participant shall be bound by all of the terms and conditions of the LSA.
3. **WSDOT Services:** WSDOT agrees to perform the services and participate in the VCC in accordance with the terms of the LSA, WSDOT agrees to perform the following services:  
*Offer limited-use access to the VCC. Operate and maintain the VCC in order to provide the mutual benefits to Participant. WSDOT will provide Traffic Management Center Log Data for situational awareness within the VCC. Work towards (i) improving the efficiency and safety of travel; (ii) reducing secondary crashes on state highways and local streets; (iii) improving coordinated emergency responses to facilitate disaster responses and clearing of roadway incidents; and (iv) improving regional mobility during incidents.*
4. **Participant Services:** Participant agrees to perform the services and participate in the VCC in accordance with the terms of the LSA, Participant agrees to perform the following services:  
*Utilize and collaborate with/within the VCC. Operate and maintain its independent system that allows for utilization and collaboration within the VCC. Work towards (i) improving the efficiency and safety of travel; (ii) reducing secondary crashes on state highways and local streets; (iii) improving coordinated emergency responses to facilitate disaster responses and clearing of roadway incidents; and (iv) improving regional mobility during incidents.*
5. **Pricing:** This is a non-financial agreement (NFC).
6. **Participant Key Personnel:** See Exhibit A: Key Personnel
7. **WSDOT Key Personnel:** See Exhibit A: Key Personnel
8. **Incorporated Contract Documents:** This Agreement shall be inclusive of the following:

Leading Service Agreement	<input checked="" type="checkbox"/>
Terms of Participation	<input checked="" type="checkbox"/>
Exhibit A: Key Personnel	<input checked="" type="checkbox"/>
Exhibit B: Participant Roster	<input checked="" type="checkbox"/>
Addendum A: Data Sharing Addendum	<input checked="" type="checkbox"/>
Attachment A: Data Licensing Statement	<input type="checkbox"/>

9. **Counterparts:** This Agreement may be executed in counterparts or in duplicate originals. Each counterpart or each duplicate shall be deemed an original copy of this Agreement electronically signed by each Participant, for all purposes.

10. **Agreement to be Filed:** The Participants shall each file this Agreement with their respective clerks and/or place it on its web site or another electronically retrievable public source, provided this Agreement shall be immediately effective upon the filing and publication by any one Participant. The failure of any Participant to comply with this requirement shall not invalidate this Agreement.
11. **Authority to Bind:** The signatories to this Agreement represent that they have the authority to bind their respective organizations to this Agreement.

WSDOT Signature	Date	Participant Signature	Date
Matthew Modarelli		Print Name Brian Park	
CIO & Director, Technology Services Division		Title Fire Chief	

## **Addendum A**

### **Data Sharing Addendum to Virtual Coordination Center Leading Service Agreement**

The purpose of this Data Sharing Addendum (DSA) is to identify, describe, and protect Data and any Confidential Information that may be disclosed by a Participant to WSDOT and other Participants during the provisioning of WSDOT services pursuant to the Leading Service Agreement (LSA) and executed Terms of Participation (TOP).

In the event of a conflict between any term in the DSA with any term in either the LSA or the TOP, the TOP will take precedence.

#### **1. Definitions**

- “Authorized User” means an individual or individuals with an authorized business need to access Confidential Information under this DSA, the LSA, or TOP.
- “CAD” means computer aided dispatch.
- “Confidential Information” means information that is exempt from disclosure to the public or other unauthorized persons under Chapter 42.56 RCW or other federal or state laws.
- Confidential Information comprises both Category 3 and Category 4 Data as described in Section 3, Data Classification, which includes, but is not limited to, Personal Information.
- “Data” means the information that a Participant may disclose, or exchange as described by this DSA, which may include Confidential Information if a Participant so chooses.
- “Disclosing Party” means the Participant disclosing Data, which may include Confidential Information, pursuant to this DSA, and includes the Participant’s owners, members, officers, directors, partners, trustees, employees, and Subcontractors and their owners, members, officers, directors, partners, trustees, and employees.
- “Disclose” or “Disclosure” means the release, transfer, provision of, access to, or divulging in any other manner of information outside the entity holding the information.
- “Event” means CAD data about an occurrence that is transmitted to WSDOT from Participants for things that could impact traffic such as “Vehicle Accident”. These Events could trigger an Incident Model depending on defined criteria.
- “Incident Model” or “Incident” is what is generated from an Event that has met a given criteria that significantly impacts traffic and allows participating agencies who have signed the LSA and TOP to compile and communicate Incident data with Participants.
- “Participant” means the referenced Agency that has executed a TOP.

- “RCW” means the Revised Code of Washington. All references in this DSA to RCW chapters or sections will include any successor, amended, or replacement statute. Pertinent RCW chapters can be accessed at: <http://apps.leg.wa.gov/rcw/>.
- “Regulation” means any federal, state, or local regulation, rule, or ordinance.
- “Receiving Party” means WSDOT and a Participant receiving Data, which may include Confidential Information, pursuant to this DSA. Receiving Party includes WSDOT and Participants, the Authorized Users, and the entity’s owners, members, officers, directors, partners, trustees, employees, and Subcontractors and their owners, members, officers, directors, partners, trustees, and employees.
- “User Interface” means the part of the VCC application that a user sees and interacts with.

## 2. Description of Data

The Data that may be shared with and through VCC may include Participant Data that is transmitted pursuant to WSDOT’s provisioning and Participant’s use of the Virtual Communications Center (“VCC”).

## 3. Data Classification

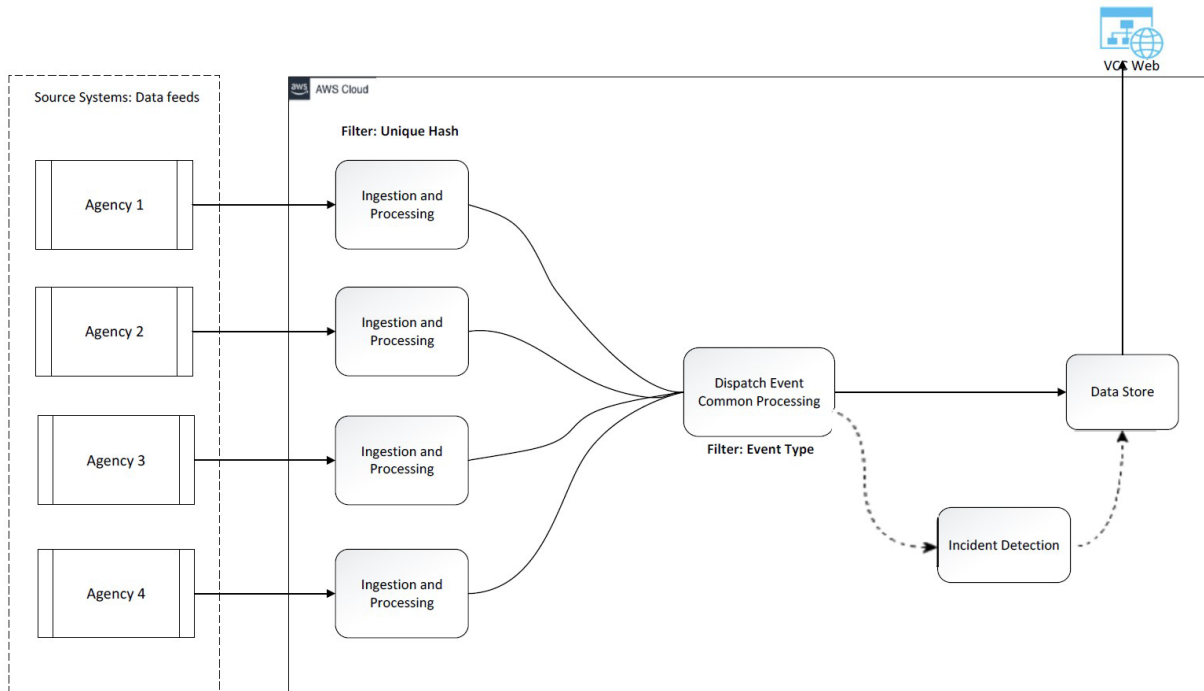
The State classifies data into categories based on the sensitivity of the data pursuant to the Washington state Security Policy and Standards. A Participant may, in Participant’s discretion, elect to transmit Confidential Information to WSDOT that is classified as Category 3 or Category 4 during the provisioning and use of WSDOT services. Depending on Participant’s use of WSDOT’s services, and without limitation, this Confidential Information may include the following:

- Protected health information
- Information that may lead to serious consequences in the event of unauthorized disclosure, such as threats to health and safety or legal sanctions.
- Student education records.
- Personal information, including social security numbers, driver’s license numbers, or financial account numbers.
- Information regarding infrastructure and security of computer and telecommunication networks.
- Information in personnel files, including residential addresses and phone numbers, personal wireless phone numbers and email addresses, or emergency contact information.

A Participant may elect to transmit Data from which Confidential Information has been removed. However, for the purpose of this Data Sharing Addendum, all Data shared between Participants through the VCC is considered Category 2, Sensitive Information. Category 2 data is sensitive information that may not be specifically protected from

disclosure by law and is for official use only. Sensitive information is generally not released to the public unless specifically requested.

The figure below represents the Ingestion and Processing steps depicting how data is received, scrubbed, and subsequently uploaded into the VCC.



When Data is shared to the VCC via its transmission method by Participant, it is automatically scrubbed for any Personally Identified Information/Confidential Information prior to its access by any other Authorized Users of the VCC or employees of The Receiving Party. Data with any identifiers categorized as Category 3 or Category 4 data classification is removed or “Scrubbed”.

#### 4. Mutual Consent

Participants acknowledge that by sharing their Data in respect to operating and maintaining the VCC, once Data is transmitted to the VCC, all Data is aggregated for VCC functionality. This aggregated Data is used by the Participants and each Participant is thus authorizing mutual consent for all Participants to access the Data pursuant to the LSA and terms in this Data Sharing Addendum.

#### 5. Constraints on use of Data

The Data being shared is owned by the Participant that created it.

This DSA does not constitute a release of the Data for the Receiving Party's or any Participant's discretionary use. The Receiving Party must use the Data received or accessed under this DSA only to carry out the purpose of this DSA, the LSA, and TOP. Any analysis, use, or reporting of Data that is not within the purpose of this DSA, the LSA, TOP, or other data sharing agreement is not permitted.

Participants further acknowledge and agree that all Data received or accessed under this DSA shall not be used in manner that contravenes Executive Order 17-01 and Participants shall adhere to RCW 10.93.160.

## **6. Security of Data**

### **6.1 Data Protection**

The Receiving Party will protect all Confidential Information gained by reason of this DSA against unauthorized use, access, disclosure, modification, or loss. This duty requires The Receiving Party to employ reasonable security measures, which include restricting access to the Confidential Information by:

Redaction of data "Scrubbing" for any Confidential Information transmitted from Participant.

Allowing access only to Authorized Users.

Physically securing any computers, documents, or other media containing Confidential Information.

### **6.2 Data Security Standards**

The Receiving Party will comply with the Data Security Requirements set out in the Washington state Security Policies which are hereby incorporated by reference into this DSA.

### **6.3 Data Disposition**

CAD Data (CAD feed) is provided in near real time to the VCC by Participants. This data is filtered for information that pertains to traffic and mobility via Event types. The filtered data will then generate an Event in the VCC application. This data is held for 2 hours unless an update to that feed occurs. After 2 hours of no updates, this data will be filtered out of the User Interface and not seen. It will reside in the database for 30 days, then is deleted. If the Event meets Incident criteria, an Incident Model is automatically generated. Incident Models can also be generated by authorized Participants. Once this Incident is closed, and 30 days has passed, the Incident Model information is compiled into a report and sent to the providing Participant to apply their respective retention

policies per Section 7 “Records and Audit” of the LSA. After the report is sent, the Incident Model data is deleted from the VCC application.

#### 6.4 Location of Data

All data, including cloud storage data will be housed in the continental United States.

### 7. Data Confidentiality and Non-Disclosure

#### 7.1 Data Confidentiality

The Receiving Party will not use, publish, transfer, sell, or otherwise disclose any other Participant’s Confidential Information gained by reason of this DSA.

#### 7.2 Non-Disclosure of Data

The Receiving Party will ensure that all its Authorized Users who will have access to the Data described in this DSA are Authorized Users and made aware of the use restrictions and protection requirements of this DSA before gaining access to the Data identified herein. The Receiving Party will also instruct and make any new employee aware of the use restrictions and protection requirements of this DSA before they gain access to the Data.

If law enforcement contacts The Receiving Party with a demand for Confidential Information, The Receiving Party will attempt to redirect the law enforcement agency to request that Data directly from Participant. If compelled to disclose or provide access to any Confidential Information to law enforcement, The Receiving Party will promptly notify Participant and provide a copy of the demand unless legally prohibited from doing so.

#### 7.3 Penalties for Unauthorized Disclosure of Data

State and federal laws may prohibit unauthorized access, use, or disclosure of Confidential Information. Violation of these laws may result in criminal or civil penalties or fines.

### 8. Maintenance of Records

All Parties must maintain records pursuant to Section 7, “Records and Audit” of the LSA.

### 9. Responsibility

Each Participant will be responsible for the negligent acts or omissions of its own employees, officers, or agents in the performance of this DSA, including any unauthorized access, use, or disclosure of Confidential Information and as described in more detail under Section 8 of the LSA. No Participant will be considered the agent of another Participant, and no Participant assumes any responsibility to another Participant

for the consequences of any act or omission of any person, firm, or corporation not a party to the LSA.

### **10. Severability**

The provisions of this DSA are severable. If any provision is held invalid by any court of competent jurisdiction, that invalidity will not affect the other provisions and the invalid provision will be considered modified to conform to the existing law.

### **11. Survival Clauses**

The following terms and conditions in this DSA shall survive the expiration or termination of a Participant's TOP of the LSA: Constraints on Use of Data, Security of Data, Data Confidentiality and Non-Disclosure, Maintenance of Records, and Responsibility.

### **13. Waiver**

Waiver of any breach or default on any occasion will not be deemed to be a waiver of any subsequent breach or default. Any waiver must be express and in writing by an authorized representative of the waiving party and will not be construed to be a modification of the terms and conditions of this DSA, TOP or the LSA.

### **14. Data Licensing Statement**

The Data Licensing Statement is incorporated into this Agreement under Attachment A, Data Licensing Statement. The Data Licensing Statement must minimally contain the following information:

- A). Identification of the purpose of the file;
- B). Description of the roles and responsibilities of each Party;
- C). Identification of transmission method; and
- D). Identification of File Layout.



**Virtual Coordination Center  
EXHIBIT A: Key Personnel**

**WSDOT NO. K1795-0-22**

**Snohomish Regional Fire & Rescue Contract No: 2026-02-26**

*\*Only the Contracting Signature Authority identified below is authorized to bind their agency.*

<b>WSDOT Contract Signatory Authority*</b>	<b>Matthew Modarelli</b> CIO & Director- TSD 7345 Linderson Way SW Tumwater, WA 98501 360-705-7601 <a href="mailto:Matthew.Modarelli@wsdot.wa.gov">Matthew.Modarelli@wsdot.wa.gov</a>	<b>Erik Jonson</b> Technical Services Director 310 Maple Park AVE SE Olympia, WA 98501 360-705-7271 <a href="mailto:Erik.Jonson@wsdot.wa.gov">Erik.Jonson@wsdot.wa.gov</a>
<b>Snohomish Regional Fire &amp; Rescue Participant Signatory Authority*</b>	Brian Park Fire Chief 163 Village Ct Monroe, WA 98272 (360) 794-7666 <a href="mailto:Brian.Park@SRFR.org">Brian.Park@SRFR.org</a>	
<b>Snohomish Regional Fire &amp; Rescue Participant Contract Signatory Additional Contact</b>  (i.e. executive assistants, confidential secretary, etc)	Mike Messer Assistant Chief 163 Village Ct Monroe, WA 98272  (425) 328-6962 <a href="mailto:Mike.Messer@SRFR.org">Mike.Messer@SRFR.org</a>	
<b>WSDOT VCC Program Manager</b>	<b>Deanna Brewer</b> Incident Management Program Manager 310 Maple Park AVE SE Olympia, WA 98501 360-705-7411 <a href="mailto:Deanna.Brewer@wsdot.wa.gov">Deanna.Brewer@wsdot.wa.gov</a>	
<b>Snohomish Regional Fire &amp; Rescue VCC Participant Contact</b>	Mike Messer Assistant Chief 163 Village Ct Monroe, WA 98272 (425) 328-6962 <a href="mailto:Mike.Messer@SRFR.org">Mike.Messer@SRFR.org</a>	
<b>WSDOT Incident Management Coordinator</b>	<b>Aisha Dayal</b> Incident Management Coordinator 310 Maple Park AVE SE Olympia, WA 98504 564-233-9384 <a href="mailto:aisha.dayal@wsdot.wa.gov">aisha.dayal@wsdot.wa.gov</a>	
<b>WSDOT IT Project Manager</b>	<b>Deanna Brewer/Nicholas Dekofski</b> IT Project Manager 310 Maple Park AVE SE Olympia, WA 98501 360-705-7411 <a href="mailto:Deanna.Brewer@wsdot.wa.gov">Deanna.Brewer@wsdot.wa.gov</a>	
<b>Snohomish Regional Fire &amp; Rescue VCC Participant IT Contact</b>	Paul Charbeneau IT Manager 163 Village Ct Monroe, WA 98272 (425) 399-0024	

	Paul.Charbeneau@SRFR.org
<b>WSDOT</b> Contract Administrator	<b>Administrative Contracts Office</b> 7345 Linderson Way SW Tumwater, WA 98501 360-705-7661 <a href="mailto:admincontracts@wsdot.wa.gov">admincontracts@wsdot.wa.gov</a>
<b>Snohomish Regional Fire &amp; Rescue</b> VCC Contract Administrator	Mike Messer Assistant Chief 163 Village Ct Monroe, WA 98272 (425) 328-6962 <a href="mailto:Mike.Messer@SRFR.org">Mike.Messer@SRFR.org</a>



**Virtual Coordination Center  
EXHIBIT B: Participant Roster**

WSDOT NO. K1795-0-22  
Snohomish Regional Fire & Rescue No: 2026-02-26

<b>Washington State Department of Transportation</b>  Providing Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Seattle Office of Emergency Management*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Washington State Patrol</b>  Providing CAD Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Sound Transit</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>King County Metro</b>  Providing Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>City of Newcastle*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>City of Gold Bar</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Eastside Fire and Rescue</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Medina PD</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>City of Sultan</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Snohomish County Dept. Emergency Management*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>City of Marysville</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>City of Lake Stevens</b>  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Seattle Department of Transportation*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>South County Fire*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>City of Bonney Lake*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Seattle Fire Department</b>  Providing CAD Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Seattle City Light*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Seattle Police Department*</b> Pending Execution*  Providing CAD Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<b>Seattle Information Technology Department*</b> Pending Execution*  Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

<p><b>NORCOM</b></p> <p>Providing CAD Data: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p><b>Port of Tacoma*</b> Pending Execution*</p> <p>Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><b>Snohomish Regional Fire &amp; Rescue</b></p> <p>Providing CAD Data: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>&lt;Agency Name&gt;</p> <p>Providing CAD Data: Yes <input type="checkbox"/> No <input type="checkbox"/></p>



# EXECUTIVE SESSION

