



EAST JEFFERSON FIRE RESCUE

JEFFERSON COUNTY FIRE PROTECTION DISTRICT NO. 1 BOARD OF COMMISSIONERS

In Person

ST 6 - 9193 Rhody Dr. Chimacum, WA

VIRTUAL MEETING

<https://us06web.zoom.us/j/87867559242>

3:00pm

AGENDA

December 16, 2025

CALL TO ORDER (3:00 P.M.)

PLEDGE OF ALLEGIANCE

1. Agenda Changes –

2. Consent Agenda

A. Approve Minutes from November 12, 2025, Special Board Meeting and TAB 2A
the November 18, 2025, Regular Board Meeting

B. Vouchers

- Approve General Fire expenditure warrants dated November 13, 2025, and November 26, 2025, totaling **\$187,713.23**
- Approve EMS expenditure warrants dated November 13, 2025, and November 26, 2025, totaling **\$53,792.17**
- Approve payroll expenditure warrants dated November 19, 2025, and, December 4, 2025, totaling **\$845,330.30**

3. Correspondence –

4. Public Comment – *(for items not on agenda, 3 minutes per person)*

5. Presentations –

6. Announcements and Acknowledgements

A. EJFR Media Spotlight –

TAB 6A

B. Other Acknowledgments/Announcements

7. Staff Reports -

TAB 7

Chief Black
HR Manager
Exec. Asst/Dist. Secretary
MSO
Training Captain

Deputy Chief Brummel
Finance Director
CRR Manager
Battalion Chiefs

8. Committee/Workgroup Reports

- A. Budget Committee - *Done*
- B. Data Group - *Did not meet*
- C. Community Risk Reduction
- D. Apparatus Committee
- E. Facilities Committee – *Did not meet*

TAB 8D

9. JeffCom Report –

TAB 9

10. Local 2032 Report

11. Public Comment – *(for items on the agenda, 3 minutes per person)*

12. Old Business

- A. SP Implementation Tool
- B. 2026 Migration to Teams and SharePoint Refresher

TAB 12A

13. New Business

- A. Policies – Credit Card and Travel Policy
 - 1. SOG 6006b Travel Expenses
 - 2. SOG 6010a Credit Card Usage
- B. Resolution 25-17 Surplus Property
- C. Designate Funds Received from GEMT FY2024 Settlement
- D. Salish REAL Team MOU
- E. JC Fire Commissioners & Admin 2026 Hosting In-Person Mtg
- F. Oath of Office – Commissioner Seabrook
- G. Election of BOC Chair/Vice Chair

TAB 13A

TAB 13B

TAB 13C

TAB 13D

- 1) ***Executive Session Pursuant to RCW.42.30.110(i)(g) review the performance of a public employee***
- 2) ***Executive Session Pursuant to RCW.42.30.110(i)(g) review the performance of a public employee***

14. Upcoming Topics/Events

TAB 14

- Implementation of SharePoint
- Drug Free Workplace SOG update

Good of the Order –

- Food Bank Donation Challenge

Adjournment

****Any attached documentation is subject to change without notice, as additions/deletions may be required. Confidential information excluded from public viewing****



**JEFFERSON COUNTY
FIRE PROTECTION DISTRICT NO. 1
(EAST JEFFERSON FIRE RESCUE)**

**BOARD OF COMMISSIONERS
SPECIAL MEETING MINUTES FROM NOVEMBER 19, 2024**

CALL TO ORDER

Chairman Stinson called the meeting to order at 4:00PM. In Person & Virtual via “ZOOM”, call in number 1 (253) 215-8782, Meeting ID 847 2159 8900 passcode 417267.

COMMISSIONERS & ADMINISTRATIVE STAFF

Commissioners: Deborah Stinson, Geoff Masci, Ed Davis, Dave Seabrook and Steve Craig.

Admin Staff: Chief Black, HR/Business Manager Stewart, CRM Wittenberg and District Secretary Cray

Absent: Commissioner Gene Carmody and Finance Director Lirio.

NEW BUSINESS

Finance Director Lirio is absent due to an illness, Chief Black, Tanya Cray and Commissioner Stinson will fill in as presenters.

A. 2026 Budget Presentation: Chief Black reviewed the budgeting process and challenges such as the 1% cap on annual property tax revenue for Fire Districts. The district’s main source of revenue comes from property taxes, which is over 80% of the total revenue received. This combined with inflation of expenses at a higher rate than 1%, causes fund balance to be eaten away.

The budget committee met 6 times to review over \$1.8 million in requests. 59% were approved and 17% were partially approved, the rest were postponed or denied. 2026 budget recommendations include a community risk assessment, the financing of two fire engines, software, equipment replacement and necessary facilities maintenance. Some items that were postponed include: facility maintenance, radio replacements and a Fire Code Inspector FTE.

The recommended 2026 budget includes a \$1.3 million deficit. Conservative budgeting has us ending 2025 with an estimated \$330,000 surplus. It was noted that after 2025 we will have a fully funded Reserve Fund and can discontinue transferring funds into that account, to focus on building our Capital Funds. Financing vehicles is not sustainable forever, our Capital funds are being built up to purchase vehicles with cash and save the district money on interest.

C. Public Comment – Jean Ball commented that the number of employees may be a hurdle for us in the upcoming election. Roger Short questioned if the former Short’s Farm that was purchased by the Port would be on the tax rolls.

GOOD OF THE ORDER – None.

ADJOURNMENT

Commissioner Stinson adjourned the meeting at 4:36PM.

Jefferson County Fire District 1

Deborah Stinson, Chair

Dave Seabrook, Vice Chairman

Geoffrey Masci, Commissioner

Steve Craig, Commissioner

Gene Carmody, Commissioner

Ed Davis, Commissioner

ATTEST:

Tanya Cray, District Secretary

November 12, 2025



**JEFFERSON COUNTY
FIRE PROTECTION DISTRICT NO. 1
(EAST JEFFERSON FIRE RESCUE)**

**BOARD OF COMMISSIONERS
MEETING MINUTES FROM November 18, 2025**

CALL TO ORDER

Board Chair Deborah Stinson called the meeting to order at 3:00 PM at St 6 and virtually via “Zoom”, call in number 1 (253) 205-0468, Meeting ID 87867559242.

COMMISSIONERS & ADMINISTRATIVE STAFF

District 1 Commissioners: Deborah Stinson, Geoff Masci, Ed Davis, Dave Seabrook and Steve Craig.

Admin Staff: Chief Black, Deputy Chief Brummel, HR Manager Stewart, MSO Ridgway, CRM Wittenberg, Captain Bergen, Admin. Asst. Murray, Finance Manager Roy Lirio and District Secretary Cray.

1. AGENDA CHANGES – None.

2. CONSENT AGENDA

- Approve Minutes from September 16, 2025, Regular Board Meeting.

Vouchers

- Approve General Fire expenditure warrants dated September 12, 2025, September 24, 2025, October 1, 2025, and October 2, 2025, totaling **\$526,127.38**.
- Approve EMS expenditure warrants dated September 12, 2025, September 24, 2025, and October 1, 2025, totaling **\$14,079.68**.
- Approve payroll expenditure warrants dated September 18, 2025, October 2, 2025, totaling **\$850,985.56**.

Stinson noted that there were some edits and concerns made about a portion of the minutes since the packet was sent out to the Board. Cray spoke to the corrections that clarified the executive session timeline. Cray also noted that the wording of the executive session reason was in question. Commissioner Seabrook noted he believed the language must match the RCW word for word and Cray had written it to match the actions of what occurred. It was left as written, and Cray stated she would reach out to legal for further clarification.

MOTION: Masci moved to approve the consent agenda as amended. Seabrook seconded the motion which carried unanimously.

3. LIST OF CORRESPONDENCE – Included in Board packet.

4. PUBLIC COMMENT – Wayne Kier thanked those in attendance for all they do for the Fire Industry. He especially thanked the CARES team for stopping in to help with his wife who had was hurt. They were able to convince her to allow them to install grab bars and handles. Their service was amazing, and he noted that Jeff Woods could sell anything.

5. PRESENTATIONS –None.

6. ACKNOWLEDGEMENTS/ANNOUNCEMENTS – The Board reviewed the Firewise certification letter for LMC FW01 which was spearheaded by Gary Rygmyr. Chief Black noted that Mr. Rygmyr has also offered his time to teach other neighborhoods to do the same.

November 18, 2025

7. STAFF REPORTS – Black discussed the Enterprise Resource Management Project and that it flows into our Strategic Plan. Black noted the WSRB policy group is making progress which is encouraging. He was recently made aware of a fire flow issue in Cape George. There are four hydrants that do not get flow from the 4inch main.

Stinson thanked DC Brummel for including the minutes from the BC meeting.

Finance Director Lirio noted that we should see a \$1.7-1.8 million favorable fund balance, though this does not affect our budget deficit for next year. It will shore up our fund balance.

Complete staff reports are included in the board packet.

8. COMMITTEE/WORKGROUP REPORTS

A. Budget Committee – No report, did not meet.

B. Data Group - No report, did not meet.

C. Community Risk Reduction Group – No report.

D. Apparatus Committee – The water tender that had a catastrophic failure has been sold. We are still able to rotate some apparatus to meet the WSRB requirements.

E. Facilities Committee – did not meet.

9. JeffCom Report – Black is now the alternate representative for the Chiefs. Craig is now the primary the Commissioners. Director Stewart is doing a great job and never lacks in communication.

10. LOCAL 2032 REPORT – None.

11. PUBLIC COMMENT - Agenda items only – None.

12. OLD BUSINESS

A. SP Implementation Tool – included in packet.

13. Admin Merit Increase – This is a housekeeping issue. At the last regular meeting, the Board went into executive session to discuss admin merit increases. It was later determined after speaking with legal that this discussion should have been held in open session. The Board showed the information that was discussed and reconfirmed their motion. **MOTION:** Seabrook moved to reconfirm the approval of up to a 4% merit increase for administrative staff. Masci seconded the motion which passed unanimously.

13. NEW BUSINESS

A. Budget Resolutions –

Resolution 25-12 Approve Budget Expenditures

Resolution 25-13 Property Tax Increase for General and EMS Levies

Resolution 25-14 General/EMS Tax Levies and Related Budgets

Levy Certification

MOTION: Masci moved to approve resolutions 25-12 through 25-14 as presented. Craig seconded the motion which carried unanimously.

B. TNKase – STEMI KIT – Black reported that upcoming law changes on 11/27/25 triggered this topic. The Pharmacy Manager at St. Michaels Medical Center notified the Fire Districts that they would no longer be supplying this important clot buster drug. Without the pharmacy supplying and

November 18, 2025

then billing transported patients, the cost of each dose is and estimated \$15k-\$20k, making it impossible for Fire Districts to purchase and use with no way of collecting reimbursement. Black and others met with the manager and discussed the need and why it is so important. They ultimately decided to allow the continued use, with some new tracking procedures being developed.

C. SharePoint/Teams Usage in 2026 – Cray noted that we are going to move our Board meetings to Microsoft Teams and our file sharing for board packets will use SharePoint beginning in January 2026. These platforms are already in place and being used by the district daily. We will have another refresher at the December meeting.

D. Ballot Resolutions –

Resolution 25-15 Single Year Levy Lid Lift – General

Explanatory Statement for Proposition 1 – General Levy Lid Lift

Resolution 25-16 Single year Levy Lid Lift – EMS

Explanatory Statement for Proposition 2 – EMS Levy Lid Lift

MOTION: Masci moved to approve Resolution 25-15 Single Year Levy Lid Lift – General with attached explanatory statement. Davis seconded the motion which passed unanimously.

MOTION: Masci moved to approve Resolution 25-16 Single Year Levy Lid Lift – EMS with attached explanatory statement. Davis seconded the motion which passed unanimously.

Executive Session – The Board went into executive session Pursuant to RCW 42.30.110(l)(g) to review the performance of a public employee at 4:06pm for 15 minutes to return at 4:21pm. The executive session ended at 4:21pm with no decisions made and no action taken.

14. UPCOMING TOPICS/EVENTS – included in board packet.

GOOD OF THE ORDER – Black noted a short presentation on Board of Commissioner duties and roles would be presented at the January 2026 meeting. This will be helpful not only to current Board members, but our newest Commissioner as well.

The Oath of Office will be given to Commissioner Seabrook at the December meeting and Cray would give Jeannie Price the Oath at her home when she is able, following her surgery recovery. Discussion was held surrounding the Jefferson County Budget deficit and what that means for current positions at the county. CRM Wittenberg is currently the only investigator in the County. We are sending someone to classes to become an investigator. Black will reach out the Commissioner Eisenhower to discuss current issues at the Fire Marshall's office. Stinson attended the WFCA Conference and Region 9 meeting. She noted that she learned a lot and there was a great presentation on the final day focused on Mental Health.

ADJOURNMENT

Stinson adjourned the meeting at 4:44pm.

Jefferson County Fire District 1

Deborah Stinson, Chair

Dave Seabrook, Vice Chair

Geoffrey Masci, Commissioner

Steve Craig, Commissioner

Ed Davis, Commissioner

Absent
Gene Carmody, Commissioner

ATTEST:

Tanya Cray, District Secretary

November 18, 2025

East Jefferson fire district to approve budget, ask for lid lift

Property tax revenue not keeping pace with inflation, finance director says

- by [Elijah Sussman](#)
- Tuesday, November 18, 2025 1:30am
- 

CHIMACUM — East Jefferson Fire Rescue’s board of commissioners is likely to approve the district’s 2026 budget today and ask voters next February for a levy lid lift.

“If there is no levy lid lift, we start to reach a real danger point in 2027,” finance director Roy Lirio said in a budget hearing last Wednesday.

While expenses consistently rise along with inflation, state law has limited what the fire department can collect in property taxes to a 1 percent increase per year. About 80 percent of the department’s projected \$20 million-plus 2026 revenue will come from property taxes.

“The fundamental conundrum we’re in, for lack of a better phrase, is that, as the assessed value goes up a certain percentage, our tax revenue does not go up by that same percentage, unless they both happen to be 1 percent,” Lirio said.

The rate of inflation typically grows at three to four times the rate of the 1 percent increase, according to a news release from East Jefferson Fire Rescue (EJFR).

Before its last levy lid lift in 2023, EJFR hadn’t lifted the lid since 2011. Catching up with inflation is likely to take several cycles of three-year lifts, the agency said.

In February, voters would decide on whether to support a levy rate of \$1.40 per \$1,000 in assessed property value for fire service and \$0.50 per \$1,000 in assessed value for Emergency Medical Services (EMS).

The increase would mean an annual increase of \$150 for property owners with an assessed value of \$600,000, starting in 2027.

Additional revenue sources include EMS transport fees, federal grants relating to EMS services and other smaller grants for specialized programs, Lirio said.

The department’s budget includes \$20.8 million in expenses in 2026, notably higher than projected revenues. The projected deficit between revenue and expense for the department is about \$1.36 million.

The deficit includes a planned transfer of \$650,000 into the district’s Future Fleet and Equipment savings account, decreasing the operating reserve to \$4.9 million.

“Which represents just a few months of operating expenses,” the agency said.

To preserve reserves and keep apparatus safe to operate, EJFR plans to finance two engines and an ambulance in 2026 through the state’s Local Program, adding about \$2.5 million in new debt.

Taking into account fire and EMS capital dollars, the department's starting fund and reserves, EJFR is expected to have an ending balance of more than \$9.2 million.

"Like most public entities, labor is our most valued asset," Lirio said. "It's also our most expensive. Our biggest challenge related to the salaries is trying to stay within our means, but at the same time, not having our salaries go so low where people are looking for other opportunities outside of the organization, which has happened several times in the past."

Some other agencies still give signing bonuses for entry-level firefighters, Lirio said.

The agency budgets 70 percent to 80 percent of its expenditures toward salaries and benefits, he said. A pie chart in his presentation said the 2026 projected percentage is 72.4 percent.

Operations costs are about 18.6 percent of the budget. The remaining expenses are debt payments, transfers, long-term leases and capital expenditures.

With the structural budget constraints in mind, EJFR reduced its asks for vital equipment and training.

"Requests for marine and firefighter training, automated external defibrillator (AED) machines and emergency radio communications upgrades were significantly reduced," the agency stated in its release. "Training expenses were held at just 2 percent of the proposed 2026 budget."

Reporter Elijah Sussman can be reached by email at elijah.sussman@peninsuladailynews.com.

Fire Rescue passes deficit budget, proposes levy lid lift for February



An East Jefferson Fire Rescue trainee helps a young fan test out a fire hose at the 2025 Uptown Fire Fest. Photo Mallory Kruml

East Jefferson Fire Rescue (EJFR) will ask voters to approve a levy lid lift in February, citing what staff describe as a widening budget gap fueled by inflation and Washington's 1% cap on property tax growth.

"The levy is a tool in the long-range sustainability of the district," said EJFR Finance Director Roy Lirio. "It's not just this one-time thing; it is part of the way the district manages its fiscal responsibility in order for us to keep the community safe. I just want to stress that there's a big picture here and not just a one-off levy."

Like many public agencies and governmental bodies, EJFR revenues are not keeping pace with rising expenses.

The agency's 2026 budget, approved on Nov. 18, shows \$20 million in revenues and \$20.8 million in expenditures.

Combined with a \$650,000 transfer to its future fleet and equipment savings account, the agency is facing a \$1.3 million deficit.

"We do plan for spending \$1.3 million of our fund balance," Lirio said. "So, basically, we are deficit spending."

Approximately 80% of EJFR revenues come from property taxes, which state law limits to a 1% annual increase.

Meanwhile, salaries and benefits — accounting for at least 70% of overall expenses — are tied to the Consumer Price Index, which rose 2.7% this year, said Lirio.

"While it seems manageable in one year, if you compound that gap over three to five years, it becomes unsustainable," Lirio said.

The proposed levy lid lift would close the gap, he said.

“When we do a levy lid lift, we would typically then get a little more than what we would be spending,” Lirio said. “We wouldn’t program all of that as expenditures. What we would do is set aside some of it in our fund balance. So then what happens is over the next two, three, four years, as the gap widens, we then utilize that savings to fund the gap just so that we are then able to have a level of fund balance that is adequate in case of emergencies.”

EJFR says it will take several cycles of three-year levy lid lifts to catch up with the rate of inflation, while still building capital accounts to fund facility and equipment needs.

The last levy lid lift passed in 2023. Before then, the levy rate had not been increased since 2011.

In February, voters will decide whether to reset the levy rate for both fire and Emergency Medical Services (EMS).

“We’re asking for more than that 1% increase, hence the voter approval,” Lirio said.

The proposed rate — \$1.40 per \$1,000 of assessed property value for fire and \$0.50 per \$1,000 of assessed property value for EMS — represents a projected annual household increase of \$150 for a property with an assessed value of \$600,000.

If the levy doesn’t pass, Lirio said EJFR will “retool its messaging” and put it on the next ballot.

“These measures will allow us to maintain the high quality of emergency response our community expects by funding the replacement of aging apparatus, supplying specialized medical equipment, investing in quality training, maintaining facilities, and keeping qualified personnel,” EJFR wrote on its website.

Time to Prepare for Winter

While winter does not officially begin until December 21, it's already sweater and glove weather here in Jefferson County!

Predictions for weather in the Pacific Northwest this winter include the Farmer's Almanac statement "mild winter overall with chilly spells and below-average snow." NOAA's Climate Prediction Center predicts "a 33% to 40% chance of below-normal temperatures for Western Washington."

Regardless of which prediction becomes a reality, now is a good time to prepare for winter.

Some winter safety suggestions from East Jefferson Fire Rescue include:

- If you use your fireplace as a source of heat during colder days, get your chimney flue cleaned by a qualified chimney sweep. Never leave fireplace fires unattended. Place cool ashes in a metal container when cleaning fireboxes.
- Plan ahead for windstorms and possible power outages. Use flashlights, not candles for alternate lighting. Have extra batteries for radios and flashlights.
- If you use a generator, have a supply of extra fuel. Only use generators and grills outdoors.
- Have food you can cook on an outside BBQ or a camp stove only used outside.
- Create an emergency kit for your car to include jumper cables, a small bag of sand, a flashlight, a blanket, bottled water and non-perishable snacks. Keep the gas tank full.
- Check on your neighbors, especially during a power outage.

As you start decorating for the holidays, choose a Christmas tree with fresh, green needles that don't fall off when touched.

- Place your tree at least three feet away from any heat source to include fireplaces, radiators, and heat vents. Make sure the tree is not blocking any exit. Add water to the tree daily. Replace any string of lights that have worn or broken cords or loose bulb connections.
- Always turn off Christmas tree lights before leaving home or going to bed. Almost one-third of Christmas tree fires are caused by electrical problems, according to the National Fire Protection Association.

We Wish You a Safe and Happy Holiday!

If you have any questions about the services East Jefferson Fire Rescue provides, please call 360-385-2626 or visit our website at ejfr.org.

2025 Statistics for East Jefferson Fire Rescue

Effective 01/01/2023 Port Ludlow Fire & Rescue merged with East Jefferson Fire Rescue. Our monthly statistics will now include information for the entire Fire District.

Communities served include: Port Townsend, Cape George, Kala Point, Marrowstone Is., Port Hadlock, Chimacum, Irondale, Port Ludlow MPR (North and South Bay), Paradise Bay, Beaver Valley, Bridgehaven, Mats Mats, Shine, South Point and other areas located within our boundaries.

October Alarms

Fires.....	2
Rescue/Emergency Medical	333
Good Intent	36
Hazardous Conditions	9
False Alarms	23
Service Call	75
Total Alarms	478

Ambulance Transports

911 Transports.....	229
Hospital Requested Transport.....	0
Non Transports.....	113

CARES Contacts.....	156
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The Port Ludlow Garden Club Celebrates the Holidays

We invite our members to raise a teacup or a champagne flute to celebrate the holidays at our Holiday Tea party. The event will be held on **Wednesday, December 10**, at 11 a.m. at the Bay Club. Enjoy the warm company of gardening friends at beautifully decorated tables celebrating gardening and nature. Live music by the group, String Along, will fill the room and a wonderful luncheon of tea sandwiches and desserts will be served. Our 2026 brochure and schedule will be released, and you will be able to peruse the carefully curated gardening topics for next year's meetings.

To show our support for our community, we will also host a collection for the Tri-Area Food Bank at our Holiday Tea celebration. You are encouraged to bring a donation of non-perishable food, pet food, or a financial donation to help our neighbors in need this holiday season. What we collect will be taken directly to the food bank that afternoon.

Please RSVP to Phyllis at portludlowgardenclub@outlook.com by **Friday, December 5**. Seating is limited.

Happy Holidays to the Port Ludlow community, and cheers for a healthy 2026 filled with flowers and the beauty of nature.

band was selected to represent Washington State in the National Independence Day Parade.

This honor places rural students on a national platform, showcasing the strength of arts education and the deep sense of community so evident in Jefferson County. It is truly amazing that a small-town music program has earned a place among the nation's best.

The band came to the attention of the selection committee through several of their recent achievements including the first-place award for best marching band in the Loyalty Days Parade Sweepstakes held in Long Beach, WA.

Community support is needed to help with fundraising efforts for the trip. It is expected that the band will need approximately \$100,000 to cover travel, hotels, and other expenses for the trip. CHIME IN (Chimacum Band Boosters), a registered 501(c)(3) nonprofit organization (EIN: 88-3970262) is heading up the fundraising drive. If you would like to support this effort, please make your check payable to CHIME IN and mail it to CHIME IN, PO Box 631, Chimacum, WA 98325.

Meet Your Firefighters

by Ron Dawson, EJFR Community Outreach Volunteer



Meet Scott Walker, firefighter and EMT with East Jefferson Fire Rescue. Scott has been with the fire service for 11 years. He began as a resident with the department in 2014, and in 2015 was hired in Port Townsend full time.

He was born at Fort Ord, California, and his family moved to Port Townsend when he was two. He has lived in Seattle, Montana, and Toronto. He began his vocational journey as an Anglican priest in Canada, then worked in carpentry. After thinking deeply about what he really wanted to do, he joined the fire service. He put himself through the fire academy and joined the Port Townsend fire department.

In Montana, he met his wife, Michelle, from Ontario, Canada. She is a registered nurse at St. Michael's in Silverdale. They have been married for twenty-four years. They have three children: Hailey, who is an I.C.U. nurse at St. Michael's, and two sons, Isaiah and Josiah. Scott and family presently live in Poulsbo.

What Scott likes best about his job is that he gets to work with his hands. He can be of service to the community and regularly interfaces with highly respected team members. The job becomes

difficult when he finds himself unable to help people that have requested the department's assistance, which can happen in very devastating situations.

When not on duty, Scott and his wife are involved in real estate. They like the outdoors, work out regularly, and like to travel. His personal goals are to keep his health, stay positive, and keep supporting others in the department. He says he is an open book.

Port Ludlow Photographer Dana Echols—A Winner in Seattle Art Festival

Landscape and wildlife photographer Dana Echols of *Dana Echols Photography* has been awarded the "Juror's Choice" in the *Best of the Northwest 2025* art festival, recognizing his exceptional artistry and craftsmanship among a field of elite regional creators.



"This show features many outstanding artists," said Echols. "Being chosen as Juror's Choice—and as a photographer—shows the jurors' deep appreciation for photography as fine art. I'm extremely honored."

Echols at the Best of the Northwest
Submitted photo

Echols, who relocated from Colorado to Port Ludlow in the summer of 2025, is renowned for his evocative nature imagery, particularly his studies of trees. His artistic journey began early, shaped by mentorships with photography icons Ansel Adams and William Neill in Carmel, California, and further refined through advanced workshops in Death Valley with Clinton Smith. These formative experiences instilled in him a reverence for both the craft and emotion of the medium.

Over the years, Echols has transitioned from darkroom to digital photography, becoming a master fine-art printer. His recent exploration of Unryu (Japanese Washi) paper has introduced a distinctive, ethereal texture to his work. Due to the precision required, Echols personally prints all his images—except those produced on metal—to ensure his artistic vision is realized in every detail.

Now in its 37th year, the *Best of the Northwest* is Seattle's premier juried art and fine craft show, showcasing original works across multiple mediums, including painting, photography, jewelry, sculpture, ceramics, and fiber art. The event is sponsored by the Northwest Art Alliance of Clinton, Washington, and held each fall at Magnuson Park in Seattle.



EAST JEFFERSON FIRE RESCUE

Bret Black Fire Chief ~ bblack@ejfr.org
24 Seton Rd • Port Townsend WA 98368
360.385.2626 • ejfr.org

Fire Chief's Monthly Report – November 2025

Call Summary

Call Statistics			EJFR Responses By Area for November 2025	
	Nov '25	Nov '24		
Fires	5	3	Mutual Aid Given	17
Rescue/EMS	295	320	City of PT	177
Service Call	78	79	GlenCove/Jacob Miller	19
Good Intent	31	41	Cape George	21
False Alarm	15	25	Ocean Grove/Beckett Pt.	0
Hazardous Cond.	3	3	Kala Point	10
Total	427	471	Hadlock/Irondale	90
November Transports			Marrowstone Is.	12
911	180		South Discovery	1
Hospital Requested	0		Chimacum	14
Total	180		Oak Bay	0
CARES Contacts			Northern Ludlow	30
November Contacts	107		Southern Ludlow	33
			Other/CARES	3

Threshold Events

- Several chimney fires, confined to the fire box, contained.
- Head-on collision on HCB, one fatality.
- Several other significant MVCs.
- One outbuilding fire, no exposures

Fire Chief General Activities and Projects

- Wittenberg and FC attended hearing and hearing prep with County Legal Counsel for Mason Street Project. We are seeing a significant increase in plan review requests from the County.
- Black and Wittenberg reviewing JH Airport Industrial Park Project.
- BC meeting, see minutes.
- Agency Resilience – Station 8 driveway entrance re-paved
- FC and Roy met with CARES and Olympic Connect to review workflow and 2026 processes.

Serving the Communities of

Port Townsend Port Hadlock Chimacum Irondale Kala Point Cape George Marrowstone Island
Paradise Bay Shine Bridgehaven Mats Mats Swansonville Port Ludlow Beaver Valley South Point

- FC and adjacent agencies met with St. Michael's Pharmacy leadership to review TNKase. They agreed to continued support of the program.
- Dr. Leah Specer is leading a needs assessment relevant to our technology and data user interfaces as she continues collecting background information related to EJFR platforms, data and knowledge repositories.
- Attend Leadership Training provided by SkillPath.

Standing Meetings/Committees

JeffCo DEM IMT Meeting
PT Police Chief
BHAC (10th of 1%)
JH CQI meeting
EJFR Safety Committee
FC Legislative Meeting

BOCC
BHC
ECHHO
WA Fire Defense Board
Washington Fire Chiefs

PT City Manager
JeffCo EMS Council
PLEM
WSRB Subcommittee
REAL Team

Miscellaneous FC co-presented at JTA advisory meeting on transit's role in a disaster. CARES related meeting with Village Reach. Meeting with new JPUD Director Joe Wilson. FC met with JH ER Head Nurse to foster further collaboration. Attended FIFA World Cup Planning Meeting.

Date PCA Issued: 11/27/25

Keep Posted for 14 Days

Posted on: 11/27/25

Actual Picture and/or Example of Issue

St Michael pharmacy has been dispensing TNKase (tenecteplase) to EMS agencies serving rural surrounding areas. EMS utilizes TNKase per protocol based on distance and travel time to St Michael Medical Center

What the standard or correct Process Should Be

With the Drug supply chain and security act (DSCSA) going live on 11/27/25, additional restrictions will be placed on the overall process for dispensing TNKase to EMS

Pharmacy will continue to dispense this product under a "pharmacy managed inventory" workflow where all serial numbers, lot numbers and expiration dates will be tracked to ensure proper tracking for DSCSA purposes as well as medication recalls purposes

Pharmacy has designed a procedure for managing this process with EMS.

Previous Process

New Standard Process

Problem / Issue Description / Reason for change: DSCSA go-live<https://www.fda.gov/drugs/drug-supply-chain-integrity/drug-supply-chain-security-act-dscsa>



<p>Operations</p>	<p>2025 Operations Goals and Objectives End of Year Review</p> <p>2025 Goals and Objective Review:</p> <p><u>Goal #1: Improve Operational Resiliency:</u></p> <p><i>Objective 1.1 Conduct Review of Interlocal Agreements (ILA)</i> Working with local and regional stakeholders in Jefferson, Clallam, Kitsap and Mason counties, to update outdated plans for mission-relevancy, capabilities and preparedness. Ongoing.</p> <p><i>Objective 1.2: Prepare for Mass Casualty Incidents</i> NW EMS Protocols provides guidance for first responders, there are additional challenges with defining roles and responsibilities with dispatch centers, hospitals, incident management teams and EOC's and fire defense coordinators. Progress is being made with regional stakeholders.</p> <p><i>Objective 1.3 Expand Capabilities in Special Operations</i> EJFR's Special Operations made significant progress in 2025 with training, meeting deployment standards for technical rescue, acquisition of specialized equipment and distribution of equipment to all engines and ladder truck. Our marine program continues to strengthen response capabilities thanks to program lead Lt. Andy Dalrymple. EJFR will host a specialized structural collapse class (Rescue Systems 1) and second class focusing on fireboat suppression and operations by the National Association of State Boaters Law Administrators (NASBLA) in 2026.</p> <p><u>Goal #2: Improve Technology and Innovation:</u></p> <p><i>Objective 2.1 Modernize Response Plans with Advanced Technology</i> EJFR continues to review, prioritize and strengthen our response plans based on call-type, while enhancing redundancy and expanded our geographic quadrants through improved software. We have moved forward with using iOS software (iPads & iPhones) to assist with responding on 911 calls and reducing radio traffic over Fire Primary radio frequency.</p> <p><i>Objective 2.2 Leverage Data Analytics for Decision Making</i> Working with regional partners from Kitsap County, EJFR will be moving forward with an innovative analytical and predictive software for fire departments called Darkhorse. EJFR entered into an agreement beginning on 2026. This will strengthen our ability to scrub response data from JeffCom and ESO and analyze deployment, staffing level as well as project future growth for the district.</p>
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**Meetings and
Events**

Goal #3 Prioritize Health and Safety Initiatives

Objective 3.1: Strengthen Rapid Intervention Team (RIT) Capabilities

Worked with the Training Division to incorporate rapid intervention standard operating guideline (SOG) including firefighter rescue techniques, communication and RIT implementation at emergency incidents.

Objective 3.2: Strengthen Decontamination Procedures

EJFR received our third grant award from the WA Labor & Industries FIIRE grant program for a new PPE extractor to replace the 25 y/o extractor at Station 7. Additionally, thanks to a grant from 2023, we installed fireground decontamination kits on every engine and air unit to reduce carcinogenic exposures to personnel.

Other Benchmarks:

- ✓ Enrolled in First-Due software for strengthening our pre-planning and business inspection capabilities
- ✓ Implemented iOS based "Vector Check-It" for daily apparatus inspections, asset inventory and facility maintenance work tickets.
- ✓ EJFR chairs the federally-mandated Local Emergency Planning Committee (LEPC) for Jefferson County.
- ✓ Strengthened our NFPA 1403 Live Fire Instructor cadre for annual, shift-level and fire academy instructor training.

11/3: JCFA Meeting (1hr)

11/3: Instruct at Kitsap RIT Training (6hr)

11/3: BC Fletcher annual appraisal (1hr)

11/4: Base Station MCI presentation (1hr)

11/4: JeffCom User Group (1hr)

11/5: Darkhorse User Group (1hr)

11/5: BC Macdonald annual appraisal (1hr)

11/5: SOG review (1hr)

11/10: BC/Exec Chiefs Meeting (2 hr)

11/12: BC Clouse annual appraisal (1hr)

11/13: NWREMS Meeting (2hr)

11/13: WSRB Group Meeting (1hr)

11/18: NERIS Presentation (ESO) (2hr)

11/18: EJFR BOC Meeting (2hr)

11/20: First-Due Software Town Hall Workshop @ Poulsbo FD (6hr)

11/25: EJFR Leadership Training Workshop (5hr)

11/26-12/3: Acting Fire Chief duties and responsibilities

Various station visits, meetings with staff, tasks and project coordination.

Date Prepared: 12/5/25

Subject: Community Risk Division Report

Prepared By: Robert Wittenberg

Public Education, Events, and Presentations	Events <ul style="list-style-type: none"> • 11/12 2026 Budget Public Forum Meeting • 11/13 Jefferson County Int'l Airport Master Plan Meeting • 12/4 Visit to Salish Coast Elem, 69 Kindergarteners • 12/6 Port Townsend Farmers Market, Heating Safety
Community Partnerships	<ul style="list-style-type: none"> • 11/19 Meet with PT Leader Staff for future collaboration • 12/2 Jefferson County Wildfire Alliance Meeting
Smoke Alarm Installations	<ul style="list-style-type: none"> • November – 29 Alarms Installed, plus 17 Battery Changes in Three Houses • 2025 Total – 177 Alarms Installed
Wildfire Assessments	<ul style="list-style-type: none"> • November – No Assessments Completed • Year to Date – 186 Assessments Completed • Scheduled / To Be Scheduled – 66 Assessments • 12/2 Signed Contract for Fire Aside Wildfire Assessment Management Program
Plan Review, Inspections, Investigations	Fire Code Inspections (City of Port Townsend) <ul style="list-style-type: none"> • 12/4 Started Fire Code Inspections, Four Fire Code Inspections Completed • 2025 YTD – Six Fire Code Inspections Completed Citizen Concerns <ul style="list-style-type: none"> • 12/2 Safety Walkthrough with DSHS at 2507 Evans Vista • 12/3 Meet with Olympic View Condos for Key Update • 12/3 Meet with Jefferson Healthcare for Key Update Meetings <ul style="list-style-type: none"> • 11/10 Fourth Quarter BC/Exec Chiefs Meeting – Inspections Update • 11/12 Mason Street Testimony for Hearing Examiner on Mason Street Project • 11/20, 12/4 New Development Reviews with City of Port Townsend Burn Permit Inspections <ul style="list-style-type: none"> • 11/21 Port Townsend

Public Information Officer (PIO)	<p>Media Interviews</p> <ul style="list-style-type: none">• 11/21 Facilitate Roy Lirio Interview with Port Townsend Leader <p>Social Media Posts</p> <ul style="list-style-type: none">• 11/12 2026 Budget Public Forum Promotion• 11/18 ECHHO Promotion• 11/24 2026 Budget and Levy Information <p>Social Media Followers</p> <ul style="list-style-type: none">• Facebook – 3,917, Up 11 followers• Instagram – 708, up 2 followers <p>Monthly Newsletter</p> <ul style="list-style-type: none">• 11/13 November Newsletter Published, 125 Sends, 83 Opens (69% Open Rate)• 126 Subscribers, up 1 Recipient
Professional Development	<ul style="list-style-type: none">• 11/23 Completed two-year Master of Arts in Organizational Leadership Program• 11/25 Staff Leadership Training
Personal	<ul style="list-style-type: none">• 11/10-11, 11/17-18, 11/26-28 Time Off



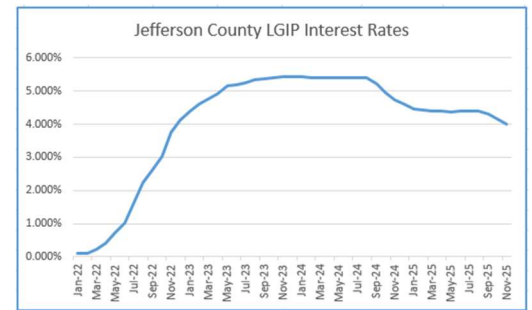
FINANCIAL REPORT FOR NOVEMBER 2025

Fund Balance November 2025

	General	EMS	SubTotal	Fire Capital	EMS Capital	Reserve	Debt Service	Total
Beginning of Year	2,703,780	3,228,501	5,932,281	1,366,733	978,794	501,400	-	8,779,208
Change YTD	982,154	506,093	1,488,247	130,419	340,496	520,429	341,048	2,820,639
Ending Fund Balance	3,685,934	3,734,594	7,420,528	1,497,152	1,319,290	1,021,829	341,048	11,599,847

Financial Highlights:

- While the 2025 Adopted Budget includes a total projected deficit of **\$1.1 million** in Fire and EMS funds, the District has historically taken a **conservative approach** to budgeting. Current preliminary estimates indicate that actual results will likely generate **favorable variances**, and add to the total fund balance. Personnel Expenditures: Expenditures for Salaries, Overtime, and Benefits are tracking as expected and consistent with prior trends.



- Investment earnings: The LGIP gross interest rate was 4.011% in November 2025, representing 93.5% of the District's Fund Balance as of 11/30/25. See attached schedule for historical rates for LGIP.
- Large fund transfers from FIRE General fund to:

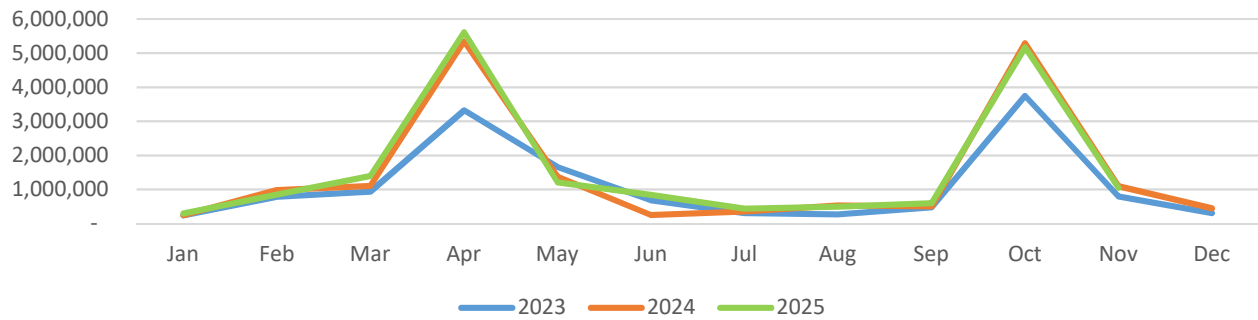
Account	Amt	Period	Comment
1. Reserve	\$500,000	November 2025	Last installment
2. Debt Service	\$341,048	November 2025	To fund 12/1/25 Debt payments
- Scheduled debt service payments on 12/1/25:

1. LTGO Bond 2019	\$329,436.25 (principal & interest)
2. Local Program 2025 Series B	\$11,612.06 (interest only)
- Fort Worden ILA – False alarms did not trigger any billing per interlocal agreement. See attached schedule.
- Assessed and determined that 2025 supplemental budgets are not needed.
- GEMT FY2024 Interim Settlement of \$453,473.64 received. Refer to Decision Packet on recommended use of funds.

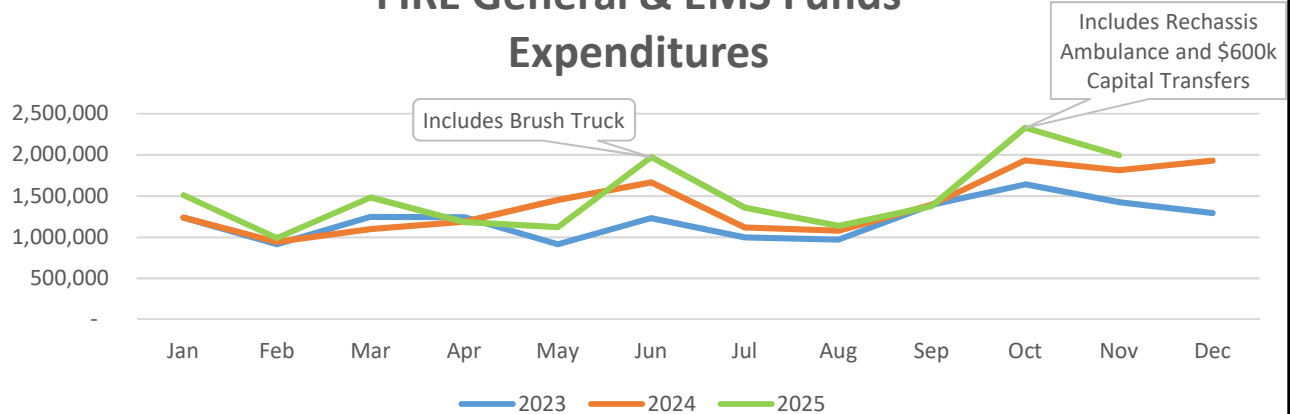
Other Highlights:

- Attached are selected **YTD System Design Reports on Transport Fees and collections**
- Submitted 2026 Adopted Budget Resolutions to Jefferson County
- Supported audit of 2024 Financial Statements and Accountability
- Worked with HR/Business Manager to research and implement changes to taxing overtime
- Scheduling time with Program Leads to discuss approved 2026 budget requests

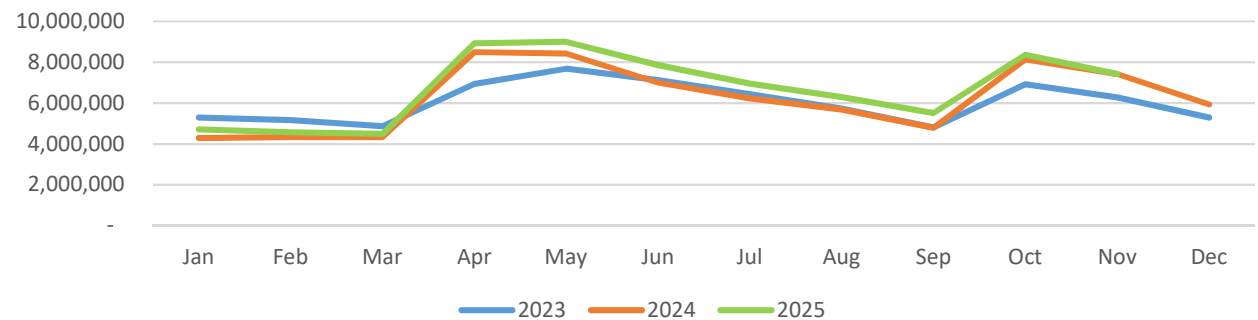
East Jefferson Fire Rescue FIRE General & EMS Funds Revenues



East Jefferson Fire Rescue FIRE General & EMS Funds Expenditures



East Jefferson Fire Rescue FIRE General & EMS Funds Fund Balance



FIRE - 2025 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 10:10:59 Date: 12/04/2025

Page: 1

001 Fire Fund #656001010

Months: 01 To: 11

Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	10,790,550.00	10,775,081.84	15,468.16	0.1%
330 Grants	0.00	8,907.76	(8,907.76)	0.0%
390 Transfer In	272,000.00	677,513.54	(405,513.54)	0.0%
Fund Revenues:	11,062,550.00	11,461,503.14	(398,953.14)	0.0%
Expenditures	Amt Budgeted	Expenditures	Remaining	
210 Administrative	2,044,080.00	1,767,562.09	276,517.91	13.5%
211 Legislative	240,195.00	158,604.74	81,590.26	34.0%
220 Suppression	6,417,524.00	5,632,313.90	785,210.10	12.2%
230 Prevention	22,000.00	20,598.50	1,401.50	6.4%
245 Training	112,333.00	66,565.48	45,767.52	40.7%
250 Facilities	422,414.00	303,344.49	119,069.51	28.2%
260 Vehicles & Equipment	468,450.00	404,320.03	64,129.97	13.7%
520 Fire Control	9,726,996.00	8,353,309.23	1,373,686.77	14.1%
590 Debt, Capital & Transfers	1,958,785.50	2,126,039.81	(167,254.31)	0.0%
Fund Expenditures:	11,685,781.50	10,479,349.04	1,206,432.46	10.3%
Fund Excess/(Deficit):	(623,231.50)	982,154.10		

FIRE OT Summary Report

Jefferson Co FPD No. 1

Time: 10:11:27 Date: 12/04/2025
Page: 1

001 Fire Fund #656001010			Months: 01 To: 11	
Expenditures	Amt Budgeted	Expenditures	Remaining	
520 Fire Control				
522 20 10 000-0 FF/EMT (40%)	2,872,983.00	2,621,792.97	251,190.03	8.7%
522 20 10 019-0 OVERTIME (40%)	519,147.00	457,211.69	61,935.31	11.9%
220 Suppression	3,392,130.00	3,079,004.66	313,125.34	9.2%
520 Fire Control	3,392,130.00	3,079,004.66	313,125.34	9.2%
Fund Expenditures:	3,392,130.00	3,079,004.66	313,125.34	9.2%
Fund Excess/(Deficit):	(3,392,130.00)	(3,079,004.66)		

EMS - 2025 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 10:11:57 Date: 12/04/2025

Page: 1

101 EMS Fund #657001100			Months: 01 To: 11	
Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	6,460,354.00	6,489,375.67	(29,021.67)	0.0%
Fund Revenues:	6,460,354.00	6,489,375.67	(29,021.67)	0.0%
Expenditures	Amt Budgeted	Expenditures	Remaining	
272 EMS Operations	6,611,439.00	5,737,170.50	874,268.50	13.2%
274 EMS Training	108,940.00	48,247.81	60,692.19	55.7%
276 EMS Maintenance	0.00	7,721.53	(7,721.53)	0.0%
520 Fire Control	6,720,379.00	5,793,139.84	927,239.16	13.8%
590 Debt, Capital & Transfers	190,000.00	190,142.66	(142.66)	0.0%
Fund Expenditures:	6,910,379.00	5,983,282.50	927,096.50	13.4%
Fund Excess/(Deficit):	(450,025.00)	506,093.17		

EMS OT Summary Report

Jefferson Co FPD No. 1

Time: 10:12:22 Date: 12/04/2025

Page: 1

101 EMS Fund #657001100

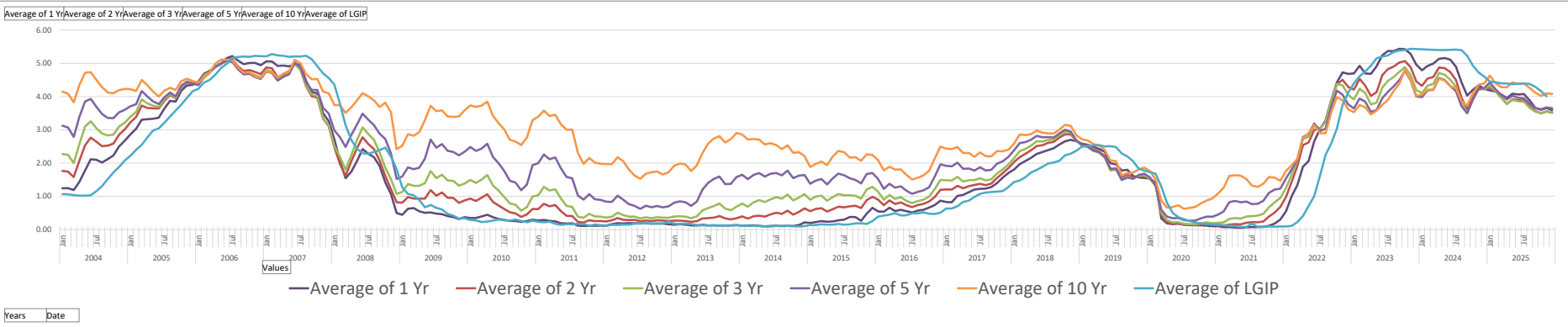
Months: 01 To: 11

Expenditures	Amt Budgeted	Expenditures	Remaining	
520 Fire Control				
522 72 10 000-1 FF/EMT (60%)	4,309,474.00	3,932,570.30	376,903.70	8.7%
522 72 10 019-1 OVERTIME (60%)	778,721.00	688,045.33	90,675.67	11.6%
272 EMS Operations	5,088,195.00	4,620,615.63	467,579.37	9.2%
520 Fire Control	5,088,195.00	4,620,615.63	467,579.37	9.2%
Fund Expenditures:	5,088,195.00	4,620,615.63	467,579.37	9.2%
Fund Excess/(Deficit):	(5,088,195.00)	(4,620,615.63)		

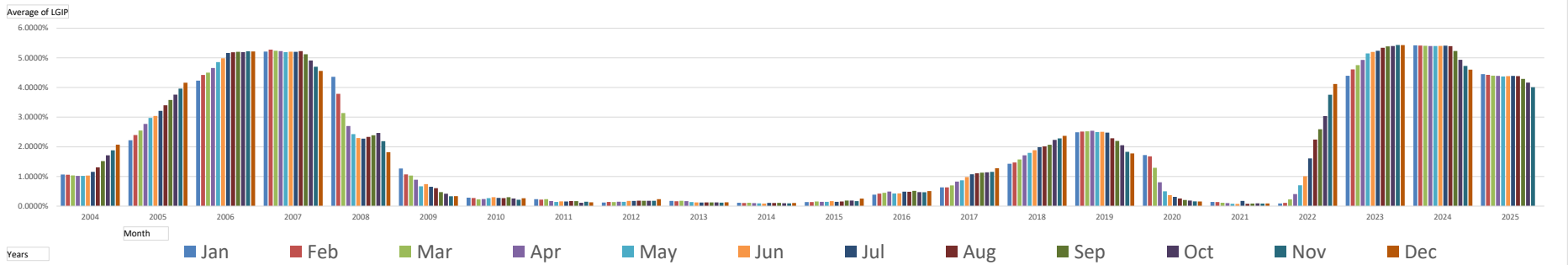
TREASURY RATES & LGIP

Treasury Rates and LGIP

Prepared by Jefferson County Treasurer



LIQUID INVESTMENTS
Local Government Investment Pool (LGIP)



Average of LGIP														
Column Labels														
Row Labels	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Average	
2004	1.0671%	1.0595%	1.0334%	1.0185%	1.0169%	1.0312%	1.1543%	1.3073%	1.5181%	1.7141%	1.8810%	2.0740%	1.3230%	
2005	2.2197%	2.3955%	2.5502%	2.7703%	2.9758%	3.0411%	3.2135%	3.3998%	3.5788%	3.7576%	3.9627%	4.1605%	3.1688%	
2006	4.2322%	4.4223%	4.5000%	4.6566%	4.8542%	4.9860%	5.1637%	5.1883%	5.2023%	5.1931%	5.2229%	5.2134%	4.9029%	
2007	5.2113%	5.2768%	5.2372%	5.2260%	5.1936%	5.2068%	5.2053%	5.2265%	5.1232%	4.9108%	4.6985%	4.5607%	5.0897%	
2008	4.3596%	3.7871%	3.1375%	2.6998%	2.4281%	2.2933%	2.2758%	2.3328%	2.3892%	2.4652%	2.1903%	1.8183%	2.6814%	
2009	1.2669%	1.0689%	1.0301%	0.8905%	0.6678%	0.7396%	0.6507%	0.6036%	0.4703%	0.4164%	0.3300%	0.3347%	0.7058%	
2010	0.2864%	0.2723%	0.2245%	0.2395%	0.2709%	0.3014%	0.2762%	0.2680%	0.2997%	0.2155%	0.2564%	0.2644%	0.2646%	
2011	0.2328%	0.2189%	0.2338%	0.1718%	0.1394%	0.1583%	0.1561%	0.1723%	0.1688%	0.1127%	0.1480%	0.1305%	0.1703%	
2012	0.1213%	0.1394%	0.1367%	0.1479%	0.1443%	0.1746%	0.1764%	0.1848%	0.1807%	0.1777%	0.1792%	0.2350%	0.1665%	
2013	0.1745%	0.1650%	0.1778%	0.1667%	0.1351%	0.1233%	0.1197%	0.1231%	0.1233%	0.1260%	0.1161%	0.1278%	0.1399%	
2014	0.1112%	0.1053%	0.1137%	0.1008%	0.0922%	0.0870%	0.1087%	0.1038%	0.1089%	0.0984%	0.0929%	0.1038%	0.1022%	
2015	0.1345%	0.1347%	0.1577%	0.1431%	0.1428%	0.1691%	0.1449%	0.1561%	0.1871%	0.1865%	0.1676%	0.2529%	0.1648%	
2016	0.3868%	0.4201%	0.4484%	0.4935%	0.4241%	0.4287%	0.4894%	0.4853%	0.5166%	0.4739%	0.4684%	0.5067%	0.4618%	
2017	0.6304%	0.6304%	0.6996%	0.8291%	0.8687%	0.9794%	1.0733%	1.1100%	1.1285%	1.1380%	1.1560%	1.2752%	0.9599%	
2018	1.4286%	1.4728%	1.5742%	1.7152%	1.7949%	1.8855%	1.9858%	2.0151%	2.0685%	2.2323%	2.2818%	2.3706%	1.9021%	
2019	2.4920%	2.5129%	2.5228%	2.5393%	2.4996%	2.5056%	2.4775%	2.2875%	1.9606%	2.0542%	1.8307%	1.7741%	2.3077%	
2020	1.7233%	1.6787%	1.2939%	0.8056%	0.4984%	0.3700%	0.3109%	0.2562%	0.2061%	0.1858%	0.1613%	0.1561%	0.6372%	
2021	0.1395%	0.1346%	0.1139%	0.1015%	0.0766%	0.0753%	0.1773%	0.0789%	0.0871%	0.0936%	0.0862%	0.0908%	0.1046%	
2022	0.0909%	0.1081%	0.2253%	0.4058%	0.7035%	1.0085%	1.6098%	2.2450%	2.5900%	3.0354%	3.7543%	4.1176%	1.6579%	
2023	4.3957%	4.6093%	4.7564%	4.9283%	5.1498%	5.1996%	5.2383%	5.3400%	5.3854%	5.3975%	5.4342%	5.4299%	5.1054%	
2024	5.4220%	5.4131%	5.4066%	5.3975%	5.3985%	5.4042%	5.4110%	5.3955%	5.2290%	4.9334%	4.7255%	4.6023%	5.2282%	
2025	4.4507%	4.4276%	4.3995%	4.3933%	4.3737%	4.3827%	4.3916%	4.3819%	4.2918%	4.1657%	4.0109%		4.3336%	

FORT WORDEN FALSE ALARM

Fort Worden Alarms

Time in Alarm DateTime	Location Street Address	Incident Type Code	Incident Type Group
09/16/2025 06:30:41	210 BATTERY Way	321	500 - Rescue & EMS
09/17/2025 15:41:17	210 BATTERY Way	321	500 - Rescue & EMS
09/30/2025 19:18:06	210 BATTERY Way	744	700 - False Alarm
10/08/2025 09:33:22	Fort Warden State Park.	561	500 - Service Call
10/17/2025 12:03:14	300 EISENHOWER Avenue	113	100 - Fire
10/23/2025 09:16:49	210 BATTERY Way	745	700 - False Alarm
11/07/2025 21:06:15	334 NCO ROW	733	700 - False Alarm

Fort Worden ILA calls for:

A “single alarm system” is defined as a facility/building using one main fire alarm control panel. The escalating fee will be \$50 for the **3rd false** fire alarm within a single alarm system per month, \$75 for the 4th false fire alarm within a single alarm system per month, and \$100 for each additional false fire alarm within a single alarm system per month. State Parks shall pay the assessed false fire alarm fee upon receipt of the Contractors invoice.

12/4/2025

SYSTEM DESIGN REPORTS

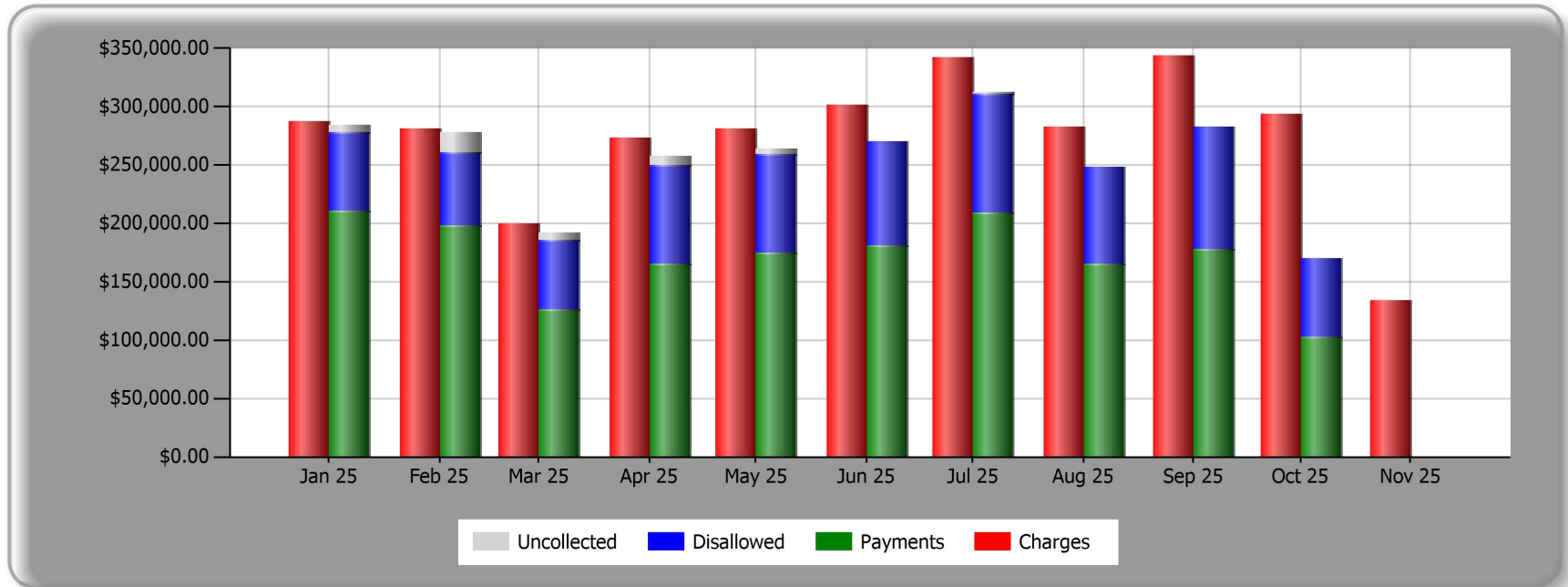
East Jefferson Fire-Rescue

ANNUAL COLLECTION STATISTICS

Date Of Service	1/1/25
Date Of Service	12/4/2025
Invoices	0
Company	East Jefferson Fire-Rescue

Month	Tickets	Charges	Payments	%	Disallowed	%	Uncollected	%	Pending	%
Jan 25	219	288,138.00	-210,399.43	73 %	-67,793.94	24 %	-5,987.90	2 %	3,956.73	1 %
Feb 25	217	281,544.00	-198,876.52	71 %	-62,550.11	22 %	-15,964.55	6 %	4,152.82	1 %
Mar 25	198	199,678.00	-126,871.90	64 %	-58,812.54	29 %	-5,818.71	3 %	8,174.85	4 %
Apr 25	198	272,612.00	-165,866.69	61 %	-83,375.15	31 %	-8,605.17	3 %	14,764.99	5 %
May 25	201	281,826.00	-174,586.97	62 %	-85,247.93	30 %	-3,533.70	1 %	18,457.40	7 %
Jun 25	234	300,792.00	-180,966.94	60 %	-89,230.45	30 %	0.00	0 %	30,594.61	10 %
Jul 25	242	342,328.00	-209,507.97	61 %	-102,262.82	30 %	-675.00	0 %	29,882.21	9 %
Aug 25	197	283,498.00	-165,889.44	59 %	-82,858.12	29 %	0.00	0 %	34,750.44	12 %
Sep 25	235	344,310.00	-178,377.12	52 %	-103,970.94	30 %	0.00	0 %	61,961.94	18 %
Oct 25	229	293,834.00	-103,149.86	35 %	-66,284.50	23 %	0.00	0 %	124,399.64	42 %
Nov 25	121	133,824.00	0.00	0 %	0.00	0 %	0.00	0 %	133,824.00	100 %
2,291		3,022,384.00	-1,714,492.84		-802,386.50		-40,585.03		464,919.63	

All amounts shown relate directly to each month's charges. They will not reconcile to monthly deposit reports



12/4/2025

SYSTEM DESIGN REPORTS

East Jefferson Fire-Rescue

Payer Production Statistics

Date Of Service	1/1/25
Date Of Service	12/4/25
Company	East Jefferson Fire-Rescue

	Tickets	%	Charges	%	Payments	%	Levy Fund	%	Write Offs	%
Medicare (Fee Schedule)										
MedAdv/Part C	313	14 %	303,698.00	10 %	-163,997.73	10 %	0.00	0 %	-87,232.99	10 %
Medicare Part B	1289	56 %	1,252,032.00	41 %	-770,223.10	45 %	0.00	0 %	-322,170.39	38 %
Group Total	1602	70 %	1,555,730.00	51 %	-934,220.83	54 %	0.00	0 %	-409,403.38	49 %
Medicaid (Fee Schedule)										
Medicaid--OR-Mgd Care	1	0 %	760.00	0 %	-311.42	0 %	0.00	0 %	-448.58	0 %
Medicaid--WA	306	13 %	1,081,716.00	36 %	-607,327.79	35 %	0.00	0 %	-399,152.21	47 %
Group Total	307	13 %	1,082,476.00	36 %	-607,639.21	35 %	0.00	0 %	-399,600.79	47 %
Commercial										
	48	2 %	47,274.00	2 %	0.00	0 %	0.00	0 %	0.00	0 %
Auto	17	1 %	17,430.00	1 %	-11,858.88	1 %	0.00	0 %	-904.69	0 %
Indian Health	1	0 %	770.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Jail	1	0 %	1,072.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Kaiser	1	0 %	780.00	0 %	-780.00	0 %	0.00	0 %	0.00	0 %
Kaiser WA	11	0 %	12,446.00	0 %	-11,057.60	1 %	0.00	0 %	0.00	0 %
Miscellaneous Insurance	78	3 %	81,540.00	3 %	-56,596.24	3 %	0.00	0 %	-2,724.96	0 %
Premera	18	1 %	17,760.00	1 %	-11,706.17	1 %	0.00	0 %	-1,553.92	0 %
Regence	38	2 %	41,160.00	1 %	-36,186.56	2 %	0.00	0 %	-413.69	0 %
Tricare	11	0 %	12,348.00	0 %	-10,017.91	1 %	0.00	0 %	-2,181.07	0 %
Veterans Administration	39	2 %	39,156.00	1 %	-25,286.80	1 %	0.00	0 %	-1,225.20	0 %
Workers Comp	11	0 %	10,434.00	0 %	-7,724.64	0 %	0.00	0 %	-739.83	0 %
Group Total	274	12 %	282,170.00	9 %	-171,214.80	10 %	0.00	0 %	-9,743.36	1 %
Private/Self-pay										
Insurance Research	1	0 %	1,030.00	0 %	0.00	0 %	0.00	0 %	0.00	0 %
Private	107	5 %	100,978.00	3 %	-1,418.00	0 %	0.00	0 %	-24,224.00	3 %
Group Total	108	5 %	102,008.00	3 %	-1,418.00	0 %	0.00	0 %	-24,224.00	3 %

SYSTEM DESIGN REPORTS

Ambulance Level of Service Summary

12/04/25

Page 1 of 1

Date Of Service	1/1/25
Date Of Service	12/4/25
Company Code	East Jefferson Fire-Rescue

	<u>Count</u>	<u>Charges</u>	<u>Avg Bill</u>	<u>Payments</u>	<u>Coll %</u>	<u>Levy</u>	<u>Total Paid</u>	<u>Coll %</u>	<u>Avg Paid</u>	<u>Fee Sch</u>	<u>Pvt Adj</u>	<u>Pending</u>
ALS 1 E	837	1,171,112.00	1,399.18	-687,252.78	58.7 %	0.00	-687,252.78	58.7 %	-821.09	-307,070.56	-15,586.62	161,202.04
ALS 1 NE	16	17,312.00	1,082.00	0.00	0.0 %	0.00	0.00	0.0 %	0.00	0.00	0.00	17,312.00
ALS 2	118	200,142.00	1,696.12	-103,470.13	51.7 %	0.00	-103,470.13	51.7 %	-876.87	-43,649.43	-5,231.07	47,791.37
BLS E	1,274	1,592,960.00	1,250.36	-913,895.82	57.4 %	0.00	-913,895.82	57.4 %	-717.34	-443,940.40	-16,787.61	218,336.17
BLS NE	41	30,908.00	753.85	-2,978.59	9.6 %	0.00	-2,978.59	9.6 %	-72.65	-5,276.44	-2,979.73	19,673.24
SCT	5	9,950.00	1,990.00	-6,895.52	69.3 %	0.00	-6,895.52	69.3 %	-1,379.10	-2,449.67	0.00	604.81
Totals	2,291	3,022,384.00	1,319.24	-1,714,492.84	56.7 %	0.00	-1,714,492.84	56.7 %	-748.36	-802,386.50	-40,585.03	464,919.63

Adjustments

<u>Description</u>	<u>Count</u>	<u>Total</u>
Uncollectible	64	-32,715.25
Waiver per FD	7	-3,123.17
Small Balance	3	0.20
W/O to collections	3	-2,238.88
W/O Credit Balance	2	0.42
Financial Assist/Charity	12	-2,533.35
NSF Check Fee	3	25.00
	94	-40,585.03

Date Prepared: 12/8/25

Subject: Human Resource Report

Prepared By: Emily Stewart

Meetings & Training:	<ul style="list-style-type: none">• 11/5 Specialty Pay Mtg• 11/5 SOG Review Mtg• 11/7 Kids Helmet fitting• 11/10 BC Mtg• 11/12 Vol Orientations x 2• 11/12 Budget Hearing• 11/21 Specialty Pay Mtg• 11/25 Leadership Staff Training – Collaboration & Strategic Thinking
Human Resources	<p>Employee Performance Appraisals</p> <ul style="list-style-type: none">• Done – BC 11• Done – BC 12• Done – BC 13• In progress – Lawson <p>PC Classes</p> <ul style="list-style-type: none">• 9/23 Started BAS 301 Managerial Accounting & BAS 315 Leadership, Mgmt & Organizations
Presentations / Tours/Other/Misc	<ul style="list-style-type: none">• Acronym Glossary• Policy/SOG input & updates• Volunteer Program input/updates• End of year HR updates• IT: Starlink integration in progress, Sta 6 AV update completed, Sharepoint/Shared Drive migration• <i>**IT update – moving to using Teams and Sharepoint instead of Zoom and Dropbox for Commissioner Meetings beginning Jan 2026.</i>

EJFR Staff and Volunteers, November 2025

11/25	A SHIFT	B SHIFT	C SHIFT
BC	1-MacDonald	4-Clouse	7-Fletcher
LT	6-Rogers	1-Lueders	1-Kilgore
LT	7-Kauzlarich	5-Gregory	8-Martin
LT	8-Sanders	6-Grimm	2-Dean
LT	2-Morris	7-Chambers	4-Dalrymple
LT	Pulido	8-White	3-Carver
PM	4-Whiting	5-Yelaca	2-Spellman
PM	3-Minker	7-Wagner	6-C. Johnson
PM		8-Welander	7-Rudnick
PM		2-Whitson	Holbrook
		Severin	
FF	1-Seconde	2-Kithcart	1-Holbrook
FF	2-Walker	2-Kinney	3-Parker
FF	4-Cordova	3-G.Williams	3-Sheehan
FF	5-B.Grimm	6-Fairbanks	4-Kaldahl
FF	7-Sviridovich	8-P. Williams	6-Richter
FF	8-Archuleta	8-Boe	7-Beery
FF	8-Wright	3-Floberg	8-Chapman
FF	2-Jeske		2-Le
FF	5-N. McGuffey		2-Wells
FF			8-Heydon
Res	Barton	Sanchez	Bentzen
Res	Holmes	Harvey	
Res			
MSO	FF/PM Ridgway		
Cares	FF/PM Woods		
	Captain Bergen FF/PM		

Admin	
Chief	Black
DC	Brummel
CRM	Wittenberg
DS	Cray
HR	Stewart
AA	Sanders
AA	Murray
FT	Lawson
FD	Lirio
Total	9
Volunteer	Position(s)
BERRY	Admin
CHAPMAN	Admin
DAWSON	Admin
DOOLIN	Admin
HORVATH	Admin
KEPLINGER	Admin
KRYSINSKI	Admin
TILLMAN	Admin
Total	8
AVERY	EMS
BLANCHARD	EMS
GONNELLA	EMS
SHORT	EMS
STEWART	EMS
REICHHELD	EMS
Total	6

Volunteer	Position(s)
GARDNER	EMS
BAZINET	FF/EMS
BUCKHAM	FF/EMS
COREY	FF/EMS
MCNERTHNEY	FF/EMS
MONTONE	FF/EMS
STEWART	FF/EMS
STONE	FF/EMS
THOMAS	FF/EMS
BOWE	FF/EMS
BARTON	FF/EMS
Total	11
HARVEY	FIT
HOLMES	FIT
BENTZEN	FIT
SANCHEZ	FIT
Total	4
ANDERSON	Support/EMS
HARTE	Support/EMS
MOORE	Support/EMS
Total	3
MILLER	EMS
BETHEL	Support
SNYDER	FF/EMS
Total	3
Total EJFR Members	
120	

Volunteer	Position(s)
COULTER	Support
FLANAGANMATA	Support
FLEISCHMAN	Support
FORCE	Support
MATACHACON	Support
MICHELSON	Support
NATHAN	Support
SMITH	Support
GLEESON	Support
LUKE	Support
GLASCO	EMS
JUSTIS	EMS
WAGNER	FF/EMS
Total	13
Commissioner	District
Carmody	1
Craig	3
Davis	1
Masci	4
Seabrook	2
Stinson	5
Total	6
Total Career FF	57
Total Admin staff	9
Total Volunteers	48
Total Commissioners	6

Date Prepared: 12/9/25

Subject: Executive Assistant/District Secretary Report

Prepared By: Tanya Cray

Meetings & Events:	<ul style="list-style-type: none"> • 11/6 Audit Status Meeting • 11/10 Agenda Prep Meeting • 11/10 Notary Appt. W/ CARES • 11/12 Public Budget Hearing • 11/18 Reg. BOC Meeting • 11/19 Audit Status Meeting
Notable Projects	<ul style="list-style-type: none"> • PL Voice Submission • Board Meeting packet preparation. • Documents Purge at Station 7 • GovDeals posting/selling of surplus items
Levy Process Next Steps	<ul style="list-style-type: none"> • Resolutions Due to the County by 12/12/25 • Pro/Con Committee Members due to County by 12/12/25 • Letters from Pro/Con Due to County by 12/19/25 • Ballots Mailed 1/21/26 • Election Day 2/10/26 • Election Certified 2/20/26
Ready Rebound Summary of Usage Dec 2024-Dec 2025	<ul style="list-style-type: none"> • Number of Cases: 6 Off Duty, 3 Courtesy (Family) • Open Cases: 1 Courtesy • Appointments Scheduled: 6 Initial, 3 Imaging, 2 Surgery • Days Saved by Appointments: 37 Initial, 57 Surgery, -13 Imaging (member delays) • Estimated Shifts Saved: 30 • **As a reminder to all members, Ready Rebound isn't only for employees. Family members, Commissioners and retirees all can utilize this program.

**2025
Elections
Update**

The County Elections Coordinator provided the following estimates for election costs:

2025 November General: \$15,000 – will be billed in 2025

2025 End of Year Indirect Billing: \$18,000 – will be billed in 2026

2026 EJFR BOARD

District 1 Jeannie Price - term expires 12/2031

District 2 Dave Seabrook - term expires 12/2031

District 3 Steve Craig - term expires 12/2027

District 4 Geoffrey Masci - term expires 12/2029

District 5 Deborah Stinson - term expires 12/2027

**Wellness
Physicals**

	Xray	Pulm. Funct.	Audiogram	Vision	BL/PR	ECG	Blood	CBC	Diff	Urine	HDL	LDL	CHOL/HDL Ratio	TB Test	BMI
Total Tested	37	38	54	38	38	38	41	41	41	39	41	41	41	38	38
Outside Estab. Limits		8	5	9	1	7	34	14	1	14	6	26	8	1	30
Percentage		21%	9%	24%	3%	18%	83%	34%	2%	36%	15%	63%	20%	3%	79%

We do not get a summary of the OneTest for Cancer per HIPAA laws, but there were 52 tests administered.

Costs came in about \$7,000 under the max and I have sent off allowable claims to our insurance company for reimbursement.

We have received a \$5,375.00 payment from our insurance for reimbursable costs of our wellness physicals.

**Thank you
for your
Service!!**

Gene Carmody and Ed Davis... Thank you for your years of dedication to our agency and the Fire Service!

Date: 12/8/2025

Subject: *Battalion Chief 11 Report*

Prepared By: *Jason MacDonald*

BC 11 Administrative Meetings	<ul style="list-style-type: none">• Daily Shift meetings• Once per tour visit to all stations for crew contact and assistance• JeffCom User Group Meeting• JeffCom director meeting to discuss tone stack and timing• Review with Program Leads end of 2025 purchases and budget updates
BC 11 911 Responses	<ul style="list-style-type: none">• "A" Shift Responses 141• BC11 responded to 15 incidents in the last month• 5 MVC's• 2 CPRs
Continuing Education/ Training	<ul style="list-style-type: none">• A-Shift training 284.5 hours completed• EMS connect• Ongoing Shift level training and scheduling• Base Station• Leadership/collaboration training
Administrative duties	<ul style="list-style-type: none">• Shift based training oversight and compliance• Staffing and Callbacks• Scheduling 2026• Hours Audits and Accruals Audits 2026• Vacation/Holiday/SL leave accruals/Audits 2025• Crewforce updates• Hydro Testing all SCBA bottles
Planning and ongoing projects	<ul style="list-style-type: none">• Cross staffing and crewforce (Lt. Kauzlarich/MacD)• Response Plans and Station Assignments (Kauz/MacD)• EJFR Tender Response• Jeffcom Director Stewart & DC Brummel regarding tablet usage and response plans• CISD SOG Review/Revision

Program Budgets Update	Program Budget	BARS	Amount	Spent	Remaining
	CrewForce (Kauz)	522 20 41 0200	\$5,000.00	\$0.00	\$5,000.00
	Radios (Kauz)	522 20 42 0102	\$8,200.00	\$5,743.37	\$2,456.63
	SCBA (B. Grimm)	522 20 31 0300	\$50,500.00	\$35,561.98	\$14,938.02
	Wildland (Sanders)	522 20 35 0050	\$21,480.00	\$17,371.37	\$4,108.63
	Small Tools (Secondez)	522 20 35 0100	\$3,000.00	\$1,658.51	\$1,341.49
	Beds 7/8 (Carver)	522 50 31 0100	\$9,500.00	\$5,007.52	\$4,492.48

Date: December 6th, 2025

Subject: BC-12 Report

Prepared By: Justin Clouse

BC Administrative Meetings	<ul style="list-style-type: none">• Daily Shift Meetings• At least once per tour visit to each station for crew contact and assistance• IFSAC Testing meeting• Meetings with facility maintenance tech• CRR Meeting• State IFSAC Technical Advisory Group Meeting
BC 911 Responses	<ul style="list-style-type: none">• Responded to 9 incidents in November.• Established or assumed command of 6 of those incidents.• Was on K day for 1 rotation in November.
Continuing Education/ Training	<ul style="list-style-type: none">• Daily Shift level training• EMS Connect• Base Station• Create & Teach Volunteer Tender Drill• Acting Battalion Chief Manual with 1 prospective Acting BC• Research water supply officer taskbook.
Administrative duties	<ul style="list-style-type: none">• Shift based training oversight and compliance• Staffing and callback• Run Shift Training reports• ESO report review• Facility Maintenance program oversight• Budget planning
Planning and ongoing projects	<ul style="list-style-type: none">• Training Committee• IFSAC Testing Technical Advisory Committee• IFSAC testing- Prep for Kitsap Fall academy• Facility maintenance planning• Station 5 Annex oversite• Station 2 Storage building project

Personal Protective Equipment	<ul style="list-style-type: none"> Equipment continues to come in.
Technical Rescue	<ul style="list-style-type: none"> Nothing
Wellness Program	<ul style="list-style-type: none"> Nothing
Facilities Maintenance	<ul style="list-style-type: none"> Station 1- Bay window trim problem. Station 2- Storage building permitting. Station 4- Nothing. Station 5- Annex project- completed. Station 6- Stove/tones cutout. Station 7- Nothing. Station 8- Siding Project quote. Station 9- Nothing. Admin- Nothing.

Program Budget	BARS	Amount	Spent	Remaining
Wellness (Gregory)	522 20 41 0600	\$3,000.00	\$1,822.05	\$1,177.95
Fitness Program (Gregory)	522 72 41 0601	\$3,000.00	\$ 0.00	\$ 3,000.00
Annual Physicals (Gregory)	522 10 41 0160	\$55,000.00	\$37,244.50	\$17,755.50
Ready Rebound (Kinney)	522 72 41 0601	\$14,000.00	\$3,360.00	\$10,640.00
Hose (Kinney)	522 20 35 0100	\$25,000.00	\$20,989.05	\$4,011.95
FF PPE (Lueders)	522 20 20 0609	\$170,000.00	\$100,228.55	\$69,771.45
Special Ops Rope (White)	522 20 35 0500	\$4,567.00	\$4,228.48	\$ 338.52
Fire Alarm Panel 1 (Lawson)	594 22 64 0100	\$22,500.00	\$16,561.81	\$ 5,938.19
H2O Heaters St 2 & 7	594 22 64 0100	\$36,500.00	\$24,547.50	\$11,952.50
St 2 Storage Bldg. (Lawson)	594 22 62 0630	\$75,718.00	\$45,080.92	\$30,637.08
Station 5 Annex Repair (Lawson)	522 50 48 0100	\$ 0.00	\$3,000.00	\$ -3,000.00

Date: 12/8/25

Subject: Battalion Chief 13 Report

Prepared By: Justin Fletcher

BC 13 Administrative Meetings	<ul style="list-style-type: none"> Daily Shift meetings Visit each station and collaborate with crews at least once per tour BOC Meeting Annual Appraisal BC/Executive Chiefs Meeting Build meeting with Spartan
BC 13 911 Responses	<ul style="list-style-type: none"> Responded to 10 incidents in November- Multiple motor vehicle collisions but none of any significance
Continuing Education/ Training	<ul style="list-style-type: none"> Shift level training (C Shift completed 361 hours of training)
Administrative Duties	<ul style="list-style-type: none"> Callbacks for all staffing needs Scheduling maintenance, repairs and new apparatus builds Worked with crews to add and rearrange equipment to Ladder 1 Attended Steve Burnette Service
Shift Programs	<ul style="list-style-type: none"> First vehicle seats reupholstered

Program	Program Manager	Budget	Spent	Remaining
Marine Program	Dalrymple	\$37,620.00	\$25,439.41	\$12,180.59
Apparatus Maintenance	Fletcher	\$264,250.00	\$206,838.83	\$57,411.17
Ladders	Parker	\$3,000.00	\$350.00	\$2,650.00

Overview

- During the March 2024 BOC meeting the board approved the following financing option moving forward with apparatus purchases

Equip. For Financing	Est. Total Cost	Updated Costs as of 10/2024	Estimates as of 1/2025	Est Delivery Date
2 Fire Engines	\$2,285,000	\$2,190,219	\$2,190,219	TBD: will be notified when it goes to the line, 3-4 months after that Expected in June/July '26
Brush Truck	\$175,000	\$210,000	\$210,000	Chassis- Nov '24, Est. Box completion March '25, Delivered June '25 In Service Aug '25
Ambulance	\$275,000	\$350,000	\$340,000	Feb 16th '26
Ambulance Remount		\$185,000	\$241,470	Delivered 10/7/25
Rescue	\$250,000	postponed	n/a	n/a
	\$2,985,000	\$2,935,219	\$2,981,689	

New Apparatus Updates

- Fire Engines
 - Budgeted for \$1,142,500 each for a total of \$2,285,000
 - In May of '24 the BOC approved the final cost of purchase not to exceed \$2,430,707.00
 - After the third attempt we have received a drawing that will meet all of our needs and we feel satisfied with.
 - Overall length increase of 4"
 - Keep current wheel base
 - Increase compartment space
 - Contract has been signed with True North Emergency Equipment for \$2,107,472.00 equaling \$1,053,736.00 per engine before taxes and delivery

expenses. Price is not final and will fluctuate based off changes during build process.

- Pre-construction meeting was completed Aug 26th-29th and the members that flew back to participate included Chief Black, BC Fletcher, LT Kauzlarich, LT Morris, FF Kinney and FF Richter.
- Due to the recent availability of the current generation of motors for the engines we have signed another change order to go with the “L9” motor vs the “X10”. The horsepower and torque outputs are near identical and the savings that will be received are \$80,257.00 per engine or overall savings of \$160,514. A change order was signed on 11/8/24 confirming the price reduction.
- The new work order stated there was still an 800 day expectancy to receive our engines however, the dealer is optimistic that it will be significantly less time.
- Engine committee has completed the needs list for the new apparatus to total approximately \$225,000. This amount has been added to the ‘25 budget for purchase.
- While Spartan was reviewing the specs it was discovered that not all of the equipment was added in for the new radio system and a \$1,208.00 change order was signed per engine to allow proper completion.
- **Update-** Signed a change order on 12/5/25 after an engineering meeting with Spartan to clarify somethings and to change some things to be more practical based of recommendations given by Spartan.
- Ambulance 4x4
 - Budgeted for \$275,000
 - A contract has been signed with Braun Northwest for the build of a 2025 North Star Ambulance through the HGAC buying Co-op for the purchase price of \$301,925.00.
 - On 1/21 PM Wagner and myself went to Braun Northwest and conducted our prebuild meeting for the new ambulance. They advised us at the time that they currently have our ambulance slated to be completed in April of 2026.
 - The final build specs were submitted to us for review and a change order was signed crediting us back \$7,550.00
 - **Update-** Inspection and delivery date set with Braun to be 2/16/26
- Medium Duty Rescue
 - Budgeted for \$250,000
 - A new preliminary ballpark price provided by Braun Northwest puts the Rescue Build at \$245,000- \$255,000 before taxes
 - The purchase of this vehicle has been postponed due to budgetary constraints
- Ambulance Remount (EJ239)
 - It was determined during budgetary conversations that we are going to rechassis one of our current ambulances.

- Remounting an ambulance means that we will be taking one of our old ambulances we currently own taking the box off of the current chassis and then putting it onto a new chassis. The box will also be receiving a makeover including new paint and replacing any parts that are worn or damaged. A remount of an ambulance saves a significant amount of money as compared to a new build and also has a build time of only approximately 90 days after the chassis is received. This means that we should be expecting this to be completed by midyear of 2025.
- The ambulance to be remounted is EJ239 which is a 2010 E450 with approximately 200,000 miles on it. It is currently at station 5 and was moved out of the normal ambulance rotation several years ago due to its age and reliability.
- Bruan NW met with us several months ago to look over the ambulance and determine which pieces would be replaced and which pieces would remain the same.
- A proposal has been received from Braun Northwest for \$194,734.00 not including taxes. Additional costs have been added on and approved by the BOC in January's meeting to include radios, decaling, tax and any unforeseen costs incurred by Braun after tearing down the ambulance and assessing need for repairs. The total purchase price is approved at \$241,470. The proposal has been signed and returned which has started our build clock for the remount.
- New chassis agreement paperwork has been signed and submitted which will prompt Braun to order our new chassis.
- Pre-build meeting was conducted on May 21st with Fletcher, Wagner and Johnson to confirm the spec. The vehicle has been stripped of all unnecessary items and we are waiting for Braun to give us a date that they would like to receive the vehicle to begin construction.
- Our expected date to receive the vehicle back has been updated to October.
- EJ239 was delivered to Braun Northwest on 6/13 for them to begin the build process.
- The final specs were sent over for review and a change order was signed on 8/1 for an additional cost of \$1,550.00
- While tearing down and testing the oxygen system it was determined that it was leaking and that additional items would need to be replaced. An additional change order was signed for \$900.00
- The vehicle was inspected by BC Fletcher and PM Wagner on 10/7 and returned to EJFR. The final purchase price from Braun NW was \$214,858.17. We are currently working on installing decals and cleaning up a few small items to put the vehicle in service which is expected to occur in late October early November.
- **Update-** Work continues on placing equipment on the vehicle and we are awaiting decals. Expected to be in service early December



DIRECTOR'S REPORT

November 20, 2025

❖ Projects:

- **CAD upgrade** is still now working in the test environment but too late for the planned upgrade to version 2025.1 on November 3. We still have no resolution about the various issues that arose on client machines. GIS issue was resolved by relocating the new GIS server so it was on the same physical server stack as the database server. Upgrade to version 2025.2 has been rescheduled for April 8 after a test upgrade in February.
- IT continues to work on **extending our IP network to tower sites** over our microwave system and cellular/satellite backup and adding monitoring including a new camera at Maynard. Capital funding is in the 2026 budget to complete it, making it possible to deploy the proposed simulcast system refresh early in 2027.
- **ESINet connections** for 911 calls remain more vulnerable to fiber outages than our own connections, and the proposed tertiary use of Starlink is still pending. At least one additional county is pushing for the same.
- Jeffcom and Pencom continue jointly investigating **cloud-based call-handling** and **cloud-based CAD** systems in hopes of replacing onsite equipment with a hosted solutions. We visited MACC 911 in Moses Lake earlier this week to see both in use.
- **Tower leasing:** IT staff continue discussing our towers with additional tenants where we have space for leased equipment, and we expect to lease space to NOAA for a weather radio transmitter. NOAA's desire for a fixed long-term lease and DNR's interest in negotiating a new lease to Jeffcom may coincide well.
- **Strategic plan:** Statewide E911 strategic plan was adopted at statewide conference in October and will provide a significant source of guidance for our own plan, particularly regarding future interagency technology deployment but also in areas of staff health and wellness and career development.
- We worked with Quilcene Fire Rescue on the first extensive rewrite of **response plans** to add depth and resiliency since 2024's training on that topic.



- Jeffcom and Pencom continue working on procurement for **updating emergency medical dispatching** guidebooks from APCO.

❖ **Budgetary Items:**

- **State E911 Coordination Office equipment grant** covering the state's 2025-27 biennium was awarded to Jeffcom for \$10,800 to replace CAD computers and monitors in 2026 and \$180,000 to replace our server cluster in 2027. Whether the server will be like-for-like or scaled down will depend on our decision regarding moving to a cloud-native CAD. Pencom was also awarded similar funding to replace their server cluster. Our grant has a 10% match requirement.
- **State and Local Cybersecurity Grant Program (SLCGP)** application was approved at the state level and is now pending at FEMA and CISA. This proposal is for \$44,251 to fund a commercial Security Information and Event Management (SIEM) capable of aggregating and correlating logs to identify and alert us to potential threats to our infrastructure. SIEM use is required to comply with new CJIS regulations, and the proposed SIEM would be far more effective for IT to deploy than the free alternative with which they have been working.
- **Current staffing** remains at nine full-time, fully trained communications staff including one supervisor plus three part-time communications officers filling some shifts. We have the third shift (1000-2000) filled some days but are not treating it as minimum staffing that must be filled on overtime, particularly as we move into lower-call-volume months.
- **Recruiting:** Communications officer trainee that started July 13 continues to progress through training. The second trainee that started late in September was terminated from training after six weeks, mutually agreeing that the position and trainee were a poor fit. We have started background on a lateral candidate and continue to process applications, testing and interviewing viable candidates.
- **CBA negotiations** continue and will be discussed in Old Business.
- **CAD maintenance credit** statement has been provided by Tyler and largely aligns with our records. We asked Tyler to transfer a portion to the account of the City of Port Angeles to cover Jeffcom's third of shared-cost items for the core CAD system, for which Jeffcom is no longer invoiced directly by Tyler. The remainder will be applied to Jeffcom's pending 2025 invoices from Tyler. We are awaiting Tyler's response.

❖ **Health, Safety and Quality of Life:**

- **October communications-staff overtime** remained high at 339 hours among nine fulltime communications staff (September's was 309.5, August's 308, July's 352) due to coverage of scheduled vacations and training.
- **Found Therapy** Services continued sit-in appointments with all shifts.

- **Office relocations** continue in stages to move the finance manager out of the EOC, then director, then records specialist, then public-education supplies, and finally making space for a second supervisor.
- Processing **public-records requests** has been extremely burdensome in recent weeks due to a couple of large, seemingly unfocused requests that require extensive records review and redaction. Workload historically varies but is at times occupying the vast majority of the supervisor's time.

❖ **External Relationships:**

- A **User Group** meeting was held November 4.
 - ◆ We discussed some radio language, dispatching practice and interagency coordination improvements.
 - ◆ Jeffcom followed up on the rescheduled CAD upgrade and a dispatching error at Pencom that dispatched most of the units in both counties to a call for service in error and cleanup of its impacts.
 - ◆ Jeffcom mentioned ongoing repairs to the fire channel at the Coyle tower site that have it running as a receive-only, non-transmitting site for now.

❖ CFS and Call Data: January 1 through November 14, 2025

• Fire/EMS calls by agency

Agency	CFS count YTD	CFS count LYTD
EJFR	5097	5090
QFR	529	510
BFD	592	533
DBVFR	115	120
Total	6333	6253

• Law Enforcement calls by agency

Agency	CFS count YTD	CFS count LYTD
JCSO	12742	11408
PTPD	7502	7909
Total	20244	19317

• 911 Call Pick-up Time (including test calls and redialing abandoned calls)

Pick-up Time	Call count YTD	Cum. % YTD	Standard
0-10 sec	15482	99.33	n/a
11-15 sec	72	99.79	90%
16-20 sec	20	99.92	95%
21-40 sec	13	100.00	n/a
41-60 sec	0	100.00	n/a
61-120 sec	0	100.00	n/a
120+ sec	0	100.00	n/a
Total	15587		

• 911 Call Averages

Metric	YTD Average
Ring time	2.91 sec
Hold time	0.64 sec
Talk time	108.36 sec

• Non-911 Calls (including test calls)

Metric	YTD
Number of outgoing calls	7577
Number of incoming calls	16960
0-10 sec pick-up time	99.16%
Average ring time	3.21 Sec
Average hold time	6.16 sec
Average talk time	99.17 sec

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
Initiative 1. Ensure our service levels and community expectations align with our fiscal resources.				
1.1 FINALIZED June 2025 Refine and update our fiscal processes to ensure our fiscal resilience.	<ul style="list-style-type: none">Establish an internal budget committee.Update financial-related policies and procedures.Empower program managers to run their projects with greater autonomy while ensuring they follow financial practices.	FC/Finance Director	<ul style="list-style-type: none">Internal Budget Committee Established summer/2022Credit Card and Procurement Policy/SOG update March 2023Establish financial forecast templateProgram workbooks establish March 2023Finance Director has developed financial forecast for the next ten years. 7/2025	<ul style="list-style-type: none">Adopt related SOGs for permanence.Updated 3/2023Implemented 3/20232024 workbooks posted on sharepointNew Finance Director has started updating our SOP/SOG's Fall 2024.Program managers are being mentored by Finance Director. Fall 20241/2025 Tanya and Roy are meeting will program managers to help them with purchasing and budget management for their programs. Getting great feedback.FC has updated program management expectations and tracking, 7/2025.

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
1.2	Seize opportunities to make more efficient use of existing resources.	<ul style="list-style-type: none"> Use software to optimize our resource inventory, including operations and maintenance, as well as repairs. Integrate software for resource management. CHECK-IT to be implemented for inventory and repair tracking Maintain a strong culture of resource stewardship. 	<ul style="list-style-type: none"> Emily Lead -Wes Lueders Plus Pete/Tanya/Terri Tanya/Terri DC Brummel 	<ul style="list-style-type: none"> Sharepoint Spring/Summer Fall 2023 TEAMS implementation has started. 2024 Check-it has been procured U.I. is being loaded with current inventory. Update capital replacement procedures and restore appropriate funding Check it for repair and inventory management 	<ul style="list-style-type: none"> Migration to Sharepoint began 12/23 Business/HR Manager Stewart continues to focus on training staff to be more efficient and increase communication. Finalizing database, presentation by Brummel 12/24 Finance Director tasked and program managers are updating. Fall/winter 2024 Check-it is fully implemented, 7/25 Fleet vehicle replacement is completed. 8/25 Roy is working with Facilities Managers to establish capital replacement planning documents. 3/25 - continues Station 3 is no longer occupied by EJFR. 7/15/25 First Due and DarkHorse are proposed for 2026, replacing the SP. Interviews and research complete 12/25
		<ul style="list-style-type: none"> EJFR Enterprise Resource Management (ERM) analysis will identify optimization for the allocation and utilization of financial, human, technological, and physical assets. The ERM will integrate data across silos to reduce manual entry and eliminate redundancy, provide actionable insights through data integration, plus leverage standardized templates and incorporate AI (where appropriate) to ensure compliance with internal and external standards and streamline regulatory reporting. 	<ul style="list-style-type: none"> Black/Specer 		

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
1.3 Build community support for revenue opportunities and provide robust ongoing public communications.	<ul style="list-style-type: none"> ▪ Benchmark funding levels with comparable agencies. ▪ Set reasonable goals identified in our Community Risk Assessment (CRA) and community surveys. ▪ Start Community Service Specialist (CSS) work with existing personnel. ▪ Review and refine our community messaging and positions. ▪ Keep website and social media updated and look for opportunities to expand our social media presence. 	<ul style="list-style-type: none"> ▪ FC and Staff 	<ul style="list-style-type: none"> ▪ Update comparable analysis and maintain data ▪ Establish response standards, charter and policy statement ▪ AFG FP&S grant for CRS ▪ Expand efforts to reach out to various stakeholder groups such as DEM, NPREP, etc. ▪ Website update is in development. ▪ Quarterly Newsletter is in development. Due to launch in June 2025. ▪ Newsletter launched 7/25 	<ul style="list-style-type: none"> ▪ In progress ▪ In progress ▪ Completed 5/2023 ▪ Denied 12/23 ▪ 4/11/24 CARES, SAFER, AFG, FPS grants have been submitted, almost \$3 million. ▪ Updating DEM & Jeffcom procedures 12/23 ▪ 5/2024 EJFR created two new positions, CRM and CRA. ▪ 5/2024 CARES received \$202,000 from the AWC. ▪ Applied to OCH for 2025 CARES \$. ▪ Applied to 10th of 1% for 2025-2026 CARES

1.4	Continue to strengthen our relationship with our partners with a focus on aligning expectations and updating agreements.	<ul style="list-style-type: none"> Meet with Jefferson County and the City of Port Townsend to clarify roles and responsibilities. 	FC	<ul style="list-style-type: none"> Update City & County ILAs 	<ul style="list-style-type: none"> In progress, Fall/Winter 2023. City ILA expires 12/23
		<ul style="list-style-type: none"> Adapt our charter and Interlocal Agreements to meet the needs of the community and partners. 	FC	<ul style="list-style-type: none"> Clarify and refine EJFR's roles and responsibilities Fire Prevention Summit with JC BOCC completed 10/25 	<ul style="list-style-type: none"> City ILA fee structure extended to July 24, is again being extended to initiate further collaboration. 4/11/24 Fire Prevention Services ILA will only include the City at this time. Final Draft approved by The City 6/2024 Met with Ft. Worden for post-PLA transition and update EJFR Fees. CARES received \$265K for 2025. AFG 2025 just opened. Staff proposing two vehicles. Negotiations underway with Fort Worden SP for ILA. 3/25. Finalized, waiting for signatures. Signed 6/5/25 Staff support for the airport master plan. Still waiting for development of FM services agreement with the County. 4/2025. Negotiation with JC for FM services. 7.9.25 – ongoing, rebuttal provided to JC 10/1/25. Reviewing MOU with JC REAL Team

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
Initiative 2. Strengthen our core emergency response services.				
2.1 <i>FINALIZED June 2025</i> Adopt deployment performance goals as District.	<ul style="list-style-type: none">▪ Establish performance goals as required RCW Title 52.▪ Clarify our service model and standards district-wide for EMS and fire service, establishing density triggers or other criteria for applying urban/suburban standards vs. rural standards of service.	<ul style="list-style-type: none">▪ FC/Admin	<ul style="list-style-type: none">▪ Adopted minimum staffing January 2023▪ Establish other performance goals per Title 52	<ul style="list-style-type: none">▪ Completed 1/2023▪ Completed 5/2023▪ 5/2024 implemented alternate ALS response plan.▪ 10/24 Updating districtwide response plans.▪ Cross-staffing implemented December 2024.▪ Update Policy Statement 7/25

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
2.2	Reduce call processing and crew turnout times to more closely align with best-practice goals.	<ul style="list-style-type: none"> Establish realistic standards and monthly reporting. Use training and technology to facilitate compliance. 	<ul style="list-style-type: none"> FC & Staff 	<ul style="list-style-type: none"> Increase capability and capacity for staff to generate reports. 	<ul style="list-style-type: none"> In progress Jeffcom CAD configuration updated 6/2024 improves the analytics. 10/24 Updated dispatch tones, improving call processing times. Cross-staffing complete, Fall of 2024. CAD is being configured for push button response. 3/25 CAD Geo-Fencing has been implemented. 5/25 CAD push button status update finalized 10/25 reducing workload on dispatchers. Still working on minor implementation hurdles. New EMS dispatch protocols in development at JeffCom
2.3	Increase daily staffing to improve response performance and crew safety.	<ul style="list-style-type: none"> Establish minimum staffing as required RCW Title 52 to include ALS/BLS. Optimize crew resource management and adapt our response plans to right size our response and increase our unit-hour utilization. <ul style="list-style-type: none"> Evaluate the advantages of a peak demand model and/or alternate shift schedule. 	<ul style="list-style-type: none"> FC & Staff 	<ul style="list-style-type: none"> Adopt policy in compliance with Title 52 Update Response Plans and Run Cards 	<ul style="list-style-type: none"> Completed 5/2023 ALS response proposed 2/2024 4/1/24 New ALS response plan initiated. 10/24 3 extra PM's are finishing training, increasing PM workforce. MOU adopted for 56+1 staffing 8/25

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
2.4 <i>FINALIZED June 2025</i> Prioritize and implement resources to provide the best return to our customers.	<ul style="list-style-type: none"> Maintain our Washington State Rating Board score in Fall 2022. Enhance related data capture. Identify substandard metrics, such as number of engines, volunteers, etc. Establish Training Officer position to enhance proficiencies and support professional development. 	<ul style="list-style-type: none"> Brummel 	<ul style="list-style-type: none"> Complete amended WSRB Rating DONE! 	<ul style="list-style-type: none"> WSRB rating complete, to be published in 12/2024. PT score will improve. 2025 Training Plan is being finalized.
2.5 <i>FINALIZED June 2025</i> Maintain EJFR's high EMS standards and return of spontaneous circulation rate.	<ul style="list-style-type: none"> Work with established groups to formalize long-standing efforts, including: <ul style="list-style-type: none"> Community outreach and health promotion. Participate in local and regional committees to advance funding for alternative EMS services. Continue to leverage evolving best practices to enhance patient outcomes including CVA outcomes, cardiac recovery rates, etc. Maintain a strong culture of continuous improvement. 	<ul style="list-style-type: none"> MSO 	<ul style="list-style-type: none"> Re-ignite the CPR program Recruitment of new CPR instructors is underway Update Patient Care Procedures (PCP) and response procedures. 	<ul style="list-style-type: none"> Initiated and growing MSO is working on several new and expanded efforts for layperson CPR. 2/2024 EMS bylaws update complete 8/24 Working with partner agencies for potential MIH. Fall 2024. New Video Laryngoscopes and ultrasound. 3/25. Butterfly ultrasound donated by a local doctor, 4/25. 2024 CPR CARES stats have been published (see attachment)

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
2.6	Address immediate and long-term facility needs.	<ul style="list-style-type: none"> Develop an interim facilities plan describing how we would invest levy funds beginning in 2024. This plan should address: <ul style="list-style-type: none"> Future uses/development of the undeveloped Jefferson County Airport parcels. Disposition of Harrison Street residence. Sold 11/2023 District Training, Fleet Maintenance, EOC and Dispatch facilities. Stations 12, 13 and 14 improvements or relocation. Station 15 improvements. Initiate planning to develop the Jefferson County International Airport site to prospectively include administrative offices and a fire station with an engine, EMS and Aircraft Rescue and Fire Fighting resources. 	FC	<ul style="list-style-type: none"> Spring 2023, establish facility work group, prioritizing station improvements, facility development, locations and possible property disposal 	<ul style="list-style-type: none"> Hiring of Facility Tec DONE 7/1/2024 Station 3 is no more. Facilities analysis in progress. Station security enhancements are underway. Valuation completed for Boat Haven and airport. Negotiations to begin 10/25.

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
Initiative 3. Provide additional services to increase community health and well-being.					
3.1	Increase our self-reliance and address unique regional risks by making strategic investments in special rescue teams	<ul style="list-style-type: none"> Increase trained responders to ensure we meet District-set minimum capability standards in identified risk groups. 	<ul style="list-style-type: none"> DFC Brummel CRM Wittenberg 	<ul style="list-style-type: none"> Proposed for 2024 Budget Conduct a Community Risk Assessment compliant with NFPA and CRR standards. 	<ul style="list-style-type: none"> Two EJFR members have started Medic 1 One additional EJFR member to start Boston program spring of 2025. Implemented per diem PM program. Third PM student started the Boston Program 4/25 Spring 2025 PM testing underway. One member proposed to start Medic 1 fall of 2025. Waiting list confirmed. 2 members attending NFA special ops management, fall of 2025. Specialty Pay discussion is underway 10/25.
3.2	Expand our fire prevention program to reduce risks to fire fighters and community members	<ul style="list-style-type: none"> Prioritize crew visits to low frequency/high risk facilities. Initiate reengagement with the community for life/safety inspections. 	<ul style="list-style-type: none"> CRM Wittenberg CRM Wittenberg 	<ul style="list-style-type: none"> Resetting interagency roles Inspections were restarted in January 2023. Implemented fire prevention service contract with the City. 	<ul style="list-style-type: none"> CRM and CRA hired 5/2024 Senior staff attending NFA CRR Management, July 27.

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
<p>3.3 FINALIZED June 2025</p> <p>Partner with our community to prevent and respond to increasing wildland fire risks</p>	<ul style="list-style-type: none"> Continue to engage Jefferson County and the City of Port Townsend in establishing best practices and safety messaging to the community. Education may include topics such as Firewise landscaping and preplanning for evacuation. Support county-wide efforts to establish a Community Wildfire Protection Plan (CWPP). Improve our wildfire competencies among the workforce. 	<ul style="list-style-type: none"> FC 	<ul style="list-style-type: none"> Develop content and format for community messaging Messaging at Famer's Markets and other public outreach Collaborate with County/City partners and establish CWPP CWPP development group rebranded as JC Wildfire Alliance. 	<ul style="list-style-type: none"> 4/1/24 CWPP is DONE! 10/24 CWPP project tracking has begun. Working with DEM for evacuation plan implementation, 1/25. This has stalled a bit, but in progress. Summer 2025 Community Wildfire Defense Grant in final development with other county partners >\$2,000,000. denied DNR Ready Neighbors grant continues to grow. We have signed three addendums, increasing the inspections to 200+. Ready Neighbors funding ended, but inspections continue.

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
3.5	Collaborate with regional partners to establish a robust mobile integrated healthcare program	<ul style="list-style-type: none">Continue to seek funding opportunities and explore interest among key partners, including Jefferson County Public Health, Jefferson Healthcare and others.	<ul style="list-style-type: none">FC	<ul style="list-style-type: none">Pursue grants for continued CARES fundingCultivating input from various stakeholdersWe are supporting a grant proposal from BHC to analyze frequent callers and CARES impact.	<p>Completed 2/2023</p> <ul style="list-style-type: none">In progressAWC CARES grant funded \$202K for 2024/25CARES received \$265K for 2025.1/2025 implementing Olympic Connect user interface for CARES. Case migration underway.Connect2 UI is live and being used by CARES.
Initiative 4. Enhance our workforce resilience and development.					
4.1	Update EJFR's workforce practices identifying industry best practices that enhance the safety, health and wellness of our workforce	<ul style="list-style-type: none">Provide training for members of the Health and Safety Committee to include relevant standards, practices and legal mandates.Instill the 16 Life Safety Initiatives (LSI) into the organization as relevant.	<ul style="list-style-type: none">DFC Brummel	<ul style="list-style-type: none">Seek funding and grants	<ul style="list-style-type: none">In progressSafety Program Manager course taught in February 2025.

Goals		Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
4.2	Establish the culture and resources necessary to support the mental and physical health and wellness of our team	<ul style="list-style-type: none"> Establish a workgroup to recommend new and updated Standard Operating Procedures/Standard Operating Guidelines. Establish benchmark awareness training for all members. Continue to make incremental improvements in our fitness facilities. 	<ul style="list-style-type: none"> BC MacDonald 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Broaden workforce participation in fitness/wellness practices. 	<ul style="list-style-type: none"> Brummel HR Manager Stewart 	<ul style="list-style-type: none"> Broaden annual medical evals and injury recovery Reviewing ergonomic consult/coach 7/2025 	<ul style="list-style-type: none"> 4/11/24 Ready Rebound Vitality assessments are complete. HealthForce medical assessments provided to all members 5/2024 New contractor secured for CISM and MH services, Fall 2024. Training scheduled for 2/2025. Scheduling family MH workshops this summer. CISM performed for threshold events in June/July CISM SOG in development 10/25 Annual physicals and ONETEST provided to all EJFR staff, 9/25.
4.3	Formalize and strengthen professional development and career track processes	<ul style="list-style-type: none"> Begin planning for medium-term efforts. 	<ul style="list-style-type: none"> DFC Brummel & Training Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Training Captain implemented 1/2024 No more PIC's. All stations are NFPA 1021 compliant. 3/25 Training Advisory Committee planning January meeting.

Goals	Short-term Action Steps	Lead	Key Milestones & Deliverables	Notes
4.4 <i>FINALIZED June 2025</i> Ensure recruitment efforts align with the needs of the organization	<ul style="list-style-type: none">Identify current and future retention and recruitment needs of the organization.Establish staffing and recruitment plans.	E1		<ul style="list-style-type: none">2/2024 Establishing PM eligibility list.4/11/24 Three new PM FTE's offered employment.Lt. promotional exam, January 2025.Promoted Lt. to fill vacancy July 1, 2025.



EAST JEFFERSON FIRE RESCUE

Standard Operating Guidelines (SOG)

Number: 6006b

Travel Expenses

SECTION 1.0 PURPOSE

- 1.1 To establish guidelines and procedure to ensure reimbursement of travel expenses for approved travel.
- 1.2 To establish standard expense limitations.
- 1.3 To define what an approved travel expense shall be.

SECTION 2.0 PROCEDURES

- 2.1 Employees requesting travel reimbursement or advancement for conference, training, seminar or other Department related events, shall first request approval for attendance through the Training and Operations Division.
- 2.2 Employees requesting travel advancement for approved travel shall submit a travel expense voucher form to the District Secretary a minimum of 30 days prior to the travel.
- 2.3 Lodging, air travel car rental and other miscellaneous approved expenses may be paid by a Department credit card if approved by the Fire Chief.
- 2.4 Whenever possible the District shall be invoiced for the cost of lodging, registration, tuition and travel.
- 2.5 Employees requesting reimbursement for approved travel shall complete a Department Travel Expense Voucher form. The completed Department Travel Expense Voucher shall be submitted to the District Secretary to be included in the monthly voucher approvals by the Board of Commissioners. Employees shall keep copies of their receipts and forms for their own records.
- 2.6 Travel expense vouchers will be approved by the Fire Chief or his designee

SECTION 3.0 DEFINITIONS

Approved Expenditure shall be defined as: Registration, tuition, learning materials, lodging, meals and transportation. Purchase of alcohol during travel on Department business will not be approved for reimbursement. Expenditure limits shall be in compliance with this guideline.

SECTION 4.0 EXPENDITURE RATES

- 4.1 Payments for expenditures shall be made as follows:
 - a. **Lodging:** Maximum allowable will be consistent with the most current Per Diem Rate schedule as established by the Washington State Auditor's Office, Office of Financial Management Accounting Division or approved by the Fire Chief or the Board of Commissioners. Lodging expenses shall be for the nightly room rate, applicable taxes and fees only. Under no circumstances shall the credit card be used for incidental purchases (movies, mini-bar, etc.). The employee shall use his/her personal credit card for such

- purchases.
- b. **Meals:** Maximum allowable for each meal will be consistent with the most current Per Diem Rate schedule as established by the Washington State Auditor's Office, Office of Financial Management Accounting Division.
 - c. **Gratuity:** A gratuity for a server or meal delivery person (up to 20% of the cost of the meal including tax) is considered an approved public expense as a reasonable and necessary cost for such service.
 - d. **Mileage:** The current rate as established by the Washington Office of Financial Management.
 - e. **Other:** Other expenses shall be pre-approved. Examples of other expenses would be ferry fees, car rentals, tuition, registration fees, and required learning materials.

EFFECTIVE DATE: 12/16/25

REPLACES: Policy 707
SOG A99-02

FIRE CHIEF:



EAST JEFFERSON FIRE RESCUE

Standard Operating Guidelines (SOG)

Number: 6010a

Credit Card Uses

SECTION 1.0 PURPOSE

- 1.1 To establish guidelines and procedures to ensure the correct use of credit cards.
- 1.2 To establish credit card accountability.
- 1.3 To establish credit card safeguards.
- 1.4 To establish standard expense limitations.

SECTION 2.0 PROCEDURES

Credit cards are issued to Admin staff, Battalion Chiefs and Lieutenants for supply purchases and District business. It is the cardholder's responsibility to obtain itemized transaction receipts from the vendor each time the credit card is used. Original receipts must be turned in to Admin staff.

- 2.1 Cards are to be kept/maintained in a secure location by the cardholder at all times.
- 2.2 A lost or stolen/compromised card shall be immediately reported to the Battalion Chief and Admin staff by the cardholder so that the card can be cancelled. If a criminal element is suspected, the employee shall then notify the law enforcement agency having jurisdiction where the compromise, loss, damage or destruction occurred and request a report be completed (criminal or informational report). The employee shall request a copy of the report be sent to the District when it is completed, or obtain the Case Number, Law Enforcement Agency name/address/phone number. The employee shall then complete a District incident report making note of the status of the Law Enforcement Agencies information/case number.

The Fire Chief will then determine and must authorize the re-issuance of a new card. The Fire Chief shall base his/her decision on the conditions, facts and/or circumstances surrounding the original credit card's compromise, loss, damage or destruction.

- 2.3 Under no circumstance is the card to be used for personal or non-EJFR expense, even if the employee intends to reimburse EJFR for the personal or non-approved expense.
- 2.4 Cardholders must comply with all EJFR purchasing and travel policies/guidelines (see SOG 6006a & 6006b.)
- 2.5 Charges made on an EJFR credit card shall be supported by adequate records which clearly establish that they were (1) ordinary and necessary; (2) reasonable in amount; and (3) incurred for a valid purpose. Receipts shall contain a detailed/itemized accounting of expenses. Meal receipts are required to be detailed and include a listing of items ordered and individuals. Alcohol is not an allowable purchase.

- 2.6** District personnel issued a credit card are solely responsible for its safeguarding and security. The credit cards shall be reconciled every month before the bill is paid. The reconciliation shall be completed by the Business Manager or his/her designee. The reconciliation shall include a comparison/review of each of the charges and their purpose, ensuring proper documentation was completed and the charges match the credit card statement. Upon a successful reconciliation, the credit card statements/supporting documents shall be compiled and reviewed by two Fire Commissioners and the Chief prior to the regularly scheduled board meeting. The fire commissioners will report to the board any findings of the review prior to the approval of the consent agenda.

SECTION 3.0 CREDIT CARD LIMITS

- 3.1** Purchases made with District credit cards shall comply with purchase limits established in Policy 6006. Credit limits shall be as follows:
- Administration (Fire Chief, Assistant Chiefs, Battalion Chiefs, Business Manager, Finance Manager, District Secretary and MSO) shall be \$20,000.
 - Non-assigned Travel Cards (used for wildland deployment and District approved travel) shall be \$5,000.
 - Officers (Lieutenants, Administrative Clerks, other line personnel) shall be \$5,000.
 - The limits may be temporarily raised for larger purchases as approved by the Fire Chief.
 - Cash withdrawal limits shall be \$0.
 - Account owner will have access to the entirety of credit available per credit card regulations.
- 3.2** Follow Purchasing Policy 6006

EFFECTIVE DATE: 12/16/25

REPLACES: Updated
3/15/23

FIRE CHIEF:

JEFFERSON COUNTY FIRE PROTECTION DISTRICT No. 1
RESOLUTION NO. 25-17

DECLARING PROPERTY SURPLUS TO THE NEEDS OF THE DISTRICT AND
AUTHORIZING THE DISPOSAL OF SURPLUS PROPERTY

WHEREAS, the Board of Commissioners, meeting in regular session, having before it the need to consider declaring certain equipment as surplus within Jefferson County Fire Protection District No. 1, and

WHEREAS, East Jefferson Fire Rescue owns the equipment listed on the attached Exhibit A and,

WHEREAS, the District no longer has a need for the Equipment and the Equipment is surplus to the needs of the District and,

WHEREAS, the District may sell, transfer, exchange, lease or otherwise dispose of the property to the state or any municipality or any political subdivision thereof, or the federal government, on such terms and conditions as may be mutually agreed upon by the parties or to any private party by any commercially reasonable means, and

NOW, THEREFORE, BE IT RESOLVED, by approval of Jefferson County Fire Protection District No. 1 Board of Commissioners that the District owned equipment listed in Exhibit A, be declared surplus to the needs of the District and hereby authorizes the Fire Chief to dispose of the Equipment through industry standards and properly accounted for.

Approved this 16th day of December, 2025.

Deborah Stinson, Chair

David Seabrook, Vice-Chair

Geoff Masci, Commissioner

Steve Craig, Commissioner

Ed Davis, Commissioner

Gene Carmody, Commissioner

ATTEST:

Tanya Cray, District Secretary

Exhibit A

Item to be Surplused	QTY	Serial #/Model # etc. (list separately if multiple #'s)	Description -	Reason for Surplus
Microsoft Surface Pro	1	42141210451	Medic 1 Tablet	Broken - OESD Recycled
Microsoft Surface Go	1	30477701851	Medic/Aid 2 Tablet	Broken - OESD Recycled
Boxlight Projector ModelCD-850m	1	AGPR3399022	Tabletop projector	Old - No longer used
Open Range All Terrain Tires	4	LT245/75R17	Tires	Removed due to 7 year life Span 15/32nds of tread left. Value \$100
Continental Procontact Tires	4	225/65 R17 102 H M-S	Standard Load Radial Tires	Removed due to 7 year life Span
MSA Stealth L-30	1	OJ 102493	SCBA - Formerly owned by PT Fire Dept	Expired
MSA Stealth L-30	1	OJ 102634	SCBA - Formerly owned by PT Fire Dept	Expired
MSA Stealth H-60	1	5253-S1461	SCBA - Formerly Owned by Dist 6	Expired
Amkus Extrcation Hydraulic Power Unit	1	7052728	Extrication Tools	Switched to Electric - Donating to Kitsap Co. Training Consortium
Amkus Hydraulic Spreader	1	7056082	Extrication Tools	Switched to Electric - Donating to Kitsap Co. Training Consortium
Amkus Hydraulic Cutter	1	7051412	Extrication Tools	Switched to Electric - Donating to Kitsap Co. Training Consortium
Amkus Hydraulic Ram	1	7053820	Extrication Tools	Switched to Electric - Donating to Kitsap Co. Training Consortium

Board Decision Packet *Designate Funds Received from GEMT FY2024 Interim Settlement***Date:** December 16, 2025**Subject:** Designate Funds Received from GEMT FY2024 Interim Settlement**Prepared By:** Roy Lirio, Bret Black

Background:	<p>The District received \$453,473.64 in December 2025 for the FY2024 GEMT Interim Settlement. The interim billing rate used in FY2024 was based on a pre-merger EJFR amount. However, the post-merger average cost of transport ended up being more than what was used for interim billings.</p> <p>This funding was unanticipated and therefore wasn't included in budget development. Several budget requests were postponed; however, with these additional resources, they can be funded.</p> <p>The GEMT Interim Settlement is audited and the results lead to a final settlement. In the past, the District would sometimes end up collecting additional funds; however, may also end up paying back some of the money.</p>																																																	
Fiscal Impact:	<p>To be conservative, only a portion of the Interim Settlement amount is proposed to be designated.</p> <p>The first 3 items below were budget requests that were postponed. The last item proposes a sinking fund for facilities.</p> <table><tr><th colspan="2"></th><th colspan="2">2026 Budget</th><th colspan="2"></th><th></th></tr><tr><th>Item</th><th>Original Request</th><th>Approved</th><th>Postponed</th><th colspan="3">Purpose</th></tr><tr><td>Transfer to FIRE Capital - Apparatus</td><td>\$ 200,000</td><td>\$ 50,000</td><td>\$ 150,000</td><td colspan="3">Help ensures adequate funds are available to finance purchases between 2027 and 2031</td></tr><tr><td>AED Purchase</td><td>\$ 21,000</td><td>\$ 10,000</td><td>\$ 11,000</td><td colspan="3"></td></tr><tr><td>Base Station Radio</td><td>\$ 38,759</td><td>\$ 24,224</td><td>\$ 14,535</td><td colspan="3"></td></tr><tr><td>Transfer to FIRE Capital - Facility</td><td>\$ -</td><td>\$ -</td><td>\$ 100,000</td><td colspan="3">While deferred mainenance will continue to be funded through operating budget, this sinking fund will soften budget impact of future larger projects but small enough to not seek outside financing</td></tr><tr><td colspan="3"></td><td>\$ 275,535</td><td colspan="3"></td></tr></table>			2026 Budget					Item	Original Request	Approved	Postponed	Purpose			Transfer to FIRE Capital - Apparatus	\$ 200,000	\$ 50,000	\$ 150,000	Help ensures adequate funds are available to finance purchases between 2027 and 2031			AED Purchase	\$ 21,000	\$ 10,000	\$ 11,000				Base Station Radio	\$ 38,759	\$ 24,224	\$ 14,535				Transfer to FIRE Capital - Facility	\$ -	\$ -	\$ 100,000	While deferred mainenance will continue to be funded through operating budget, this sinking fund will soften budget impact of future larger projects but small enough to not seek outside financing						\$ 275,535			
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Recommendations:	Recommend the Board considers designating a portion (\$275,535) of the GEMT FY2024 Interim Settlement amount to add to the FIRE Capital account and fund the AED and Base Station radio equipment.																																																	
Proposed Motion:	Move to authorize designation of a portion (\$275,535) of the GEMT FY2024 Interim Settlement amount to add to the FIRE Capital account and fund the AED and Base Station radio equipment as outlined in this decision packet.																																																	

Memorandum of Understanding
Between
R.E.A.L. Program (Recovery, Empowerment, Advocacy, and Linkage) under the
umbrella of Discovery Behavioral Healthcare
And
[COMMUNITY PARTNER]

I. PARTIES

This Memorandum of Understanding (MOU) is made and entered into by the Jefferson County R.E.A.L. Program (Recovery, Empowerment, Advocacy, and Linkage) under the umbrella of Discovery Behavioral Healthcare (hereinafter referred to as the “Jefferson County R.E.A.L. Program”), and [COMMUNITY PARTNER] (hereinafter referred to as the “Community Partner”). Salish Behavioral Health Administrative Services Organization (Salish BHASO) administers the R.E.A.L. Programs for Clallam, Jefferson, and Kitsap counties.

II. INTENT

Behavioral Health Administrative Services Organizations (BHASOs) are tasked with oversight of a regional Recovery Navigator Program (RNP). In the three-county region of Clallam, Jefferson, and Kitsap, this program is called the R.E.A.L. Program. Salish BHASO contracts with Discovery Behavioral Healthcare for the Jefferson County R.E.A.L. Program serving East Jefferson County.

The Jefferson County R.E.A.L. Program provides community-based outreach and coordination for a priority population including individuals with unmet substance use needs and/or co-occurring (substance use and mental health) needs; who are at risk of arrest and/or have frequent contact with law enforcement or first responders; and/or who could benefit from being connected to supportive resources and public health services when appropriate.

The Jefferson County R.E.A.L. Program is tasked to provide community-based outreach and coordination to support individuals in accessing services that meet their needs. The Jefferson County R.E.A.L. Program also provides referral and response for law enforcement jurisdictions to divert from legal action for individuals presenting with substance use or co-occurring needs.

III. PURPOSE

The purpose of this MOU is to record the goals, intentions, and actions that the parties hope to achieve. This is not intended to be legally binding on any party or to create any legally enforceable duties or obligations.

The purpose of this MOU is also to create a structure that promotes a productive working relationship between the Jefferson County R.E.A.L. Program and the Community Partner, including referrals; information sharing to facilitate care coordination; and participation in the

Jefferson County R.E.A.L. Program Operational Work Group(s) (OWG) and Policy Coordinating Group (PCG). The Jefferson County R.E.A.L. Program and the Community Partner agree to coordinate and collaborate as outlined in this MOU.

IV. AGREEMENTS

Jefferson County R.E.A.L. Program Responsibilities:

The Jefferson County R.E.A.L. Program will provide community-based outreach support throughout East Jefferson County. The Jefferson County R.E.A.L. Program may provide the following supports to the priority population, based on individual need:

1. Community-based outreach and engagement.
2. Connection to services and care coordination.
3. Warm handoffs to treatment and supportive services along the continuum of care.
4. Long-term intensive outreach support/care management.
5. Recovery coaching.
6. Recovery support services.

To support continuity of care for the priority population, the Jefferson County R.E.A.L. Program will engage in and facilitate cross-agency coordination. This may include:

1. Providing direct outreach, support, and navigation to individuals referred to the Jefferson County R.E.A.L. Program.
2. Collaborating and coordinating with all community partners to enhance the service spectrum for all individuals meeting criteria of the program.
3. Convening and facilitating the Operational Work Group(s) (OWG) as a common table for day-to-day implementation partners to collectively monitor, identify, discuss, and address operational, administrative, and participant-specific issues, including case consulting.
4. Convening and facilitating the Policy Coordinating Group (PCG) as the stewardship body of the Jefferson County R.E.A.L. Program to review protocols and processes and make policy-level recommendations for the Jefferson County R.E.A.L. Program and within their respective agencies.
5. Identifying gaps, barriers, and challenges in accessing services along the continuum of care.

Community Partner Responsibilities:

To the extent practicable the Community Partner agrees to collaborate with the Jefferson County R.E.A.L. Program in a collective effort to support service delivery and coordination of care for the priority population. To the extent practicable the Community Partner agrees to participate in the Jefferson County R.E.A.L. Program Operational Work Group(s) and Policy Coordinating Group.

The Community Partner agrees to support where practicable the Jefferson County R.E.A.L. Program referral process as delineated by the expectations of the Policy Coordinating Group.

For staff participating in the Operational Work Group(s), this may include:

1. Participating in the Operational Work Group(s) to:
 - a. Collectively monitor, identify, discuss, and address operational, administrative, and participant-specific needs.
 - b. Coordinate support and care for individuals based on their identified needs.
 - c. Identify gaps, barriers, and challenges in accessing services and meeting the needs of the priority population.
2. Recruiting additional stakeholders for cross-system representation.
3. Agreeing to participation under the multi-party release of information or agency policy as appropriate.
4. Agreeing to the Operational Work Group Oath of Confidentiality Agreement.
5. Maintaining confidentiality of information shared during Operational Work Group meetings.
6. RNP Uniform Program Standards core principles driven by:
 - a. Harm Reduction: A framework that aims to reduce the harm done to the participants and to the surrounding community; done through engagement, not separation, regardless of severity of their needs with continued support.
 - b. Trauma Informed Care: Addressing and understanding participants' underlying psychological trauma, recognizing self-sabotaging trauma responses, listening to participants and working to integrate their voices into their individual intervention plan.
 - c. Cultural Humility: Understanding barriers faced by marginalized populations in accessing standard systems of care. Tailoring to the needs of different racial and ethnic groups, people with disabilities, LGBTQ individuals, immigrants, refugees, and those whose first language is not English to ensure participant success.

For staff participating in the Policy Coordinating Group, this may include:

1. Participating in the Policy Coordinating Group to:
 - a. Participate in policy-level recommendations for the Jefferson County R.E.A.L. Program within their community.
 - b. Ensure sufficient resources are dedicated for program success.
 - c. Review, approve, and modify overarching protocols to reflect the site's intention.
2. Working toward system change.
3. Identifying and addressing gaps, barriers, and challenges in accessing services and meeting the needs of the priority population.
4. Ensuring membership includes decision-making leadership.
5. Ensuring diverse and representative membership of the community.

6. Recruiting additional stakeholders for cross-system representation.
7. Stewarding evaluation and communications.
8. Following RNP Uniform Program Standards core principles driven by:
 - a. Harm Reduction: A framework that aims to reduce the harm done to the participants and to the surrounding community; done through engagement, not separation, regardless of severity of their needs with continued support.
 - b. Trauma Informed Care: Addressing and understanding participants' underlying psychological trauma, recognizing self-sabotaging trauma responses, listening to participants and working to integrate their voices into their individual intervention plan.
 - c. Cultural Humility: Understanding barriers faced by marginalized populations in accessing standard systems of care. Tailoring to the needs of different racial and ethnic groups, people with disabilities, LGBTQ individuals, immigrants, refugees, and those whose first language is not English to ensure participant success.

Nothing in this MOU creates a legal obligation on the part of any party. This MOU does not dictate or supersede policy or procedure on the part of Community Partner or the Jefferson County R.E.A.L. Program.

V. REVIEW AND AMENDMENTS

1. This MOU is effective upon signing by the Community Partner and the Jefferson County R.E.A.L. Program. The MOU will remain in effect until a new MOU is signed or funding ceases. All parties will review this MOU at least every two years.
2. If at any time the MOU becomes a barrier to good practice, or inhibits positive innovations in service delivery, all parties work to eliminate the barriers to services. The MOU may be reviewed at any time at the request of a party.
3. All parties may submit to the other parties an amendment to this MOU. The amendments shall be accepted when all parties sign the amended MOU.

VI. MISCELLANEOUS

1. This MOU is not legally enforceable and shall not be construed to create any legal obligation on the part of either party. This MOU shall not be construed to provide a private right or cause of action by any person or entity.
2. Nothing in this MOU authorizes or is intended to obligate the parties to expend, exchange, or reimburse funds, services, or supplies, or transfer or receive anything of value.

VII. SIGNATURES

Agreed and Affirmed by the Undersigned Parties on Behalf of Their Agencies:

For the Community Partner:

_____Date_____
ENTER NAME,
ENTER TITLE
ENTER AGENCY

_____Date_____
ENTER NAME,
ENTER TITLE
ENTER AGENCY

For the Jefferson County R.E.A.L. Program:

_____Date_____
Samantha Boyd
Project Manager
Discovery Behavioral Healthcare

_____Date_____
Jim Novelli
CEO
Discovery Behavioral Healthcare

2025 Upcoming Events

Group	Event	Date
2025		
December		
BOC/Admin	JC Fire Commissioners & Admin Prof. Assoc. Banquet	12/4/2025
EJFR	Farmer's Market - Heating Safety	12/6/2025
BOC/Admin	Integovernmental Collab. Group Mtg	12/11/2025
BOC Admin	Audit Exit Conference	12/11/2025
EJFR	Annual Recognition Banquet	12/13/2025
2026		
January		
EJFR	CRR Week	1/18-1/24