



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

**BOARD OF COMMISSIONERS  
MEETING MINUTES FROM January 20, 2026**

**CALL TO ORDER**

Board Chair Deborah Stinson called the meeting to order at 3:00 PM at St 6 and virtually via MS Teams app.

**COMMISSIONERS & ADMINISTRATIVE STAFF**

**District 1 Commissioners:** Deborah Stinson, Geoff Masci, Dave Seabrook, and Steve Craig. Commissioner Jeannie Price attended virtually.

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

**1. ELECT BOARD CHAIR AND VICE CHAIR FOR 2026/2027** – Cray called for nominations for Board Chair. Seabrook nominated himself and Craig nominated Stinson. Each nominee spoke about why they wanted to be Chair and what that position means to them. Craig and Masci also commented on the role of the Chair and the time needed to fulfill that position. **VOTE:** Cray called all in favor Seabrook; Seabrook aye and Masci aye. Cray called all in favor for Stinson; Stinson, aye, Price, aye and Craig, aye, giving Stinson the Chair position for 2026/2027. Cray called for nominations for Vice Chair. Price nominated herself for vice chair and gave a brief summary on her qualifications and why she would like to hold the position. **VOTE:** Cray called all in favor and Price was unanimously voted in as vice chair.

**Message from Chair:** Stinson noted that staff reports included in the packet have a large amount of great information. She added that everyone has many demands and requiring staff to attend BOC meetings pulls them away from other important duties. She recommended if there are questions from the Commissioners about any of the submitted reports to please contact the Chief and/or District Secretary. The Board agreed that staff are not required to attend but are always welcome.

**1. AGENDA CHANGES** – Stinson reported that we have been invited to attend the Board meeting for Jefferson Healthcare, this item will be added to new business item H. A retirement has been announced and this will be added to new business item I. Seabrook announced that he would like to discuss how items are added to the agenda, this will be added to follow the Presentation items on the agenda.

**2. CONSENT AGENDA**

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

**Vouchers**

- Approve General Fire expenditure warrants dated December 9, 2025, December 11, 2025, December 23, 2025, December 30, 2025, January 2, 2026, and January 6, 2026, totaling **\$438,675.81**
- Approve EMS expenditure warrants dated December 9, 2025, December 11, 2025, December 23, 2025, December 30, 2025, and January 6, 2026, totaling **\$60,975.68**

- Approve payroll expenditure warrants dated December 18, 2025, and January 2, 2026, totaling **\$1,224,256.32**
- Approve 4th Quarter Volunteer Stipend warrants dated December 22, 2025, totaling **\$7,71.61**

**MOTION:** Masci moved to approve the consent agenda. Craig seconded the motion which carried unanimously.

**3. LIST OF CORRESPONDENCE** – Included in Board packet.

**4. PUBLIC COMMENT** – None.

**5. PRESENTATIONS –**

**Introduction of new Volunteer:** Robert Weichert, a new volunteer who lives on Marrowstone Island gave a short biography. He spent 47 years in the maritime industry on all types of vessels. He worked with the military sea lift command and radar missile tracking. He spent time at Naval Base San Diego and has done marine firefighting and oversaw training. Family visits brought him to Marrowstone Island where he now resides and has time to commit to volunteering. The Board welcomed him to the department.

**Commissioners Presentation for new and returning Board Members** – Cray and Stewart went through a slide show highlighting commissioner rules, expectations, and communication best practices.

**Additions to the Agenda** – The board discussed the current policy for adding items to the agenda. Cray said she would confirm if the policy is in line with current laws. Seabrook asked if we want to change how we handle new agenda items. This topic will be added to next months agenda.

**6. ACKNOWLEDGEMENTS/ANNOUNCEMENTS** – Included in packet.

**7. STAFF REPORTS** – Black noted the Board may notice some subtle differences in staff reports. They are now more concise to reduce the size of the packet. He added that moving forward he is not requiring staff to attend meetings unless there are questions about their report. They may also be invited if certain topics require it. All staff is welcome to attend if they choose to.

Finance Director Lirio noted his report shows the final 2025 financials, noting that interest rates are going down and investment earnings will decrease. This may have some impact on our Local program debt interest. Lirio added that our 2025 fund balance increased by an estimated \$1.8 million, and we met our 25% reserve policy. The 2025 budget included a \$1 million deficit that came in at \$754,000 to the good. W2's will be out soon, and they will have a box for authorized overtime that will not be taxed.

Complete staff reports are included in the board packet.

**8. COMMITTEE/WORKGROUP REPORTS**

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

**B. Community Risk Reduction Group** – No report.

**C. Apparatus Committee** – New ambulance expected February 16, 2026.

**D. Facilities Committee** – did not meet.

**E. Training Advisory Committee** – Captain Bergen lead the 1<sup>st</sup> meeting of this newly formed committee. It was a successful meeting that will continue to be held quarterly. Black noted it was headed in a great direction and under Captain Bergen’s leadership training hours have increased steadily. There were over a record 20,000 hours of training logged for our workforce.

**9. JeffCom Report** – Recently passed the state audit. They are updating their current Emergency Medical Dispatching protocols, and they have 9 full time employees with one lateral hire coming on soon. The 11<sup>th</sup> position will be filled mid-year.

**10. Local 2032 REPORT** – No Report.

**11. PUBLIC COMMENT - Agenda items only** – None.

**12. OLD BUSINESS**

**A. SP Implementation Tool** – An analysis is being done on our Enterprise Resource Management (ERM) to look at how we can consolidate digitally. This should be wrapped up soon. Black highlighted that the financial portion of our strategic plan initiatives are getting accomplished.

**B. Revisit GEMT FY2024 Settlement Allocation** – Lirio explained to the Board that a motion passed at the December meeting needed to be corrected for clarity. The GEMT FY2024 Settlement should have stated that it would belong to EMS. **MOTION:** Masci moved to authorize the designation of a portion (\$275,535) of the GEMT FY2024 Interim Settlement amount to an EMS O&M fund for allowable facility projects and ambulance replacements and fund the AED and a proportion of Base Station radio equipment as outlined in this decision packet. Seabrook seconded the motion which carried unanimously.

**13. NEW BUSINESS**

**A. Policies and SOGs –**

**Policy 4011 Firefighter Training** – Black noted the updated policy included a small grammatical error and updated language. **MOTION:** Masci moved to approve the updated policy as presented. Craig seconded the motion which passed unanimously.

**SOG 2000f Professional Appearance and Behavior** – includes updated language on gifts and gratuities.

**SOG 2007a Awards and Recognition:** SOG updated following recommendations from the auditor to add thresholds to specific award/recognition costs.

**B. ORCA MOU** – Black reported the Organized Response Against Child Abuse (ORCA) MOU has been in place in the past and is up for renewal again. It is a collaborative agreement between many agencies in our county. It is focused mainly on law enforcement, though we are included. He added that we are already mandated reporters and our legal has reviewed and given the green light to be a part of this. **MOTION:** Masci moved to authorize the Chief to sign the MOU. Seabrook seconded the motion which passed unanimously.

**C. WSRB Protection Class Update** – Black has been part of a committee working to update the WSRB rating schedule with other Fire Chiefs. They were able to get the Office of the Insurance Commissioner to give WSRB a directive to collaborate with them. Updates include moving the previous requirement of being within 5 miles of a fire station to 9 miles. This may help

homeowners get better insurance rates depending on their insurance carriers. It is up to the insureds to reach out to their own insurance carriers to review.

**D. Resolution 2026-01 Surplus Property – MOTION:** Masci moved to approve Resolution 26-01 Surplus Property to include all items listed on exhibit A. Craig seconded the motion which carried unanimously.

**E. Focus 2026** – Black presented a document that outlined the 4 initiatives from our Strategic Plan and how we are going to continue to implement them moving through 2026. This is the starting line for what our next process will be. He also included the 2026 annual work plan that is month by month outline of ongoing tasks to be completed each month.

**F. Specialty Pay Incentive** – Black presented an MOU with the union that mutually agrees to extend the specialty pay incentive process. **MOTION:** Masci moved to authorize the Chief to sign the new MOU. Craig seconded the motion which passed unanimously.

**G. Legislative Day 1/29/2026** – Wittenberg, Stinson, Brummel and Cray will attend Legislative Day. The board briefly discussed priorities.

**H. Jefferson Healthcare (JHC)** – Stinson reported she had received a phone call from a member of the JHC Board inviting her to attend their board meeting and getting 3 minutes to speak on behalf of EJFR regarding our levy lid lift propositions. The board discussed possible pros/cons for participating in their meeting. They ultimately decided it would be a good relationship building exercise and help provide more information to people about our needs and why the levy lid lift is on the ballot.

**I. Retirement Announcement** – Deputy Chief Brummel announced that he would be retiring at the end of his current contract in mid-August 2026 and his last day on duty would be July 31, 2026. Having 35 years in the fire service, the last 7 being here at EJFR he is focusing on health, wellness, and longevity. He has enjoyed his time here and will wrap up all his projects prior to leaving. He wants to give the district plenty of time to find his replacement.

Included in his announcement is the request for the board to approve the retiree medical benefit per Policy 6008 Administrative Benefits. **MOTION:** Stinson moved to approve Brummel's request to receive the retiree medical benefit as outlined in policy 6008. Masci seconded the motion which carried 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 5:12pm for 15 minutes to return at 5:27pm. The executive session covered two separate discussions under this same topic.

The executive session ended at 5:27pm with no decisions made and no action taken.

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

**GOOD OF THE ORDER** – Black encouraged the board to provide any additions to the Focus 2026 document to him.

**ADJOURNMENT**

Stinson adjourned the meeting at 5:30pm.

**Jefferson County Fire District 1**

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Deborah Stinson, Chair

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Geoffrey Masci, Commissioner

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Dave Seabrook, Commissioner

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Jeannie Price, Vice Chair

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Steve Craig, Commissioner

**ATTEST:**

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Tanya Cray, District Secretary

## The Benji Project

The Benji Project has the vision of helping young people thrive navigating life's ups and downs with resilience. We teach proven mindfulness and self-compassion tools to young people and their families and communities. Through classes, workshops and camps, we build capacity for stress management and emotional resilience. We have two upcoming ways to be involved for youth and adults.

### Mindful Self-Compassion After School Program

The Benji Project is offering a winter-after-school *Mindful Self Compassion Program* at the Jefferson County Library for 11–14-year-olds. The program will take place on **Wednesday** afternoons for 8 weeks starting **February 4** and ending on **April 1**, with a break on **February 18**. Discover mindful self-compassion through art, games, and reflection. Explore ways to navigate the ups and downs of life through fun activities in a supportive community. Jefferson County Library is located at 620 Cedar Ave, Port Hadlock, WA.

For registration information: [thebenjiproject.org/after-school](http://thebenjiproject.org/after-school).



### Festival of Hearts

Please join The Benji Project community for this annual fundraiser on **Saturday, February 7**, from 2 – 5 p.m. at Northwest Maritime Center at 431 Water Street, Port Townsend. Support our vision of young people thriving while navigating life's ups and downs with resilience.

This year's *Festival of Hearts* offers a very special afternoon centered around the sense of sound. Explore the mindfulness practice of listening to natural sounds, with the inspiration of Northwest birdsong. Experience a

bird-inspired musical offering, with special guests from the Port Townsend Symphony Orchestra. For this festival, we are thrilled to partner again with Chef Arran Stark to serve an elegant tasting plate, along with craft beverages from local purveyors. To learn more visit us at [thebenjiproject.org/hearts](http://thebenjiproject.org/hearts).



## Meet Your Firefighters

by Emily Stewart, EJFR

Jane Stebbins is a new Admin volunteer with East Jefferson Fire Rescue (EJFR). She hails from Colorado, where she volunteered for 14 years as a Firefighter II, EMT, and engineer; co-founded a five-county High Country Critical Incident Stress Management team; and led the department's Fourth of July activities. A retired newspaper



reporter now working on a novel, she might pursue medic and tender operations with EJFR in the future.

Jane lives in Port Townsend with four cats and a flock of chickens, enjoys hiking, kayaking, travel, reading, and plays fiddle, among numerous other hobbies.

# Fire levy a good choice

[Open Audio Article Player](#)

*January 14, 2026*

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I have lived in Port Ludlow for a little over five years. During this time, I have had the opportunity to work with East Jefferson Fire Rescue on various initiatives such as the North Bay Firewise project and the Green Belt Committee forest management initiative. I have found all the staff and commissioners to be very competent and easy to work with. Now, I am reviewing their request for a levy increase that will be voted on in the Feb. 10 special election. It is very clear to me that this is an extremely well-run organization and every single dollar spent is necessary to maintain their level of service, which is extraordinary. You probably don't see the fire trucks very often, but when you look at the statistics on their calls, it is surprising how busy they are. While I have not had the need for their services since moving here, I want to ensure that they will be there in top form for everyone. The levy increase is quite minimal and is necessary to maintain their level of service. I will certainly be voting "yes" for both the fire and EMS levies and would encourage you to do the same.

***Gary Rygmyr***

# Levy lid lift propositions

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January 28, 2026

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The CARES (Community Assistance Referral Education Servies) team is currently activated through referrals by the 911 system providing crucial support for health, housing and daily needs.

As a former intake director of one of the largest senior living residences in our county, I learned first-hand about the important work of the East Jefferson Fire Rescue CARES team. Without them, our senior community would not have secured residency and services for many of our ever-growing senior population. According to the EJFR website, 85% of elder contacts ended with successful connections to senior services.

Geographically, CARES services the east side of Jefferson County from Port Townsend in the north and down to Brinnon in the south county. Since their inception in 2022, their outreach has grown to 1,419 contacts made in 2024 to individuals over 65 with nearly 8% representing our veterans and nearly the same number of follow-up calls, according to EJFR.

Jefferson County has a significantly older senior demographic, ranking it one of Washington's oldest counties with roughly 43% of its population 65 and over compared to the national average of 18%, according to [USAfacts.org](#).

In 2026, the Jefferson County treasurer projects the levy rates will actually decrease as much as 8%. Shouldn't the CARES resources with EJFR also grow for continued support to our senior population?

Your support of the levy lid lift proposition will continue to support the CARES team and further their important work to an ever-growing senior population representing your vulnerable neighbors and parents in need. Please vote "yes."

***Cody Griffith***

# Lifesaving service

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*January 14, 2026*

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I am alive today because of the prompt and efficient response of emergency medical services. On Sept. 2, 2022, I had a massive heart attack, while alone, in my Port Ludlow home. Part of my lifesaving treatment included the administration of Tenecteplase (TNK), a clot busting drug used to treat heart attacks and strokes. I was also given two shocks and three rounds of CPR while in the ambulance.

It is my great good fortune that the medics who responded to my home were able to use TNK which helped to save my life. Because of our rural setting, and the long distance to a trauma center, the medics in our area are specially trained in the use of this important drug. It is worth noting that districts near ours, for example the Seattle Fire Department, are not yet authorized to use TNK.

Since the time of my heart attack, the former Port Ludlow Fire & Rescue has merged with East Jefferson Fire Rescue to form an even stronger response force for our area. Seventy-five percent of the calls to EJFR are for emergency medical services. East Jefferson voters will soon receive ballots which include levies to support fire and EMS. Please join me in voting yes to ensure the continued excellence of our much needed and highly trained emergency responders.

***Collene Funk***

# Support for fire levy

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January 14, 2026

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We maintain ourselves; brushing our teeth, combing our hair, and so on. We maintain our homes, our living spaces. Some of us even mow our lawns in the spring and summer.

Maintaining the vital services (our amazing team of firefighters, paramedics and EMTs) isn't a given, and it doesn't just happen. Keeping up on training, aging equipment (typically a decade or more old), and the many other little things that make it possible to cover 15 or more calls a day, wherever and whenever they're needed, isn't free or nice to have someday. It takes money, and regular effort, year in and year out. This is why we must pass the upcoming levy lifts for fire and EMS.

Yet, we need to ask to maintain vital, someday, services like fire, police, and emergency calling to 911?

My question is: Why? Why would we not maintain such a vital, lifesaving, and proven, reliable service?

The Federal Emergency Management Agency (FEMA) is about to have its work force cut by 40%. Think about what that might mean to us, here, in Port Townsend and Jefferson County.

We have so many blessings in Jefferson County, and one of the biggest is our amazing team of firefighters, paramedics and EMTs. These folks faithfully show up, day and night, to help us handle all the life and death emergencies that we face in this, one of the most senior counties in the nation. This is why we absolutely must pass the upcoming levy lifts for fire and EMS.

***Donn Trethewey***

# Support for fire levy

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January 14, 2026

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On the Feb. 10, 2026 ballot, Fire District 1 (East Jefferson Fire Rescue) is seeking to restore their fire levy to \$1.40 per \$1,000 of property valuation and the Emergency Medical Services (EMS) levy to \$0.50 per \$1,000 of property valuation.

The fire district's annual budget is funded by local property taxes. Fire district costs rise at the rate of inflation, which is usually higher than tax revenue. State law limits fire district property tax growth to a 1% increase per year. The cost of providing fire and EMS rises typically 3% to 4% per year. The city and county do not contribute to the fire district budget. It is important to note the numerous and frequently requested services provided by Fire District 1 that recipients do not receive a bill for.

For example, CARES, the Community Assistance Referral and Education Services program, provides home visits, phone contacts, transportation arrangements and family/caregiver assistance. They respond to fall patients and those who need help moving from their car to their home. District 1 responded to 969 calls in 2025 for those who fell and needed help getting up.

They respond to evaluate individuals who have called 911 because they don't feel well, but can't really explain why and to a resident's home where a water pipe has broken and the homeowner can't turn it off. They also respond to requests for home wildfire assessments and blood pressure checks at local fire stations

As the Fire District 1 population grows, the need for the many services also grows. A "yes" vote for the fire and EMS levies will keep these services available to all of us.

As a citizen of Port Hadlock, I am in support of this fire levy for the ongoing protection of our population in order to maintain the quality of services we now receive.

**Dave Codier**

# Support for fire levy

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*January 14, 2026*

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As a resident whose home is protected by East Jefferson Fire Rescue (EJFR), I am writing to express my support for both the Fire and EMS levies on the upcoming ballot.

EJFR protects over 28,000 residents across 123 square miles, efficiently responding to thousands of emergencies a year. The year 2024 saw a 10% increase in 911 calls with response times improving 11.4%.

Efficiency improved even when faced with rising cost pressures. For example, medical insurance premiums have increased by 15% and critical protective gear 12% to over \$6,000 per set.

Approval of this levy adds approximately \$150 annually for a \$600,000 home; a small price to pay to ensure EJFR continues to build on their advanced EMS skills and upgrade vehicles and equipment. Let's give our first responders the resources they need to keep our community safe.

***Jason English***

*Port Ludlow*

# Support for fire, EMS levies

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*January 21, 2026*

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I'm writing in support of the upcoming Fire and Emergency Medical Services (EMS) levy lid lift. As a retired East Jefferson Fire Rescue (EJFR) firefighter, I am familiar with the challenges our fire district faces. With a response area of 123 square miles our engines and ambulances rack up more miles than in most departments. These miles increase the need for vehicle repair and maintenance.

Our large response area is served by an average of 13 paid firefighters spread between five staffed stations. They handle everything from medical calls to structure and brush fires, boat and water rescues, vehicle accidents, hazardous material spills and technical rescues. It is common for multiple incidents to happen simultaneously in our district so it's vital that we support and maintain our staff of highly trained firefighters to cover these emergencies. Last year, our department had nearly 6,000 calls, these numbers rise steadily as our population increases and ages. The training to respond to all these different scenarios is immense as is the equipment required for the safety of the firefighters and the patients being rescued. Inflation has made everything more expensive and since 2025, federal grants are drying up.

East Jefferson Fire Rescue provides a lot of bang for the buck. Our CPR survival rates are twice the national average due to the skill and training of our medics and Emergency Medical Technicians. With the help of 50 volunteers, our community benefits from free hands-on CPR training, home wildfire assessments and smoke detector installations. In addition, a medic and social worker staffed Community Assistance Referral & Education Services (CARES) unit provides help to our vulnerable elderly and homeless population. Help our department continue to serve and be ready for all our local emergencies by voting "yes" in February.

***Mel Christensen***

# Taxpayers

[Open Audio Article Player](#)

*February 04, 2026*

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Like most taxpayers, I want to know the pros and cons of tax levies that voters are regularly asked to approve. In Jefferson County, voters recently approved a transportation tax and only the pro side appeared in the Voters' Pamphlet. Similarly, there is no pro and con discussion of the fire and emergency services (EMS) levies that are on the upcoming February ballot. Mailers and community forums are only designed to advocate in favor of additional taxes. Interestingly, Fire District No. 1's "Resolution #25-15 "Providing for the Submission of a Levy Lid Lift," specifically provides: "The Board hereby assigns to the Fire Chief or designee the task of appointing members to a committee to advocate voters' approval of the proposition and to a committee to prepare arguments advocating voters' rejection of the proposition."

Contrary to the resolution, a committee advocating for rejection of the proposition does not appear to exist. Moreover, on Dec. 17, The Leader published a statement: "The Jefferson County Auditor's Office is seeking 'against' committee members to prepare ballot statement arguments opposing several measures in the Feb. 10 special election. The 'against' statements are due [in two days] by Friday, Dec. 19."

Why didn't the fire chief appoint both pro and con committees? Other fire and EMS levies have appeared on the ballot within the past few years. Why are we being asked to repeatedly increase funding? What are the ramifications of "increasing the levy lid"? Does this mean there are no limits on the amount of tax increases for fire and EMS services?

My impression is that we have an excellent fire department, however more explanations are needed before we approve more taxes.

***Rosemary Schurman***



# EAST JEFFERSON FIRE RESCUE

24 Seton Rd • Port Townsend WA 98368  
360.385.2626 • ejfr.org

February 12, 2026

Dean Murray, Deputy  
Jefferson County Sheriff's Office

Deputy Murray,

We want to recognize and sincerely thank you for your quick actions on January 27, 2026.

That day, a woman had fallen into the pond at the Port Ludlow Golf Course and was stuck in the mud with very cold water up to her chest. One of our EJFR Volunteers, Barry Luke, who lives nearby, heard the dispatch and responded to assist. He reported that you first attempted to pull her out from a nearby log, but she was stuck too tightly in the mud. You then removed your gun belt and radio, climbed into the pond, and lifted her out of the water—handing her off to him so he could pull her to dry land.

Once she was out of the water, you wrapped her in an emergency blanket, placed her in your truck to warm up, and transported her to our ambulance a short distance away.

Your immediate and selfless actions did not go unnoticed. Our volunteer shared that you left the scene before he could even get your name—likely because you were soaked and muddy!

On behalf of East Jefferson Fire Rescue, we truly thank you for responding to the call and very likely saving this woman's life.

Sincerely,

*Bret Black*

Bret Black  
Fire Chief

cc: EJFR BOC  
Sheriff Pernsteiner, JCSO

*Serving the Communities of*

Port Townsend   Port Hadlock   Chimacum   Irondale   Kala Point   Cape George   Marrowstone Island   Port Ludlow



# EAST JEFFERSON FIRE RESCUE

24 Seton Rd • Port Townsend WA 98368

360.385.2626 • ejfr.org

February 12, 2026

Barry Luke  
EJFR Volunteer

Volunteer Luke,

We want to recognize and sincerely thank you for your quick actions on January 27, 2026.

That day, a woman had fallen into the pond at the Port Ludlow Golf Course and was stuck in the mud with very cold water up to her chest. You were a vital part in assisting in her rescue. Thankfully you were aware of the dispatch and knowledgeable of the area where this incident occurred. Your ability to help Deputy Murray pull her out to dry land was essential.

On behalf of East Jefferson Fire Rescue, we truly thank you for responding to the call and very likely saving this woman's life.

Sincerely,

*Bret Black*

Bret Black  
Fire Chief

cc: EJFR BOC

*Serving the Communities of*

Port Townsend   Port Hadlock   Chimacum   Irondale   Kala Point   Cape George   Marrowstone Island   Port Ludlow



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**FW: Thanks for the quick response to the New Pacific.**

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**From** Emily Stewart <estewart@ejfr.org>

**Date** Fri 2/6/2026 9:48 AM

**To** Bret Black <bblack@ejfr.org>; Tanya Cray <tcray@ejfr.org>; Robert Wittenberg <rwittenberg@ejfr.org>; Justin Fletcher <jfletcher@ejfr.org>

📎 2 attachments (9 MB)

PXL\_20260205\_234900421.jpg; PXL\_20260205\_235318464.jpg;

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**From:** Christopher Sanok <christopher@ptshipwrights.com>

**Sent:** Thursday, February 5, 2026 4:54 PM

**To:** info <info@ejfr.org>

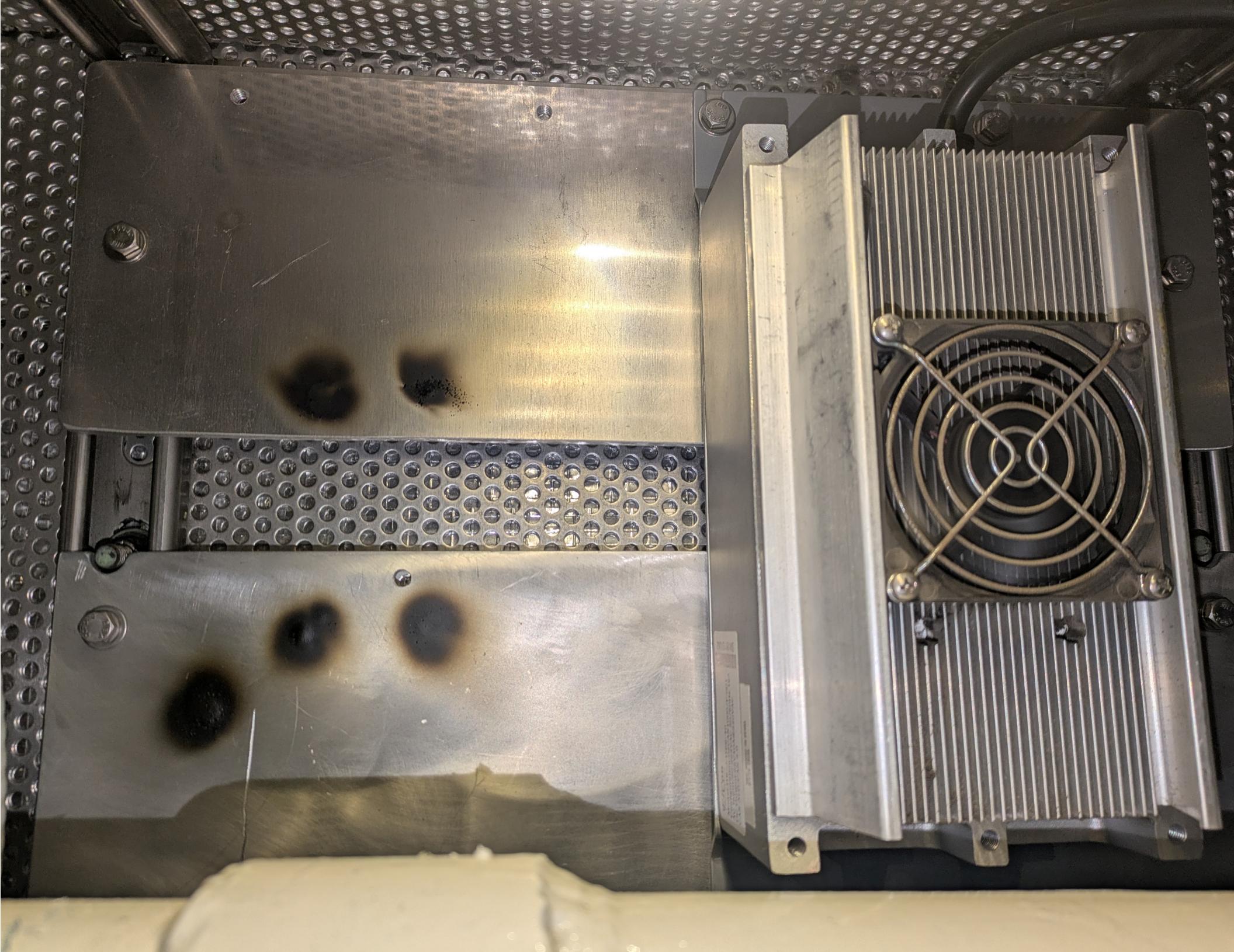
**Subject:** Thanks for the quick response to the New Pacific.

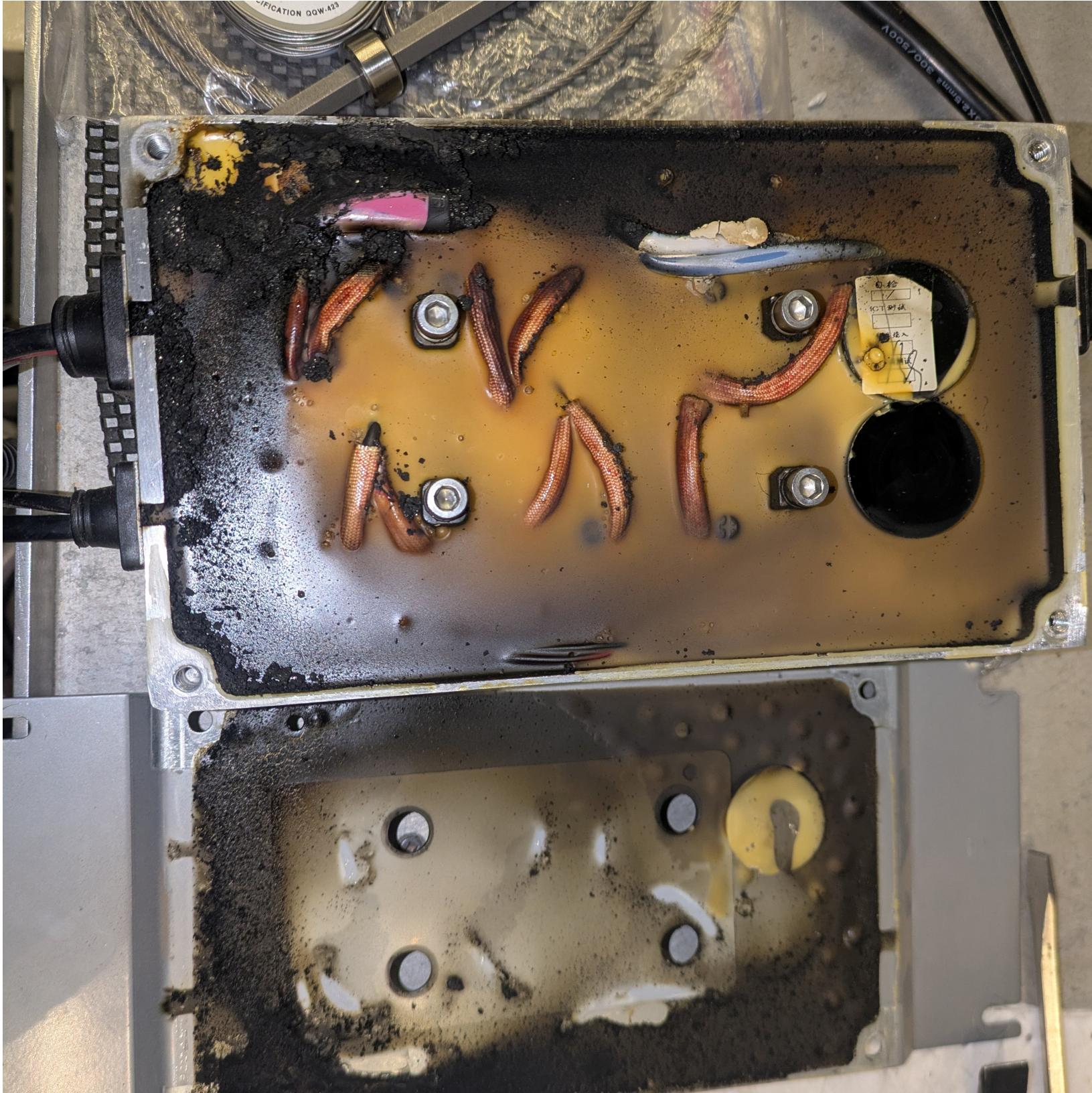
Thank you for your quick and professional response to the call on the New Pacific today.

Attached are photos of the battery charger that made all the smoke. We are glad that it was mounted to a non-flammable surface and that the shore power got turned off so quickly.

Best,

Chris Sanok







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## FW: Thanks to EJFR personnel

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From Bret Black <bblack@ejfr.org>

Date Thu 2/5/2026 12:18 PM

To Tanya Cray <tcray@ejfr.org>

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**From:** Matt Stewart <mstewart@jeffcom911.us>

**Sent:** Thursday, February 5, 2026 12:18:37 PM (UTC-08:00) Pacific Time (US & Canada)

**To:** Bret Black <bblack@ejfr.org>

**Subject:** Thanks to EJFR personnel

Chief, a string of calls was only handled as well as it was this morning due to the exceptional actions taken by EJFR staff to coordinate responses to them. Others were involved (including company officers diverting their units to priority calls instead of joining units already on scene of lower-priority calls), but on behalf of Jeffcom I want to thank a couple of your staff in particular:

**Acting BC Grimm** responded to the reported boat fire. He took command from the first-in engine officer more quickly than usual, moved operations to Tac 2 more quickly than usual, then added notes to the CAD narrative in lieu of explanatory radio traffic. He also diverted additional responding units from this call. These actions fit the situation as it developed to be a lower acuity than the initial dispatch indicated and made possible an effective response to the overlapping ALS, BLS and CPR calls. Acting BC Grimm remaining calm and maintaining awareness of the overall situation combined with his use of communication methods beyond Fire Primary mitigated the developing overload so additional calls could be toned. His quiet actions were noticed and highly appreciated by Jeffcom communications officers.

**MSO Ridgway** responded to the CPR call along with DC Brummel and the initially few available EMS units. While en route to that call, she confirmed that Jeffcom no longer had a unit attached to a BLS call that had been dispatched minutes previously to a now unavailable unit. She then promptly advised Jeffcom of the correct mutual-aid unit to dispatch to the call. Her detailed awareness of other calls and of the status of units within and beyond EJFR's own was key to getting that call redispached quickly. This occurred while she was responding to the CPR call and while one communications officer remained on the phone with the CPR RP gathering information and providing T-CPR instruction, so both sides of the radio were busy. MSO Ridgway's understanding of the situation and the clear direction she provided to the communications officer working Fire Primary to resolve the situation were appreciated.

Thank you,  
Matt

Matt Stewart | Director | [Jeffcom 911 Communications](#) | 360-344-9788 (o) | 360-745-8213 (m)



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## Re: CPR Class

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**From** Sarah Chapman <[schapman@ejfr.org](mailto:schapman@ejfr.org)>  
**Date** Wed 1/21/2026 8:48 AM  
**To** Bret Black <[bblack@ejfr.org](mailto:bblack@ejfr.org)>; Tammy Ridgway <[tridgway@ejfr.org](mailto:tridgway@ejfr.org)>  
**Cc** Emily Stewart <[estewart@ejfr.org](mailto:estewart@ejfr.org)>; Tanya Cray <[tcray@ejfr.org](mailto:tcray@ejfr.org)>

That was a really fun class, a lot of engagement and appreciation from the people that attended. It's great to see the impact this class has on our community.  
Thank you Tammy for the shoutout and thank you for the opportunity to be part of the CPR program!

-Sarah

Get [Outlook for iOS](#)

---

**From:** Bret Black <[bblack@ejfr.org](mailto:bblack@ejfr.org)>  
**Sent:** Wednesday, January 21, 2026 8:30:02 AM  
**To:** Tammy Ridgway <[tridgway@ejfr.org](mailto:tridgway@ejfr.org)>; Sarah Chapman <[schapman@ejfr.org](mailto:schapman@ejfr.org)>  
**Cc:** Emily Stewart <[estewart@ejfr.org](mailto:estewart@ejfr.org)>; Tanya Cray <[tcray@ejfr.org](mailto:tcray@ejfr.org)>  
**Subject:** RE: CPR Class

Great job Sarah!

Tanya,

Please add to February's packet.

[bblack@ejfr.org](mailto:bblack@ejfr.org)



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**From:** Tammy Ridgway <[tridgway@ejfr.org](mailto:tridgway@ejfr.org)>  
**Sent:** Wednesday, January 21, 2026 7:24 AM  
**To:** Sarah Chapman <[schapman@ejfr.org](mailto:schapman@ejfr.org)>  
**Cc:** Bret Black <[bblack@ejfr.org](mailto:bblack@ejfr.org)>; Emily Stewart <[estewart@ejfr.org](mailto:estewart@ejfr.org)>  
**Subject:** Fw: CPR Class

Good morning Sarah

I received this email yesterday afternoon and wanted to share. Thank you for always being willing to step up and help out with CPR classes. I appreciate the effort you put in to make this program better!

Tammy Ridgway MSO  
East Jefferson Fire Rescue  
360-381-0411  
[tridgway@ejfr.org](mailto:tridgway@ejfr.org)



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**From:** [rbc1942@aol.com](mailto:rbc1942@aol.com) <[rbc1942@aol.com](mailto:rbc1942@aol.com)>  
**Sent:** Tuesday, January 20, 2026 3:15 PM  
**To:** Tammy Ridgway <[tridgway@ejfr.org](mailto:tridgway@ejfr.org)>  
**Subject:** Re: CPR Class

Excellent job Tammy and Sarah. We really enjoyed the presentation and appreciated the update in my ability to perform the newer methodology for Cardiac Arrest treatment, information on tourniquette application and the unexpected information on Narcan nasal spray. As I told Sarah, I once had to apply an emergency tourniquette on a man with a gunshot wound to the upper leg and we were able to do a quick medivac (about 15 minutes) to a hospital in Williamsport, PA. He survived and didn't lose his leg which I thought may have been just luck because I thought after 15 minutes or more, and it was probably more, I was afraid the lack of circulation would damage the leg below the tourniquette. Your information on tourniquette application straightened my mind out on that worry I had. Thank you so much.

Richard Curtis

P. S. His right leg is now shorter than his left so he walks a little funny. The 30-06 projectile hit his femur just above his knee joint.

On Tuesday, January 20, 2026 at 09:48:08 AM PST, Tammy Ridgway <[tridgway@ejfr.org](mailto:tridgway@ejfr.org)> wrote:

Thank you all for attending our CPR class last night. Sarah and I truly enjoyed teaching and appreciated the great engagement and participation from the group.

Bystanders are the first link in the chain of survival, and your willingness to learn these skills can truly make a difference in saving someone life.

We would greatly appreciate it if you could take a moment to click the link below and complete a short, anonymous survey. Your feedback helps us continue to improve and provide the best training possible.

[https://forms.office.com/Pages/ResponsePage.aspx?id=txL2DK6dX0a5ZMC09HDYbwTYyb\\_QZ-JNk1-1MKged\\_xUMIplVk9RRUhRVTYxUzVIM003TEJDR1RSMC4u](https://forms.office.com/Pages/ResponsePage.aspx?id=txL2DK6dX0a5ZMC09HDYbwTYyb_QZ-JNk1-1MKged_xUMIplVk9RRUhRVTYxUzVIM003TEJDR1RSMC4u)

Thank you again for your time and commitment and please reach out anytime if you have questions.

Tammy Ridgway MSO

East Jefferson Fire Rescue

360-381-0411

[tridgway@ejfr.org](mailto:tridgway@ejfr.org)



# 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 – January 2025

### Call Summary

Call Statistics		EJFR Responses By Area for January 2026	
	January 26'		
Fires	15	Mutual Aid Given	19
Rescue/EMS	357	City of PT	208
Non Emergency	37	GlenCove/Jacob Miller	24
Hazardous Cond.	15	Cape George	18
Service Call	85	Ocean Grove/Beckett Pt.	1
Other	2	Kala Point	15
Total	511	Hadlock/Irondale	85
January Transports		Marrowstone Is.	15
911 - Transported	207	South Discovery	1
911 - Non Transport	130	Chimacum	21
CARES Contacts		Oak Bay	4
January Contacts	138	Northern Ludlow	63
		Southern Ludlow	35
		Other/CARES	2

### Threshold Events

- Several chimney fires were contained to the fire box.
- RV fire resulted in a total loss.

### Fire Chief General Activities and Projects

- FC and staff delivered town hall meetings.
- FC met with new County DCD.
- Training Advisory Committee meeting.
- FC attended PT School District walking tour.
- FC and HR attended meeting with Found Therapy to review the 2026 services.
- FC met with PoPT to review contract.
- FC attended FICA World Cup planning meeting.

**Miscellaneous** FC vacation last week of January.

*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

## **Standing Meetings/Committees**

JeffCo DEM IMT Meeting	BOCC	PT City Manager
PT Police Chief	BHC	JeffCo EMS Council
BHAC (10 <sup>th</sup> of 1%)	ECHHO	PLEM
JH CQI meeting	WA Fire Defense Board	WSRB Subcommittee
EJFR Safety Committee	Washington Fire Chiefs	REAL Team
FC Legislative Meeting	JC Wildfire Alliance	2032 Meet and Confer
Olympic Community of Health		

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*Serving the Communities of*

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*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*

**February 2026**

**Operations Report**

*DC Pete Brummel*

**Ongoing Goals and Objectives Revised to July 2026**

**Goal #1: Enhance Operational Resiliency: February Update**

***Objective 1.1 Complete MCI Plan for Jefferson & Clallam County***

- The first revised 2026 MCI draft is nearing completion and will be available for internal and external stakeholder review by end of February.
- St. Michaels Medical Center has tentatively agreed to be the Disaster Medical Coordination Center for the tri-county region. OMC and JGH do not have the capabilities to be a designated DMCC but will support initial efforts during an MCI.
- The Northwest Regional Healthcare Network (NWRHN) has completed the DMCC Operational Annex to provide guidance to local hospitals for training and operational guidelines.

**Goal #2 Build New Prefire Planning: February Update**

**Operations**

***Objective 2.1 Update and Create New Pre-Fire Plans with First Due App***

- Workgroup members are: DC Brummel, BC Macdonald, CRR Wittenberg, Lt. Kauzlarich and Lt. Grimm.
- The group has moved into weekly client relation meetings to review imported data from EJFR and CAD.
- We have the ability to transfer existing pdf preplans into the new platform and will begin building new preplans in early March.
- We are moving along towards a "go-live" of May 1, 2026 or sooner.

**Goal #3 Implement New Data Analytics & Prediction Program: February Update**

***Objective 3.1: Leverage Darkhorse Data Analytics for Data Accuracy and Decision Making***

- Uploading GIS Spatial Data, Apparatus, Incident Response, Incident Categories, Response Plans & Targets and Future Demands is nearly 90% complete. Working out some data transfer issues with ESO to Darkhorse (Macdonald)
- Jeffcom (CAD) is moving along with providing data as well.
- Had first Client Specialist meeting (1st Wed each month) DH is very receptive and provides excellent technical expertise.
- Projected "go-live" is early 2nd quarter 2026.

**Deputy Chief Transition Plan: February-July**

- ✓ Collaborating with Chief, BC's, HR and various project managers on completion of short-term projects and transferring contact information on long-term projects and strategic planning.
- ✓ Transferring folders and files to Share Point under "Operations".
- ✓ Prioritizing MCI, Preplanning, Data Analytics in addition to other areas of Deputy Chief oversight
- ✓ Assist with recruitment of DC candidates

WSFC & WFCA Legislative Day: 1/29/26:

Comm. Stinson, Exec Asst. Cray, CRR Wittenberg and DC Brummel attended WFCA legislative briefing, met with LD 24 Sen. Chapman and Rep. Bernbaum's legislative aide. Various topics were discussed with an emphasis on DNR funding and TIF. Short 60 session with a significant budget shortfall.

WA State Office of Insurance Commissioner and WSRB Property Protection Class

Rating Study Workshop 2/11/26:

I will be attending a workshop in Tukwila on Wednesday 2/11/26 hosted by the WA OIC. OIC just signed with a vendor to review how WSRB conducts ratings studies.

Possible Donated Property for Live Fire Training Burn

We received a request from a property owner at 1080 Umatilla about the possibility of using the existing residence for a training burn. Discussion with Chief and Training Division this week.

**Notes of  
Interest  
&  
Meetings**

Acting Fire Chief Summary 1/27-2/8: I represented & attended on behalf of EJFR:

- ✓ Legislative Day & Briefings (in-person and virtual)
- ✓ EMS Council
- ✓ Port Ludlow Village Committee
- ✓ Meet with new Jefferson County DCD Director (Brummel & Wittenberg)
- ✓ Discussions with legal counsel (ongoing)
- ✓ Levy inquiry by citizen (Brummel & Lirio)
- ✓ Daily shift briefings (virtual)
- ✓ Crew meetings (in person)
- ✓ Responded to Kala Point CPR incident (back up to BC14)
- ✓ Provided standby for district #2 & #4 Friday 2/5-2/8 for DC41 & DC21
- ✓ No major threshold 911 responses





## FINANCIAL REPORT FOR JANUARY 2026

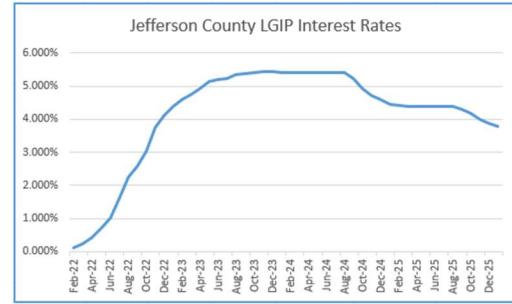
### Fund Balance January 2026

	General	EMS	SubTotal	Fire Capital	EMS Capital	Reserve	Total
Beginning of Year	2,933,128	3,754,003	<b>6,687,131</b>	1,502,032	1,323,584	1,025,144	<b>10,537,891</b>
Change YTD	(762,889)	(515,320)	<b>(1,278,209)</b>	4,765	4,193	3,236	<b>(1,266,015)</b>
Ending Fund Balance	<b>2,170,239</b>	<b>3,238,684</b>	<b>5,408,923</b>	<b>1,506,797</b>	<b>1,327,777</b>	<b>1,028,380</b>	<b>9,271,876</b>

### Financial Highlights:

#### I. Fund Balance & Budget Position

The district concluded January 2026 with a total ending fund balance of **\$9,271,876**. As illustrated in the attached **Fund Balance Trend Graphs**, we are currently in the anticipated first-quarter "spend-down" phase. Per the **2026 Budget Position**, revenues are currently at 0.6% of the annual budget, while expenditures are tracking at approximately 6.2% for Fire and 9.5% for EMS. This is consistent with historical patterns prior to the spring property tax distributions and allocating 60% of medical premium to EMS.



#### II. Revenue & Investment Updates

- Medicare Add-On Extension:** As detailed in the correspondence from **Systems Design West**, Congress has passed HR 7148. This officially extends the Medicare Add-On payments (including the **22.6% Super Rural bonus**) through **December 31, 2027**. This extension mitigates the \$300k revenue reduction previously forecasted for 2026.
- LGIP Performance:** Investment earnings remain stable. The LGIP interest rate for January was **3.775%**. Approximately 96.3% of the district's total fund balance is currently held in the LGIP to maximize non-tax revenue.

#### III. Capital Project & Debt Schedule

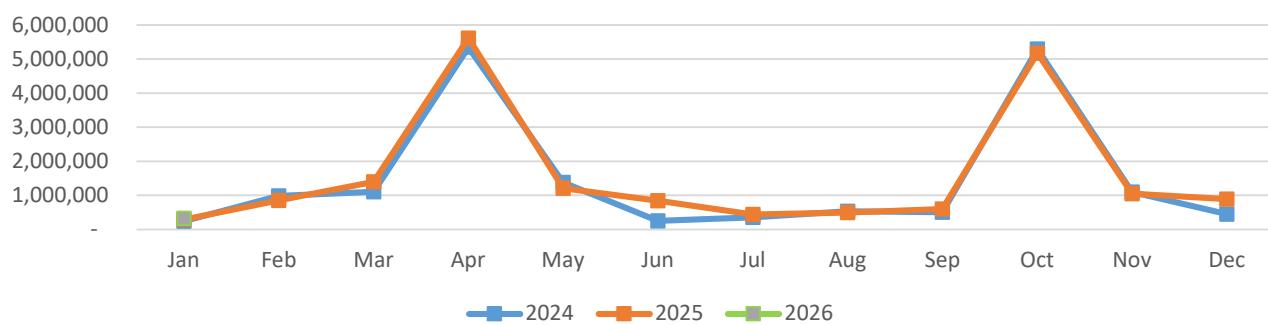
The district is moving forward with the **Local Program Debt schedule** as follows:

- Ambulance Delivery:** Scheduled for **February 2026**.
- Debt Closing:** We anticipate a **June 2026** closing for the approximately **\$2.5M** debt to lock in interest rates and secure reimbursement for the new apparatus.
- Engine Delivery:** Expected in **July/August 2026**.

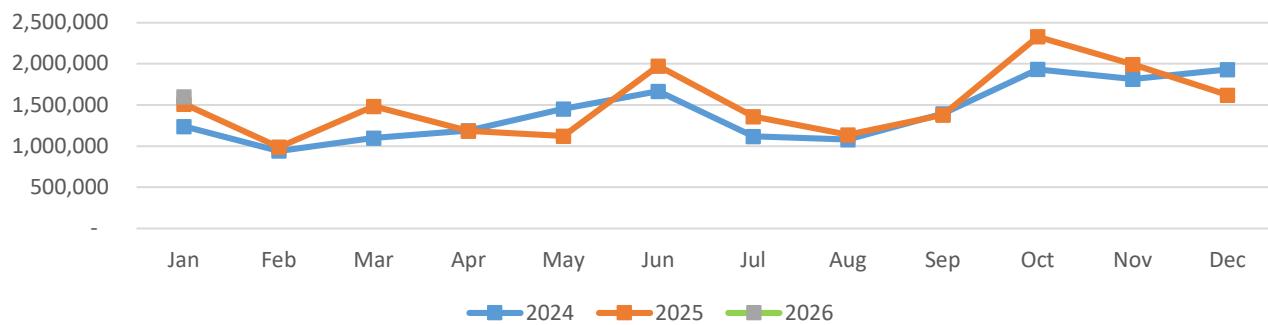
#### IV. Administrative Highlights

- Compliance:** Reported W2s and 1099s; implemented the "No Tax on Overtime" policy.
- Audit Readiness:** Information for the 2025 Financials Report is underway for submission to the State Auditor's Office (SAO).
- Community Engagement:** Participated in "Know Your Fire District" presentations, providing financial transparency to the public.
- Policy 6005 and SOG 6005a updated** in response to State Auditor's 2024 Audit comment.

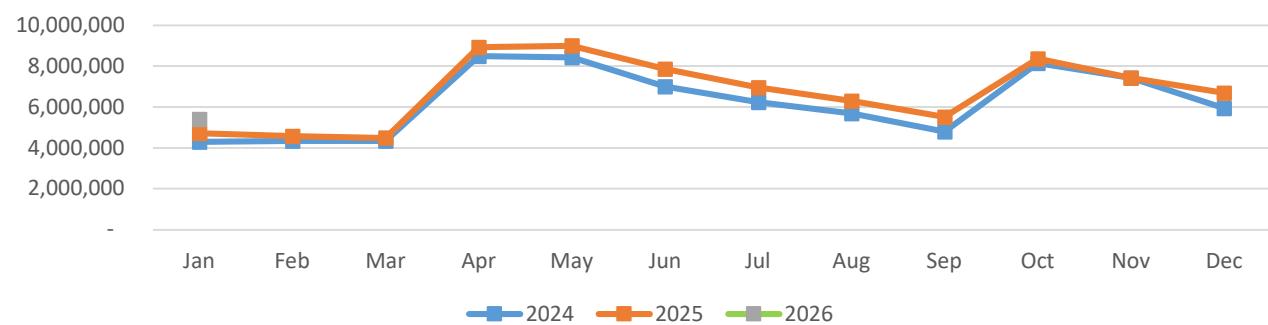
## East Jefferson Fire Rescue FIRE General & EMS Funds Revenues



## East Jefferson Fire Rescue FIRE General & EMS Funds Expenditures



## East Jefferson Fire Rescue FIRE General & EMS Funds Fund Balance



# FIRE - 2026 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 08:55:30 Date: 02/05/2026

Page: 1

001 Fire Fund #656001010

Months: 01 To: 01

Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	10,894,792.00	77,326.66	10,817,465.34	99.3%
390 Debt Proceeds, Trfr-In, & Surplus Equip Sales	2,859,862.00	0.00	2,859,862.00	100.0%
<b>Fund Revenues:</b>	<b>13,754,654.00</b>	<b>77,326.66</b>	<b>13,677,327.34</b>	<b>99.4%</b>
Expenditures	Amt Budgeted	Expenditures	Remaining	
210 Administrative	2,224,211.00	234,400.60	1,989,810.40	89.5%
211 Legislative	296,895.00	16,908.97	279,986.03	94.3%
220 Suppression	5,823,393.00	495,751.84	5,327,641.16	91.5%
230 Prevention	34,500.00	2,713.08	31,786.92	92.1%
245 Training	157,047.00	3,424.20	153,622.80	97.8%
250 Facilities	429,693.00	20,324.66	409,368.34	95.3%
260 Vehicles & Equipment	472,983.00	63,992.59	408,990.41	86.5%
520 Fire Control	9,438,722.00	837,515.94	8,601,206.06	91.1%
590 Debt, Capital, LT Lease & Transfr	4,024,714.00	2,700.00	4,022,014.00	99.9%
<b>Fund Expenditures:</b>	<b>13,463,436.00</b>	<b>840,215.94</b>	<b>12,623,220.06</b>	<b>93.8%</b>
<b>Fund Excess/(Deficit):</b>	<b>291,218.00</b>	<b>(762,889.28)</b>		

# FIRE OT Summary Report

Jefferson Co FPD No. 1

Time: 08:59:03 Date: 02/05/2026

Page: 1

001 Fire Fund #656001010

Months: 01 To: 01

Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>520 Fire Control</b>				
522 20 10 000-0 FF/EMT (40%)	2,951,949.00	239,091.27	2,712,857.73	91.9%
522 20 10 019-0 OVERTIME (40%)	531,592.00	31,898.27	499,693.73	94.0%
220 Suppression	3,483,541.00	270,989.54	3,212,551.46	92.2%
<b>520 Fire Control</b>	<b>3,483,541.00</b>	<b>270,989.54</b>	<b>3,212,551.46</b>	<b>92.2%</b>
<b>Fund Expenditures:</b>	<b>3,483,541.00</b>	<b>270,989.54</b>	<b>3,212,551.46</b>	<b>92.2%</b>
<b>Fund Excess/(Deficit):</b>	<b>(3,483,541.00)</b>	<b>(270,989.54)</b>		

# EMS - 2026 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 08:55:49 Date: 02/05/2026

Page: 1

101 EMS Fund #657001100		Months: 01 To: 01		
Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	6,338,167.00	245,028.31	6,093,138.69	96.1%
Fund Revenues:	6,338,167.00	245,028.31	6,093,138.69	96.1%
Expenditures	Amt Budgeted	Expenditures	Remaining	
272 EMS Operations	7,675,740.00	756,642.85	6,919,097.15	90.1%
274 EMS Training	86,105.00	3,705.12	82,399.88	95.7%
520 Fire Control	7,761,845.00	760,347.97	7,001,497.03	90.2%
590 Debt, Capital, LT Lease & Transfr	229,382.00	0.00	229,382.00	100.0%
Fund Expenditures:	7,991,227.00	760,347.97	7,230,879.03	90.5%
<b>Fund Excess/(Deficit):</b>	<b>(1,653,060.00)</b>	<b>(515,319.66)</b>		

# EMS OT Summary Report

Jefferson Co FPD No. 1

Time: 08:46:35 Date: 02/05/2026

Page: 1

101 EMS Fund #657001100

Months: 01 To: 01

Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>520 Fire Control</b>				
522 72 10 000-1 FF/EMT (60%)	4,427,923.00	358,637.37	4,069,285.63	91.9%
522 72 10 019-1 OVERTIME (60%)	797,388.00	47,847.40	749,540.60	94.0%
<b>272 EMS Operations</b>	<b>5,225,311.00</b>	<b>406,484.77</b>	<b>4,818,826.23</b>	<b>92.2%</b>
<b>520 Fire Control</b>	<b>5,225,311.00</b>	<b>406,484.77</b>	<b>4,818,826.23</b>	<b>92.2%</b>
<b>Fund Expenditures:</b>	<b>5,225,311.00</b>	<b>406,484.77</b>	<b>4,818,826.23</b>	<b>92.2%</b>
<b>Fund Excess/(Deficit):</b>	<b>(5,225,311.00)</b>	<b>(406,484.77)</b>		

## **Medicare Add-On Payments Extended through December 31, 2027**

Dear SDW Clients,

This email serves to correct a date error in the previous email sent regarding HR 7148 and the Medicare Add-On Payments. Please see below for the corrected version!

We are happy to share that **HR 7148 was passed by Congress**, bringing significant relief to ambulance providers. **Title 2, Section 6203 extends the Medicare Add-On payments for ambulance services through December 31, 2027.**

This extension ensures continued financial support for ambulance providers, helping maintain the quality and accessibility of emergency medical services in your community. The add-on payments have been critical in offsetting the costs of providing emergency response, and this extension provides much needed certainty for operational planning through 2027.

### **What this means for you:**

- Medicare ambulance add-on payments will continue through December 31, 2027
- Stability for long-term budgeting and planning
- Sustained support for maintaining emergency response capabilities

If you have questions about how this extension impacts your operations or need any other assistance, please don't hesitate to reach out.

Best regards,

Systems Design West (SDW)

## Justification for Discontinuing External Collection Services and Revise Policy 6005, Ambulance Billing

**To:** File

**From:** Roy Lirio, Finance Director

**Date:** February 6, 2026

**Subject:** Performance Review: Wakefield & Associates (2022-2024)

This memo outlines the fiscal performance of the district's former third-party collection agency, Wakefield & Associates. A multi-year review of System Designs Transaction Journal Summaries report confirms that the return on investment (ROI) reached a point of diminishing returns that no longer justifies the administrative burden of the referral process.

### Vendor Performance Data

The following table compares the actual amount referred to Wakefield & Associates with the actual recovery received by the district.

Year	Total Charges	Referral to Agency	Collection	%
2022	\$1,927,050	\$76,351	\$4,242	5.5%
2023	\$3,361,842	\$53,489	\$952	1.8%
2024	\$3,200,554	\$59,555	\$739	1.2%

### Key Findings for Audit Compliance

- **Immaterial Productivity:** Collected funds are a small percentage for referred account balances indicating that accounts are unproductive.
- **Cost-Benefit Failure:** The labor costs required for System Design and district staff to audit, transmit, and reconcile these files significantly exceeded the literal dollars returned.
- **Vendor Termination & Market Response:** Wakefield & Associates terminated the contract effective 11/29/24 citing low volume and unproductive accounts. Following termination, the Finance Director attempted to secure a replacement agency via the Washington State Contract; however, no agencies provided a response, confirming a lack of market interest in these low-yield accounts.
- **Strategic Pivot:** Per proposed update to **Policy 6005**, the district will move to a "Cost-Benefit" write-off model. This allows for forgoing collection referrals when the administrative cost of pursuit outweighs the potential recovery.

**Date Prepared:** 2/6/26**Subject:** *Community Risk Division Report***Prepared By:** *Robert Wittenberg*

<b>Public Education, Events, and Presentations</b>	<b>Events</b> <ul style="list-style-type: none"><li>• 1/12, 1/13, 1/16, 1/20, 1/21 Know Your Fire District Townhall Meetings</li><li>• 1/15 Meeting with Streamline Website System for ADA Compliance</li><li>• 2/3 Meet with Port Townsend StyroCyclers on Fire Extinguisher Safety</li><li>• 2/6 Salish Kindergarten Visit to Station 1, 18 Children, 4 Adults</li></ul>
<b>Community Partnerships</b>	<ul style="list-style-type: none"><li>• 1/15 2026 Farmer's Markets Booth Applications</li><li>• 1/21 Knox Box Installation at Swan Hotel</li><li>• 1/29 Legislative Day in Olympia</li><li>• 2/3 Meet with Jefferson County Director of Community Development</li></ul>
<b>Smoke Alarm Installations</b>	<ul style="list-style-type: none"><li>• January – 10 Homes, 23 Smoke Alarms, 13 Batteries, 2 CO Detectors Installed</li><li>• 2026 Totals – 23 Smoke Alarms Installed, 2 CO Detectors Installed</li></ul>
<b>Plan Review, Inspections, Investigations</b>	<p><b>Fire Code Inspections (City of Port Townsend)</b></p> <ul style="list-style-type: none"><li>• January – 21 Fire Code Inspections Completed</li><li>• 2026 Total – 21 Fire Code Inspections Completed</li></ul> <p><b>Citizen Concerns</b></p> <ul style="list-style-type: none"><li>• 1/12 Meet with Lynnesfield Neighborhood Regarding Development &amp; Emergency Road Access</li><li>• 1/15 Meet with New Life Church on Safety Concerns</li><li>• 1/26 Guidance for Resident Regarding Propane Leak Concerns</li></ul> <p><b>Meetings</b></p> <ul style="list-style-type: none"><li>• 1/14, 2/6 First Due Implementation Meetings</li><li>• 1/15, 1/22, 2/5 New Development Reviews with City of Port Townsend</li></ul> <p><b>Burn Permit Inspections</b></p> <ul style="list-style-type: none"><li>• January – 3 Burn Permit Inspections Completed</li><li>• 2026 Total – 3 Burn Permits Issued</li></ul>

<b>Public Information Officer (PIO)</b>	<p><b>Media Releases</b></p> <ul style="list-style-type: none"><li>• 2/4 WSRB Rating Classification Change</li></ul> <p><b>Media Interviews</b></p> <ul style="list-style-type: none"><li>• 2/5 WSRB Rating Classification Change</li></ul> <p><b>Social Media Posts</b></p> <ul style="list-style-type: none"><li>• 1/13, 1/15, 1/16, 1/17, 1/20, 1/21 Know Your Fire District Meetings Promotions</li><li>• 1/14 Wildfire Mapping Community Meetings Promotion</li><li>• 1/18 CRR Week</li><li>• 1/19 Martin Luther King, Jr. Day</li><li>• 2/2, 2/4 Burn Awareness Week</li><li>• 2/4 WSRB Rating Classification Change</li></ul> <p><b>Social Media Followers</b></p> <ul style="list-style-type: none"><li>• Facebook – 3,950, Up 20 followers</li><li>• Instagram – 718, up 8 followers</li></ul> <p><b>Monthly Newsletter</b></p> <ul style="list-style-type: none"><li>• 1/20 January Newsletter Published, 129 Sends, 88 Opens (71.5% Open Rate)</li><li>• 131 Subscribers</li></ul>
<b>Professional Development</b>	<ul style="list-style-type: none"><li>• 1/13 Washington Public Fire Educators Board Meeting</li><li>• 1/14 Washington Public Fire Educators Quarterly Membership Meeting</li></ul>
<b>Personal</b>	<ul style="list-style-type: none"><li>• 1/19 Holiday Time Off</li><li>• 1/23 Time Off</li></ul>

## **Fire protection may impact insurance rates**

### **New bureau rating considers nuanced data**

**By Elijah Sussman**

Peninsula Daily News

Fire insurance premiums could go down for some rural Washington homeowners beginning this spring following a statewide change in how fire protection ratings are calculated for properties located farther from fire stations.

The update follows years of analysis by the Washington Survey and Ratings Bureau (WSRB) and collaboration with fire officials, including East Jefferson Fire Rescue (EJFR). It allows insurance companies to more precisely evaluate fire protection capability for properties located 5 to 7 road miles from a fire station.

“Fire protection in Washington state is not one-size-fits-all,” the WSRB wrote, explaining the change.

WSRB ratings help insurers assess risk and set premiums, using a 1-10 protection class scale, with 1 representing the strongest level of fire protection.

While about 96 percent of Washington residences fall within 5 road miles of a fire station, those located farther away have historically been grouped in higherrated categories based largely on distance alone.

Under the new system, properties located 5 to 7 road miles from a recognized Class A fire station may qualify for a “W” designation if they demonstrate meaningful fire suppression capability.

As of 2024, EJFR received improved base ratings from WSRB. The city of Port Townsend was given a 4 rating, and unincorporated Jefferson County homes within EJFR’s district were given a 5.

Homes farther then 5 road miles would have higher ratings, said EJFR Community Risk Manager Robert Wittenberg.

Under the new designation, homeowners in the 5- to 7-mile range may retain the district’s base rating of 5, with the “W” suffix — as in “5W” — indicating enhanced protection.

EJFR participated in a statewide work group under the Washington Fire Chiefs that collaborated with WSRB to revise rating schedules and update outdated elements of the system.

“There were a number of chiefs from around the state having conversations with WSRB on how to clean up some of the ratings elements,” Wittenberg said.

The resulting designation was approved by the state Office of the Insurance Commissioner and will take effect March 1.

Insurers are not required to adopt the classification. Homeowners may need to contact their insurance providers directly.

“The insurance companies choose to use these WSRB ratings how they wish,” Wittenberg said. “I would certainly encourage homeowners to pursue that with their particular insurance company.”

See **RATES**, Page A6

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**Rates:**

Insurance premiums

Continued from A1

WSRB reported that 1,653 properties in EJFR's service area could benefit from the change, EJFR said.

Several operational factors determine eligibility, including staffing levels, training standards, apparatus and water access.

"Things like water infrastructure being nearby, whether that's hydrants or water tenders," Wittenberg said.

EJFR's mobile water supply program played a significant role in qualifying parts of the district under the new designation.

"One of the things we're very proud of is that this designation is dependent upon having this mobile water supply," Wittenberg said. "We have a tremendous

**RATES from page A1 to A6**

cadre of volunteers that is able to respond on these fires and provide thousands of gallons of water in areas where there are no hydrants."

Those volunteers operate water tenders stationed throughout the district, each capable of carrying 2,000 gallons to 3,000 gallons of water.

"A couple of months ago, there was a fire out in Cape George where there were no working hydrants at the time," Wittenberg said. "Because of those tenders being able to respond, that fire event was contained to a small carport instead of spreading to a larger home." \_\_\_\_\_

Reporter Elijah Sussman can be reached by email at [elijah.sussman@peninsuladailynews.com](mailto:elijah.sussman@peninsuladailynews.com).

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Date Prepared: 2/3/26

Subject: *Human Resource Report*

Prepared By: *Emily Stewart*

<b>Meetings &amp; Training:</b>	<ul style="list-style-type: none"><li>• 1/12 TAC Mtg</li><li>• 1/13 Mtg w/ new Commissioner</li><li>• 1/14 WPFE Member Mtg</li><li>• 1/15 Wellness planning</li><li>• 1/16 HR Mtg</li><li>• 1/16 KYFD</li></ul>
<b>Human Resources</b>	<p><b>HR Required Postings</b></p> <ul style="list-style-type: none"><li>• Distributed to all staffed stations and Admin for 2026</li></ul> <p><b>No Tax on OT</b></p> <ul style="list-style-type: none"><li>• Working with the Finance Director, we navigated the retroactively imposed no tax on OT law in order to provide accurate W-2's</li><li>• An explanatory presentation was offered to each shift</li></ul> <p><b>FIT Program</b></p> <ul style="list-style-type: none"><li>• Onboarding of five new FITS</li><li>• Wagner and Gardner moved from a volunteer position to FIT in January of 2026</li><li>• Onboarding for Mills, Wilford and Justis is in progress – they will start in early February</li></ul> <p><b>Volunteers</b></p> <ul style="list-style-type: none"><li>• 2025 pension eligibility letters sent (Volunteer Coordinator)</li></ul> <p><b>Entry-level/Lateral FF Testing</b></p> <ul style="list-style-type: none"><li>• 1/29 10 candidates participated in the assessment center</li><li>• Eight more candidates will test in February</li></ul>
<b>Presentations / Tours/Other/Misc</b>	<ul style="list-style-type: none"><li>• 1/2026 Annual station carpet cleaning completed</li><li>• 1/8 Station Tour for homeschool ages 3 – 8</li><li>• 1/23 No Tax presentation</li><li>• Prepared documents for shredding</li><li>• <a href="#"><u>Acronym Glossary</u></a></li><li>• Policy/SOG input &amp; updates</li><li>• Volunteer Program input/updates</li><li>• IT: Starlink integration in progress, Sta 6 AV update completed, Sharepoint/Shared Drive migration</li></ul>

## EJFR Staff and Volunteers, February 2026

2/26	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	3-Morris	7-Chambers	4-Dalrymple
LT	5-Pulido	8-White	3-Carver
PM	4-Whiting	5-Yelaca	2-Spellman
PM	3-Minker	7-Wagner	6-Johnson
PM	6-Rudnick	1-Welander	5-Holbrook
PM		4-Severin	
FF	1-Secondez	2-Kithcart	3-Parker
FF	2-Walker	2-Kinney	3-Sheehan
FF	7-Cordova	3-G.Williams	4-Kaldahl
FF	5-B.Grimm	6-Fairbanks	6-Richter
FF	7-Sviridovich	8-P. Williams	7-Beery
FF	8-Archuleta	8-Boe	1-Chapman
FF	8-Wright	3-Floberg	5-Le
FF	2-Jeske	6-Heydon	2-Wells
FF	5-McGuffey		
FF			
Res	Holmes	Sanchez	Wagner
Res	Gardner	Justis	Wilford
Res		Mills	
MSO	FF/PM Ridgway		
Cares	FF/PM Woods		
	Captain Bergen FF/PM		
			56

Admin	
Chief	Black
DC	Brummel
CRM	Wittenberg
DS	Cray
HR	Stewart*
AA	Sanders
AA	Murray*
FT	Lawson
FD	Lirio
Total 9	
Volunteer	
BERRY	Admin
CHAPMAN	Admin
DAWSON	Admin
DOOLIN	Admin
HORVATH	Admin
KEPLINGER	Admin
KRYSINSKI	Admin
STEBBINS	Admin
Total 8	
AVERY	EMS
BLANCHARD	EMS
GLASCO	EMS
GONNELLA	EMS
MILLER	EMS
SHORT	EMS
REICHHELD	EMS
Total 7	

Total 7

Volunteer	Position(s)
BARTON	FF/EMS
BAZINET	FF/EMS
BENTZEN	FF/EMS
BOWE	FF/EMS
BUCKHAM	FF/EMS
COREY	FF/EMS
MCNERTHNEY	FF/EMS
MONTONE	FF/EMS
SNYDER	FF/EMS
STEWART	FF/EMS
STONE	FF/EMS
THOMAS	FF/EMS
Total 11	
HOLMES	FIT
GARDNER	FIT
SANCHEZ	FIT
JUSTIS	FIT
MILLS	FIT
WAGNER	FIT
WILFORD	FIT
Total 7	
ANDERSON	Support/EMS
HARTE	Support/EMS
MOORE	Support/EMS
Total 3	
Total EJFR Members	
118	

Total 12

Commissioner	District
Price	1
Craig	3
Masci	4
Seabrook	2
Stinson	5
Total 5	

Total 5

Total Career FF	56
Total Admin staff	9
Total Volunteers	48
Total	
Commissioners	5

Total 56

Total 9

Total 48

Total

Commissioners 5



# EAST JEFFERSON FIRE RESCUE

24 Seton Rd • Port Townsend WA 98368

360.385.2626 • ejfr.org

## 2026 FIREFIGHTER/EMT ELIGIBILITY LIST

### FIREFIGHTER/EMT

1. Mike Leroy	9. Henry Brebberman
2. Blake Bentzen	10. Timothy Zimmerman
3. Tagen Taylor	11. Levi Harper
4. Ryan Gutierrez	12. Kaare Mallrie
5. Dean Belcher	13. Kyle Bazinet
6. Julian Hoffman	14. Trevor Minkoff
7. Cole Dotson	15. Steven Flores-Santiago
8. Brice Barton	16. Mason Bridges

Approved By: \_\_\_\_\_

Date: February 10, 2026

Bret Black, Fire Chief

Eligibility Period: February 10, 2026 – February 9, 2027

*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

**Date Prepared:** 2/11/26

**Subject:** Executive Assistant/District Secretary Report

**Prepared By:** Tanya Cray

<b>Meetings &amp; Events:</b>	<ul style="list-style-type: none"> <li>• 1/8 Know Your Fire District at Beach Club</li> <li>• 1/12 Agenda Prep Mtg</li> <li>• 1/15 Admin Luncheon</li> <li>• 1/20 Reg BOC Mtg</li> <li>• 1/21 Darkhorse Kickoff Mtg</li> <li>• 1/23 New Payroll Law Training</li> <li>• 1/29 Legislative Day</li> </ul>
<b>Ongoing Projects</b>	<ul style="list-style-type: none"> <li>• PL Voice Submission</li> <li>• Board Meeting packet preparation.</li> <li>• Documents Purge at Station 7</li> <li>• GovDeals posting/selling of surplus items</li> <li>• BVFF - keep updated with new/removed members and assoc. billing.</li> </ul>
<b>Levy Process Next Steps</b>	<ul style="list-style-type: none"> <li>• <b>Election Day 2/10/26 – LEVY PASSED!!!</b></li> <li>• Election Certified 2/20/26.</li> <li>• Review Process and Precinct Trends – Prep for next time</li> </ul>
<b>Ready Rebound Summary of Usage Jan 2025-Jan 2026</b>	<ul style="list-style-type: none"> <li>• <b>Number of Cases:</b> 5 Off Duty, 3 Courtesy (Family)</li> <li>• <b>Open Cases:</b> 2 Off Duty</li> <li>• <b>Appointments Scheduled:</b> 5 Initial, 2 Imaging, 1 Surgery</li> <li>• <b>Days Saved by Appointments:</b> 68 Initial, 15 Surgery, -22 Imaging (member delays)</li> <li>• <b>Estimated Shifts Saved:</b> 5</li> <li>• **As a reminder to all members, <b>Ready Rebound isn't only for employees.</b> Family Members, Commissioners and Retirees all can utilize this program.</li> </ul>

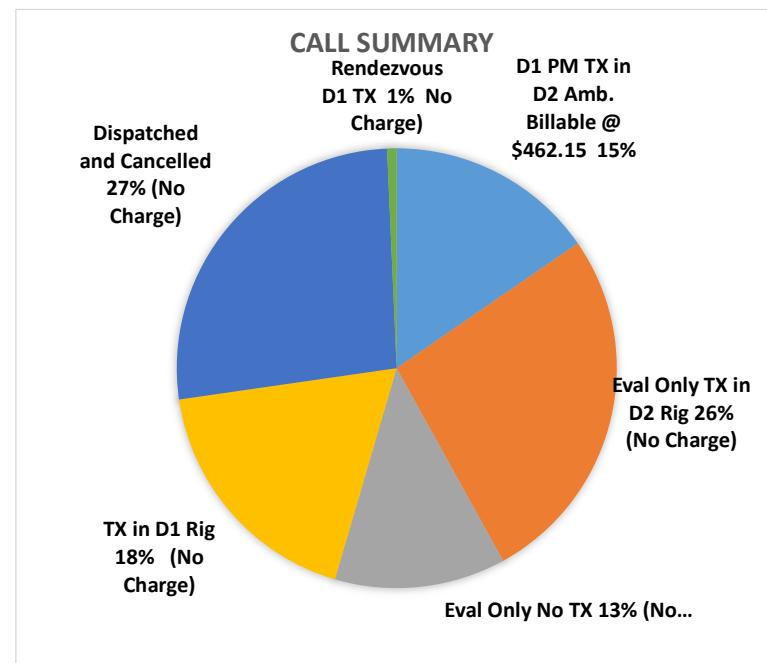
<b>2025 1st Qtr Billing</b>	
Quarterly Fee	\$ 3,851.25
2 Billable Calls @ \$462.15 D1 tx in A21	\$ 924.30
	<b>\$ 4,775.55</b>

<b>2025 2nd Qtr Billing</b>	
Quarterly Fee	\$ 3,851.25
7 Billable Calls @ \$462.15 D1 tx in A21	\$ 3,235.05
	<b>\$ 7,086.30</b>

<b>2025 3rd Qtr Billing</b>	
Quarterly Fee	\$ 3,851.25
9 Billable Calls @ \$462.51 D1 tx in A21	\$ 4,159.35
	<b>\$ 8,010.60</b>

<b>2025 4th Qtr Billing</b>	
Quarterly Fee	\$ 3,851.25
4 Billable Calls @ \$462.15 D1 tx in A21	\$ 1,848.60
	<b>\$ 5,699.85</b>

<b>2025 Call Type Totals</b>		<b>Cost Breakdown</b>	
D1 PM TX in D2 Amb.		Total Billable Call	
Billable @ \$462.15	22	Amount	\$ 10,167.30
Eval Only TX in D2 Rig	38	Annual ILA Fee	\$ 15,405.00
Eval Only no TX	18	Total 2025 ILA Cost	<b>\$ 25,572.30</b>
TX in D1 Rig	26	Total 2024 ILA Cost	\$ 30,300.00
Dispatched and Cancelled	38	Difference	<b>\$ (4,727.70)</b>
Rendezvous W/ D1 TX	1		
<b>Total Dispatches</b>	<b>143</b>		



<b>2026 Rates</b>	
December to December CPIU is 3.1%	
2026 Annual Rate: \$15,882.56	
2026 Billable Call Rate: \$476.48	

**Date:** 2/3/2026

**Subject:** *Battalion Chief 11 Report*

**Prepared By:** *Jason MacDonald*

<b>BC 11 Administrative Meetings</b>	<ul style="list-style-type: none"><li>• Daily Shift meetings</li><li>• Once per tour visit to all stations for crew contact and assistance</li><li>• JeffCom User Group Meeting</li><li>• JeffCom director meeting to discuss tone stack and timing</li><li>• Dark Horse Introduction meeting</li><li>• Fire Due CAD interface meeting</li><li>• PAFD First Due/Preplan meeting</li><li>• Admin Kindra regarding NERIS access</li></ul>
<b>BC 11 911 Responses</b>	<ul style="list-style-type: none"><li>• "A" Shift Responses 174</li><li>• BC11 responded to 16 incidents in the last month</li><li>• 4 MVC's</li><li>• 1 Vehicle Fire Highway 104</li><li>• 3 Working Fires (Commercial Chimney Monroe ST, Room and Contents Van Trojen, Structure Fire Stevens St)</li><li>• 1 CPR</li></ul>
<b>Continuing Education/ Training</b>	<ul style="list-style-type: none"><li>• A-Shift training 389 hours completed</li><li>• EMS connect</li><li>• Ongoing Shift level training and scheduling</li><li>• Base Station</li><li>• LifePAk 35 Training</li></ul>
<b>Administrative duties</b>	<ul style="list-style-type: none"><li>• Shift based training oversight and compliance</li><li>• Staffing and Callbacks</li><li>• Scheduling 2026</li><li>• NERIS launch updates</li><li>• Darkhorse 3 year data compilation.</li><li>• ESO Insights Dashboard updates for Staff members</li></ul>

<b>Planning and ongoing projects</b>	<ul style="list-style-type: none"><li>• Cross staffing and crewforce (Lt. Kauzlarich/MacD)</li><li>• Response Plans and Station Assignments (Kauz/MacD)</li><li>• EJFR Tender Response</li><li>• Jeffcom Director Stewart &amp; DC Brummel regarding tablet usage and response plans</li><li>• CISD SOG Review/Revision</li><li>• Annual Report Stats</li><li>• ESO/NERIS Updates</li></ul>																																			
<b>Program Budgets Update</b>	<table><thead><tr><th><b>Program Budget</b></th><th><b>BARS</b></th><th><b>Amount</b></th><th><b>Spent</b></th><th><b>Remaining</b></th></tr></thead><tbody><tr><td>Radios (Kauz)</td><td>522 20 42 0100</td><td>\$68,861.00</td><td>\$0.00</td><td><b>\$68,861.00</b></td></tr><tr><td>SCBA (B. Grimm)</td><td>522 20 31 0300</td><td>\$55,300.00</td><td>\$0.00</td><td><b>\$55,300.00</b></td></tr><tr><td>Wildland (Sanders)</td><td>522 20 35 0650</td><td>\$19,384.00</td><td>\$0.00</td><td><b>\$19,384.00</b></td></tr><tr><td>Small Tools (Secondez)</td><td>522 20 35 0100</td><td>\$18,512.00</td><td>\$0.00</td><td><b>\$18,512.00</b></td></tr><tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr><tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr></tbody></table>	<b>Program Budget</b>	<b>BARS</b>	<b>Amount</b>	<b>Spent</b>	<b>Remaining</b>	Radios (Kauz)	522 20 42 0100	\$68,861.00	\$0.00	<b>\$68,861.00</b>	SCBA (B. Grimm)	522 20 31 0300	\$55,300.00	\$0.00	<b>\$55,300.00</b>	Wildland (Sanders)	522 20 35 0650	\$19,384.00	\$0.00	<b>\$19,384.00</b>	Small Tools (Secondez)	522 20 35 0100	\$18,512.00	\$0.00	<b>\$18,512.00</b>										
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Date: 2/8/2026

Subject: *Battalion Chief 13 Report*Prepared By: *Justin Fletcher*

<b>BC 13 Administrative Meetings</b>	<ul style="list-style-type: none"> <li>• Daily Shift meetings</li> <li>• Visit each station and collaborate with crews at least once per tour</li> <li>• NERIS prep and meetings with all members on proper documentation</li> <li>• TAC Meeting</li> <li>• BOC Meeting</li> <li>• Payroll law meeting</li> </ul>
<b>BC 13 911 Responses</b>	<ul style="list-style-type: none"> <li>• Responded to 14 incidents in January (Cole Ave Pole Building Fire)</li> </ul>
<b>Continuing Education/ Training</b>	<ul style="list-style-type: none"> <li>• Shift level training (C Shift completed 436.5 hours of training)</li> </ul>
<b>Administrative Duties</b>	<ul style="list-style-type: none"> <li>• Callbacks for all staffing needs</li> <li>• Scheduling maintenance, repairs and new apparatus builds</li> </ul>
<b>Shift Programs</b>	<ul style="list-style-type: none"> <li>• There will be no apparatus report for January the only new development is that a pump panel review was conducted and a minor change order was signed for a couple of different items.</li> <li>• Lt Dalrymple scheduled annual maintenance for Marine 1</li> <li>• Marine 1 repaired to siren and lightings</li> </ul>

Program	Program Manager	Budget	Spent	Remaining
Marine Program	Dalrymple	\$36,030.00	\$0.00	\$36,030.00
Apparatus Maintenance	Fletcher	\$260,453.00	\$18,899.99	\$241,553.01
Ladders	Parker	\$500.00	\$0.00	\$500.00

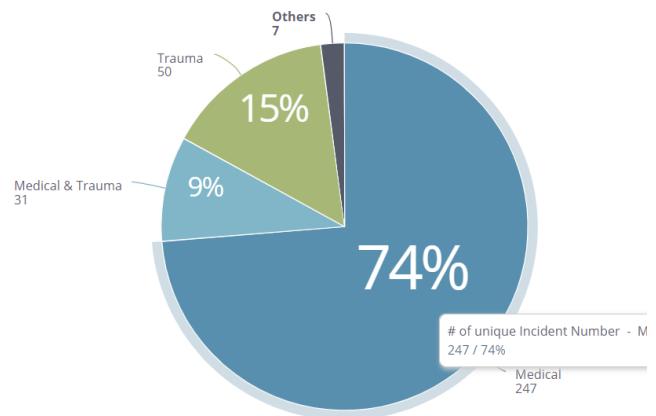
## January MSO BOC Report

February 5, 2026

Submitted by: Tammy Ridgway

### EMS Calls

- **355 Patient Care Reports**
- **3 Cardiac Arrests 2 with ROSC 1 being a STEMI**
- **2 STEMI 1 with TNKase**
- **3 Medivac**



### Monthly Overview

- **Leave at home naloxone:** 1 leave at home naloxone kit given out. With the help of Randi at the NWREMS we have created a QR code to help capture the number of kits being handed out. The other counties in the region will be following the lead on our program.
- **CPR:** One public class with approximately 20 students. Many requests and scheduling this month for local community group future classes.
- **Meeting Highlights:** TAC, EMS Council, Jefferson Health Care
- **Admin Duties:** Busy month for year-end including recertifications. Large amount of time spent with volunteers recerts and new volunteer onboarding. CTE meeting at Chimacum HS and continued work with the HOSA club.
- **Volunteer EMS Training:** Review of new DOH and MPD requirements for recertifying and ESO training. I also taught at the county wide EMS drill in Dist 5 where we had a great showing from EJFR.
- **Stryker Update:** We have begun to receive our new stair chairs, AED's, cots and autoloads along with the LP 35's. We will begin training and installation as soon as everything arrives.
- **FF/EMT Testing:** Completed the first day of ff/emt testing.



<b>TITLE</b>	<b>BARS #</b>	<b>Budget</b>	<b>Spent</b>	<b>Remaining</b>
EMS Medications	522 72 31 015-1	\$60,000.00	\$6,792.17	\$ 53,207.83
EMS Supplies	522 72 31 010-1	\$92,575.00	\$9449.93	\$83,125.07,
EMS Equipment	522 72 35010-1	\$99,575.00	\$11,383.63	\$81,191.37
CPR Training Supplies	522 74 45 010-1	\$4,000		
EMS Training/Conferences	522 74 45 020-1	\$20,000.00	\$350.00	\$19,650.00
Required EMS Training	522 74 45 040-1	\$12,500.00		
DOH EMS Participation Grant	344 04 90 005-1	\$778.00		

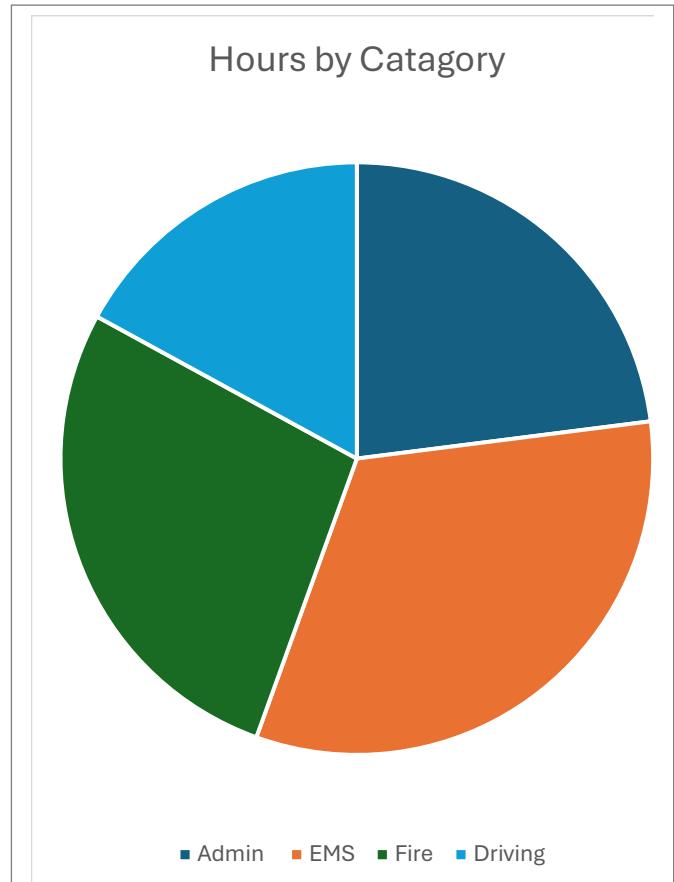
**January Training Captain Report**  
**February 2, 2026**  
**Submitted by: Captain Trevor Bergen**

**Overview Training Hours:**

- **Total Hours for 2026: 18,028 Hours**
- **2026 WSRB Training Hours: 10,035 Hours**

**Overview:**

- **MCO Night Operations (Monthly Report):** Completed Multi-Company Operations night training for all three shifts. The scenario involved a multifamily structure with a reported rescue, operating under zero-visibility conditions with fire located on the third floor. Training focused on size-up, coordination, communication, and tactical decision-making in low-visibility, high-stress conditions..
- **Shift-Level Bumper-to-Bumper Drills:** Conducted shift-level bumper-to-bumper apparatus drills with two shifts and developed a training bulletin to support standardization and reinforce key operational expectations.
- **EVIP 4.0 Classroom Training:** Conducted EVIP 4.0 classroom training for new volunteers in conjunction with Mike Harte. This training represents the first step toward qualification to operate department apparatus. Several participants stayed after class to complete a utility classification rodeo and road course.
- **Upcoming Schedule – March-** A Shift Live Fire **May-** Rescue System One, Tree Rescue. **September-** NASBLA Operator class **November/December-** 2026 Chief Stanton Cooke



TITLE	BARS #	Budget	Spent	Remaining
TRAINING EQUIPMENT ST/ME	522 45 35 010-0	\$ 22,000.00	\$	\$ 22,000.00
TRAINING TOWER REPAIRS/MAIN FROM MEMBER FEES	522 45 40 002-0	\$ 14,000.00	\$	\$14,000.00
TRAINING CONFERENCES - CAREER	522 45 40 010-0	\$ 10,000.00	\$	\$ 10,000.00
TRAINING CLASSES - CAREER	522 45 40 050-0	\$ 50,000.00	\$	\$ 50,000.00
TRAINING REGISTRATIONS - VOLUNTEER	522 45 40 060-0	\$ 1,950.00	\$	\$ 1,950.00
TRAINING DUES, SUBSCRIPT/MEMBERSHIP	522 45 49 010-0	\$ 21,500.00	\$1,125.00	\$ 20,375.00
MISCELLANEOUS	522 45 49 020-0	\$ 1,500.00	\$	\$ 1,500.00
VOL EMT TRAINING	522 74 45 025-0	\$ 10,000.00	\$	\$10,000.00
KCFTA FIRE ACADEMY - FIT'S	OT-Training	\$ 50,000.00	\$	\$50,000.00
OVERTIME OT - TRAINING (60/40)	OT-Training	\$ 40,648.00	\$	\$ 40,648.00



Mike teaching EVIP 4.0



Bumper to Bumper Drill



Visibility for MCO drill on Floor 3



Spraying water during Bumper to Bumper Drill



## DIRECTOR'S REPORT

January 22, 2026

### ❖ Projects:

- **CAD upgrade** to version 2025.2 remains rescheduled for April 8 after a test upgrade February 12. We still have no resolution of the various issues that arose on client machines during the failed 2025.1 test upgrade, but the lengthy time between test and prod upgrades should allow for further resolution. The earlier GIS issues were resolved.
- 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. It is likely this will include adding the **Station 1 tower** back into the system as a receive-only site to enhance portable coverage in parts of Port Townsend.
- **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.
- Jeffcom and Pencom continue jointly investigating **cloud-based call-handling** and **cloud-based CAD** systems in hopes of replacing onsite equipment with hosted solutions. We have started discussing a **joint RFI or RFP** in 2026 to solicit formal information and demonstrations for a replacement CAD system while also **encouraging agencies to visit** Thurston County (law-enforcement records and corrections only) and Grant County (fire, corrections and some LE mobile use) to see the type of cloud-native CAD system that is available.
- **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. DNR supplied details of a ramped-up cost increase for Maynard and pricing with and without the additional NOAA radio, and new lease should be executed in the coming weeks.
- **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.



- Jeffcom and Pencom continue working on joint procurement for **updating emergency medical dispatching** guidebooks from APCO. The formalities involved in the procurement and onboarding processes have caused administrative delays.

❖ **Budgetary Items:**

- **CAD maintenance credit** from previous years was exhausted on Jeffcom's 2025 maintenance invoice. We expect to pay the full amount of our 2026 maintenance invoice plus our third of Pencom's costs for core system components per our agreement and to pass through to agencies their traditional shares of agency-specific costs.
- **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.
- **Recruiting:** The lateral-hire communications officer trainee started this month and is proceeding well. We expect to hire the eleventh position around mid-year, particularly if we receive another lateral application.
- **CBA** negotiations concluded, and the union voted to approve the draft agreement.
- **Law-enforcement Records MOUs** will be terminated by JCSO and PTPD per their written notices, effective June 30 if not earlier. Staff will need direction from the board on whether to charge the two agencies their prorated portions of the budgeted MOU costs by percentage of the year covered or to include the costs of accrued leave by the incumbent records specialist.

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

- **December communications-staff overtime** dropped significantly to 100.5 hours among nine fulltime communications staff (November's was 234, October's 339, September's 309.5).
- **Found Therapy** Services continued sit-in appointments with all shifts. Our therapist is relocating out of the area but intends to return monthly to maintain our relationship.
- **Office relocations** are complete with the director and finance manager sharing the front office. The vacation of the records specialist position will free up the supervisors office, making further relocations and the use of the room behind the kitchen unnecessary.

❖ **External Relationships:**

- A **User Group** meeting was held January 14 and attended by BFD, EJFR and the county MPD. No law-enforcement presence due to scheduling conflicts.

- ◆ Discussed lack of progress with procuring and onboarding new APCO criterial-based dispatching system and other counties' use of response plans to dispatch blood products to certain calls.
- ◆ Mentioned that the MCI plan should be done this year, though response plans are still blank.
- ◆ Clarified that change to creating a separate CFS for fire when added to an ongoing law incident did not change per-CFS-share billing.
- ◆ Revisited discussion about removing access to law-only CFSs for fire personnel other than command staff authorized, trained and overseen for CJIS compliance by agreement with JCSO.
- ◆ Discussed recent corrections to DBVFR response plans and ongoing work to improve them.
- ◆ Discussed how CAD is only capable of dispatching fire units by station order, not by GPS location.
- ◆ Discussed recent terminology change to unit statuses to clarify discussions about cross-staffed EJFR units.

### CFS and Call Data: Calendar Year 2025

- **Fire/EMS CFS Counts by Agency**

Agency	2025	2024
EJFR	5855	5848
QFR	606	590
BFD	648	606
DBVFR	129	137
<b>Total</b>	<b>7238</b>	<b>7181</b>

- **Law Enforcement CFS Counts by Agency**

Agency	2025	2024
JCSO	15917	12871
PTPD	8653	8904
<b>Total</b>	<b>24570</b>	<b>21775</b>

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

Pick-up Time	Call count 2025	Cum. % 2025	Cum. % 2024	Standard
0-10 sec	17573	99.28	99.02	n/a
11-15 sec	85	99.76	99.69	90%
16-20 sec	23	99.89	99.85	95%
21-40 sec	20	100.0	100.0	n/a
41-60 sec	0	100.0	100.0	n/a
61-120 sec	0	100.0	100.0	n/a
120+ sec	0	100.0	100.0	n/a
<b>Total</b>	<b>17701</b>		<b>Count: 18678</b>	

- **911 Call Averages**

Metric	2025 Average	2024 Average
Ring time	2.91 sec	3.40 sec
Hold time	0.63 sec	1.23 sec
Talk time	108.60 sec	100.89 sec

- **2025 Call Volume by Hour**

Hour	911	Adm In	Adm Out	Total
00:00	418	275	239	932
01:00	358	242	179	779
02:00	281	213	145	639
03:00	242	171	110	523
04:00	238	162	134	534
05:00	286	256	129	671
06:00	398	411	166	975
07:00	616	587	271	1474
08:00	749	1008	363	2120
09:00	900	1299	450	2649
10:00	922	1484	470	2876
11:00	1008	1449	528	2985
12:00	963	1430	519	2912
13:00	1024	1465	522	3011
14:00	1153	1411	622	3186
15:00	1235	1364	613	3212
16:00	1092	1250	532	2874
17:00	1124	1044	495	2663
18:00	1035	868	444	2347
19:00	946	748	443	2137
20:00	842	642	386	1870
21:00	768	566	357	1691
22:00	592	472	257	1321
23:00	511	363	271	1145

- **2025 Call Volume by Day of Week**

Hour	911	Adm In	Adm Out	Total
Sun	2333	1952	981	5266
Mon	2392	2881	1106	6379
Tue	2563	2950	1170	6683
Wed	2555	3010	1309	6874
Thu	2607	2915	1379	6901
Fri	2633	3191	1441	7265
Sat	2618	2281	1259	6158

❖ **CFS and Call Data: January 1 through January 16, 2026**

- **Fire/EMS calls by agency**

Agency	CFS count YTD	CFS count LYTD
EJFR	266	237
QFR	24	15
BFD	22	27
DBVFR	4	7
<b>Total</b>	<b>316</b>	<b>286</b>

- **Law Enforcement calls by agency**

Agency	CFS count YTD	CFS count LYTD
JCSO	580	656
PTPD	316	366
<b>Total</b>	<b>896</b>	<b>1022</b>

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

Pick-up Time	Call count YTD	Cum. % YTD	Standard
0-10 sec	724	99.45	n/a
11-15 sec	2	99.73	90%
16-20 sec	1	99.86	95%
21-40 sec	1	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
<b>Total</b>	<b>728</b>		

- **911 Call Averages**

Metric	YTD Average
Ring time	2.83 sec
Hold time	1.03 sec
Talk time	110.70 sec

- **Non-911 Calls (including test calls)**

Metric	YTD
Number of outgoing calls	344
Number of incoming calls	733
0-10 sec pick-up time	99.59%
Average ring time	3.02 sec
Average hold time	4.36 sec
Average talk time	94.63 sec



Looking forward to 2026, EJFR will continue to focus on the four initiatives within our strategic plan. EJFR remains committed to our primary mission of protecting life and property while delivering compassionate service for our varied community. These initiatives include aligning the community's expectations with our fiscal resources, strengthening our emergency response services, community risk reduction (CRR), and workforce resilience & professional development.

### ***Initiative 1 - Service levels and community expectations align with our fiscal resources***

We will initiate a series of regular town hall events on a quarterly basis where the community will be informed and engaged. EJFR will continue to decentralize program/project management across the organization, providing the program leads with training and administrative support. Specific emphasis will be on “*operational precision*” to ensure our mission is aligned within the limits of our resources. We will finalize the Enterprise Resource Management (CRM) analysis, establishing priorities for optimization of our various digital interfaces, systems and training. EJFR will expand our presence at regional and statewide associations and workgroups, such as WSRB, which has already provided benefits. A WSRB reassessment will be scheduled in the 4<sup>th</sup> quarter.

### ***Initiative 2 - Strengthen our core emergency response services***

As an industry leader in 911 Fire and EMS responses, EJFR will implement important equipment upgrades to include new ultra-sounds, power-cots, cardiac monitors, and AED's. We will deliver our first Emergency Medical Responder (EMR) course; the credential will increase the number of volunteers certified to respond to EMS events, while lowering continuing education requirements. Analytical platforms such as DARKHORSE will be procured and integrated to further optimize our 911 resources and forecast 911 growth and demand. The result will include a rolling 10-year roadmap for professional growth, facility/fleet planning and a perpetual modernization scheme. EJFR will also purchase new rescue gear, hose, nozzles and specialized equipment.

### ***Initiative 3 - Provide additional services to increase community health and well-being***

We will undergo a formal Community Risk Analysis (CRA) in 2026, which will refine and focus our efforts to mitigate risks to our community, directing new initiatives and grant opportunities. EJFR will seat two new committees, the Training Advisory Committee (TAC) and Facility Advisory Committee (FAC). New software will support fire/life safety inspections, pre-fire plans and other CRR initiatives. Wildfire assessments and smoke detector programs will be expanded and supported by new software. Public CPR and law enforcement AED training programs are also being expanded. Our disaster plans & continuity of operations procedures will be updated.



## ***Initiative 4 - Enhance our workforce resilience and development***

EJFR will continue enhancements to our workforce resilience and professional development programs. The 2026 training budget was increased to fund specialized training, enhancing our rope rescue and marine operations. Funds will also support live-fire training mandates and outside vocational courses. EJFR will continue to support annual physicals, health screenings and mental health resilience initiatives. We will meet industry standards for replacement and cleaning of our firefighting protective gear with the addition of a new gear extractor and new firefighter bunker gear.

## ***Facilities/Infrastructure/Fleet***

These 2026 projects have overlapping priorities cited throughout our strategic plan and corresponding initiatives. EJFR will implement upgrades to our communications, facility repairs, fleet, and disaster preparedness procedures.

## ***Implementation***

Going forward, EJFR will track the progress of these activities using the following tables.

### ***Initiative 1***

Activity	Duration	Initiated	Completed	Notes
Program/Project Management	Ongoing	1/1/26	Never	TC, RL, BB regularly meet with leads to support their projects and assist with procurement processes.
Agency Partnerships	Ongoing	1/1/26	Never	At various levels, staff and commissioners integrate with partners such as WSRB, WFCA, WFA, EMS Counsel, etc.
Enterprise Resource Management (ERM)	3-4 months	11/1/25		Establish priorities for optimization of our various digital interfaces, systems and training Dr. Speser is lead.
WSRB Assessment	3-4 months	10/1/26		Lead TBA

### ***Initiative 2***

Activity	Duration	Initiated	Completed	Notes
Ultrasounds	1-3 months	1/1/26		MSO is working on this now.
Power-cots, cardiac monitors and AED upgrades	1-4 months	1/1/26		MSO is working on this now.
Emergency Medical Responder (EMR) course	3-4 months	2/1/25		MSO is in the planning phase, class is scheduled for 4/1/26.
Analytics – DarkHorse and FirstDue	3-6 months	1/1/26		DFC and BC MacDonald are the leads
Rescue gear, hose, nozzle misc. equipment.	3-6 months			Various staff and leads



## Initiative 3

Activity	Duration	Initiated	Completed	Notes and Deliverables
Community Risk Assessment (CRA)	3-4 months	Tentatively Q2		CRM is the lead.
Training Advisory Committee (TAC)	Ongoing	1/1/26	1/26 first meeting	Training Officer is the lead. They will meet 3-4 times per year.
Facility Advisory Meeting (FAC)	Ongoing			BC Clouse will be the lead. Committee is yet to be assigned.
Life Safety Inspections and Pre-fire Plans	Ongoing	1/1/26		CRM is the lead. Life safety inspections within PT are well underway. Pre-fire plans are waiting on new software implementation.
Home Wildfire Assessments and Smoke Detector Installs	Ongoing	Ongoing		CRM is the lead, new hardware has been procured and we are adding members to both teams.
Public CPR and Law AED Training	Ongoing	Ongoing		Increasing the number of CPR classes. L.E AED training is yet to be scheduled.
EJFR Disaster Procedures and Continuity of Operations	3-6 months			CRM and FC are the leads.

## Initiative 4

Activity	Duration	Initiated	Completed	Notes
Rope Rescue Training	1 month			DFC is the lead
Boat Operator Training	1 month			TO is the lead
Live Fire Training	1 day			TO is the lead
Physicals and Health Screenings	1 month			Cray & Stewart are the leads, usually schedule in Q3.
Mental Health Resilience	Ongoing			Stewart and BC MacDonald are the leads, training throughout the year, CISM as needed.

## Facilities/Infrastructure/Fleet

Activity	Duration	Initiated	Completed	Notes
Starlink				Stewart is the lead
Exterior Siding & Painting				BC Clouse is the lead
Energy Efficiency Upgrade	Ongoing			BC Clouse is the lead, new LED bulbs installed at Seton Office using rebates.
Two Triple Combination Pumpers	24 months	9/2024		BC Fletcher is the lead, TBD in Q3.
Braun Ambulance	4 months	11/2025		BC Fletcher is the lead
Extractor and FF PPE				DFC is the lead

Month	Activity - pink = DONE!	BOC	Admin	CRR	OPS	TRAINING
January	W-2's/1099's		x			
	Quarterly payments:		x			
	Set Committee assignments for BOC (finance, facilities etc)	x				
	CRR Week			x		
	Entry-level FF Testing (Jan 29th & Feb 4th)		x			x
	Safety Mtg Q4 2024		x			
	Reflect on Status of Prior Year Plan/Metrics		x			
	Labor Mgmt Mtg - we will schedule in February.		x			
	Volunteer Status letters sent		x			
	Internal personnel survey		x			
February	Entry-level FF Testing (Feb 4th)		x			
	Ambulance DOH License Renewal		x			
	New FIT orientation and shift assignments		x			x
	BVFF Annual Certification Feb/March		x			
	PM Student Testing (3/4)		x			x
March	Annual Report Due		x			
	Volunteer Interviews (tentative)		x			
	Prepare & Submit SAO Annual Report	x	x			
	Connectivity Summit (27th-29th)			x		
	Safety Mtg Q1		x			
April	SAM renewal		x			
	WFCA Region 9 Training	x	x			
	1st Qtr Vol Payroll		x			
	Labor Mgmt Mtg		x			
	Quarterly Payments		x			
	Volunteer Appreciation Week		x	x		
	Home & Kitchen Tour (MI)		x	x		
	Kala Point Expo			x		
	Red Cards Submitted - maybe early May?		x			
	Pancake Breakfast? Support Union	x	x	x		
May	Erin/Emily Fire Education training		x	x		
	Annual HIPAA Compliance Plan		x			
	National EMS Week		x	x		
	SAO Annual Report Due		x			
	Rhody Fest 14-18th		x	x		
June	National Wildfire Awareness Month		x	x		
	Filing Period for open BOC Positions	x	x			
	Entry-level FF Testing (tentative)		x			
	Marrowstone Strawberry Festival			x		
	Burn Restriction preparations			x		
	Spring WFCA Saturday Seminar	x	x			
July	Prepare Volunteer Status letters		x			
	FF/PM Testing (tentative)		x			
	All County Preparedness Day		x	x		
	Quarterly Payments		x			
	Burning Restricted		x			
	4th of July		x			
August	2nd Qtr Vol Payroll		x			
	Safety Mtg Q2		x			
	Labor Mgmt mtg		x			
	Kick-Off Budget Development	x	x	x	x	x
	Burning Restricted			x		
September	Community Opportunity Fair			x		
	JC Fair		x	x	x	
	FIT Interviews/Hiring (tentative)		x	x		
	Review Contracts/Agreements for 2027 Budget		x			
	National Night Out		x	x		
October	Budget Work Continued	x	x	x	x	
	Burning Restricted		x		x	
	Labor Day					
	Wooden Boat Fest					
	PT Film Festival					
Kinetic Sculpture Race	Quarterly Payments		x			
	3rd Qtr Vol Payroll					
	Safety Mtg Q3		x			
	Fire & Rescue Fest - Fire Prevention Week		x	x	x	x
	Service Awards Banquet	x	x			
	Fire Prevention Week		x	x		
	Budget Work Continued	x	x	x	x	x
	WFCA Annual Conference	x	x			
	Labor Mgmt Mtg		x			
	2nd Volunteer status letters		x			

<b>November</b> <i>Veterans Day</i> <i>Thanksgiving</i> <i>Thanksgiving Friday</i>	Budget Due Nov 30th	x	x			
	Public Hearing	x	x			
	Open Enrollment begins (health insurance)		x			
	End of Year HR Updates					
<b>December</b> <i>Christmas</i>	4th Qtr Vol Payroll		x			
	Admin Staff & Commissioner Banquet	x	x			
	Holiday Banquet		x			
	Admin Holiday Party		x			
	Prepare Volunteer pension eligibility letters		x			
	Begin DOH Licensing Application Due 1/31		x			
	Last Accounts Payable run (usually 12/30)		x			

**Statistics**

TOTAL

Registered Voters - Total	26,187
Ballots Cast - Total	10,422
Ballots Cast - Blank	3
Voter Turnout - Total	39.80%

**BRINNON SCHOOL DISTRICT District 46 (Brinnon)**

Vote For 1

TOTAL VOTE %

Yes	255	72.65%
No	96	27.35%
<b>Total Votes Cast</b>	<b>351</b>	<b>100.00%</b>
Overvotes	0	0.00%
Undervotes	0	0.00%

**PORT TOWNSEND SCHOOL DISTRICT NO. 50 District 50 (Port Townsend)**

Vote For 1

TOTAL VOTE %

Approved	4,222	69.52%
Rejected	1,783	29.36%
<b>Total Votes Cast</b>	<b>6,005</b>	<b>98.88%</b>
Overvotes	0	0.00%
Undervotes	68	1.12%

**Proposition No. 1 District 1 (EJFR)**

Vote For 1

TOTAL VOTE %

Approved	7,392	74.51%
Rejected	2,457	24.77%
<b>Total Votes Cast</b>	<b>9,849</b>	<b>99.27%</b>
Overvotes	1	0.01%
Undervotes	71	0.72%

**Proposition No. 2 District 1 (EJFR)**

Vote For 1

TOTAL VOTE %

Approved	7,665	77.26%
Rejected	2,140	21.57%
<b>Total Votes Cast</b>	<b>9,805</b>	<b>98.83%</b>
Overvotes	0	0.00%
Undervotes	116	1.17%



## EAST JEFFERSON FIRE RESCUE

### POLICY

Title of Policy: Ambulance Billing

Policy Number: 6005

Date of Implementation: 2/18/2026

Replaces: Previous Version, Policy 705

**Signature of Approval:**

**Date: 2/17/2026**

### SECTION 1.0 PURPOSE

This policy shall define the manner with which ambulance billing services shall be conducted at East Jefferson Fire Rescue.

### SECTION 2.0 SCOPE

The following billing procedures shall be followed ~~in order for~~ there to be continuity of services and compliance with State and Federal Law.

### SECTION 3.0 POLICY

It shall be the policy of the District:

- 3.1 That there is a system in place to accurately track and audit the ambulance billing procedure to ensure that each ambulance transport and non-transport (Deceased on Scene) who received medical treatment is billed appropriately.
- 3.2 That the district may utilize collection services for accounts receivable. However, the Fire Chief is authorized to forgo referrals to a third party agency if a cost-benefit analysis indicates that the administrative burden of the referral process exceeds the anticipated recovery. To use collection services for accounts payable and not received.
- 3.3 To provide procedures for relief from debts, including a sliding fee scale, in cases where there is inadequate resources to pay for emergency medical transport.
- 3.4 To accept as "Write Off" and not send to the Credit Agency all uncollected billings resulting from the transport of a patient who subsequently dies as a result of because of their injury or illness.
- 3.5 To accept as "Write Off" and not send to the Credit Agency any uncollected billing less than \$200.
- 3.6 To allow the billing agency to "Adjust Off" any credit balance of \$5.00 or less.
- 3.7 That no person will be denied medical care because of his or her inability to pay.
- 3.8 To allow for Risk Management "Write Offs" at the discretion of the Fire Chief.
- 3.9 To allow the billing agency to write off accounts deemed uncollectible due to administrative inactivity or where the cost of further collection efforts exceeds the potential recovery.

### **SECTION 3.0 RELATED SOG'S**

- See following SOG's beginning with 6005a



## EAST JEFFERSON FIRE RESCUE

### Standard Operating Guidelines (SOG)

Number: 6005a

Ambulance Billing Procedures

#### SECTION 1.0 PROCEDURE

- 1.1** Various personnel, including emergency medical responders and office staff, will be responsible for completing their assigned portion of the billing procedure. The Fire Chief has overall responsibility for ensuring that the billing procedure is completed.
- 1.2** For "Deceased on Scene" incidents where the patient, who does not survive, is not transported by the District but has received Advanced Life Support services from the District, an Advanced Life Support Service Charge (equivalent to the BLS rate in effect) will be billed to any/all primary or secondary insurance carrier(s) the deceased patient may have, when such information is known or readily available to the District. Any payments received from the deceased person's insurance carrier(s) will constitute payment in full; the family of the deceased person, and/or the deceased person's estate, will not be responsible for any unpaid balance due the District, even if no insurance proceeds are received. The patient's family will not be contacted for billing or other insurance information.
- 1.3** After each transport is completed, and the patient has arrived at the receiving facility, the emergency medical responder responsible for the patient's care during transport will obtain the patient's demographic information from the patient as well as the demographic document from that facility.
- 1.4** If physically and mentally capable, the patient will be required to sign a release allowing the District to bill their insurance directly for the transport. If the patient is unable to sign the release, the emergency medical responder shall document upon the Medical Incident Report that reason, and the District shall bill the patient's insurance provider as a courtesy to the patient.
- 1.5** The demographics document will be sent with the patient's Medical Incident Report to the billing agency for billing.
- 1.6** Upon the billing agency's receipt of the Medical Incident Report and supporting documents, accounts will be set up, and charges entered within five (5) days. After this entry is completed, all charges with sufficient information will be billed directly to the patient's insurance provider; those accounts without sufficient billing information are billed directly to the patient along with a form requesting insurance information.
- 1.7** Items billed directly to an insurance provider shall be reviewed monthly, with rebilling and any additional information added to the account file. After all appropriate insurance payments have been received; a private statement will be generated and mailed to the patient if there is a legally collectable balance.

- 1.8** Patient inquiries shall be via a nationwide toll free telephone line to the billing agency. All the billing agency employees shall be cross trained on all accounts, enabling all employees answering the telephone to answer questions without transferring the call to another person.
- 1.9** Payments are typically mailed to the billing agency's Post Office box; and are always made payable to East Jefferson Fire Rescue.
- 1.10** Payments received at the District Office will be forward to the billing agency for accounting and deposit.
- 1.11** Payments sent directly to the billing agency are deposited in a bank account established by the Jefferson County Treasurer's office, with copies of the deposit slip mailed or faxed to the District. The billing agency shall have "deposit only" access to this account.
- 1.12** The Billing agency shall initiate any refunds to patients or insurance providers by the use of a "Refund Request Form" along with the supporting documentation.
- 1.13** Refunds shall be processed through the established District voucher process for accounts payable.
- 1.14** In the event that a patient has a private balance owing, the patient will continue to receive monthly statements until the account is paid in full or determined to be uncollectible. If the billing agency has received no payment and no contact from the patient after the second statement is mailed, they will attempt to make contact by telephone to encourage the patient to set up a payment plan. The billing agency will explain that there are no finance charges and that even a small monthly payment will demonstrate the patient's cooperation in getting the account paid.
- 1.15** For any account contact that results in returned mail, disconnected phone service, or no response, the billing agency will make a final call to the receiving hospital to determine if they have any updated information. Typically those accounts have already been turned over to collections or written off by the hospital. If the patient received debt forgiveness from the hospital, an application for financial assistance is mailed to the patient. In the rare situation that the hospital has new billing information, the billing agency will follow up with this new information. If no further information is available from the hospital, these accounts will be deemed as uncollectible.
- 1.16** For those guarantors owing \$200 or more who have not responded to the mailing of the third (3rd) statement, a collection notice is sent with the fourth (4<sup>th</sup>) and final statement. This notice includes a date by which the patient must respond to avoid collections. If no responses are forthcoming, the account ~~will-may~~ be turned over to the Credit Agency for collection and adjustment off the accounts receivable ledger. If a correct address is unavailable, the account is sent directly to the Credit Agency without the collection notice. A list of accounts deemed uncollectible is available in the monthly reports sent to the District by the billing agency.
- 1.17** Once per month, after the final charges for the preceding period have been entered, a month end process is performed. This process will generate the monthly private statements, ages the account receivables and produces the monthly reports, which are sent to the District by the billing agency. These reports will reflect in detail the monthly activity on the District's accounts.

## SECTION 2.0 APPLICATION FOR CHARITY FINANCIAL ASSISTANCE

It shall be the policy of the District that no person will be denied medical care because of the inability to pay for such services. ~~The District shall provide service at no charge or reduced charge.~~

## 2.1 Eligibility for Account Adjustment

The District may waive or reduce the remaining patient balance after insurance has been processed for patients who meet financial hardship criteria. To be considered, the patient must contact the billing agency to request Financial Assistance.

## 2.2 Hospital Alignment & Presumptive Eligibility

The District aligns its financial assistance determinations with the **presumptive eligibility standards** utilized by the local or receiving hospital for the same date of service. By following the hospital's evaluation, the District ensures a consistent community standard for financial relief. Absent presumptive eligibility from the hospital, the Federal Poverty Level (FPL) guidelines as approved by District Resolution shall be used to implement a slide fee schedule as follows:

<u>Income as a Percentage Of Federal Poverty Level</u>	<u>Charity Care Discount</u>
0 – 100%	100%
101 – 125%	75%
126 – 150%	50%
151 – 175%	25%

## 2.3 Procedure

1. An application for Financial Assistance must be completed by the patient and returned to the billing agency.
2. The billing agency shall notify the District of the request for review.
3. If approved, the billing agency shall adjust the patient's account based on the applicable FPL guidelines or the verified hospital determination.

~~To be eligible to receive the service at no charge or a reduced charge the patient must contact the billing agency and request Financial Assistance from the District. An application for Financial Assistance shall be completed by the patient and returned to the billing agency. The billing agency shall notify the District of the request. If approved by the District, the billing agency shall resubmit an adjusted bill to the patient based on established federal poverty guidelines as approved by District Resolution.~~

## 2.4 The District reserves the right to extend charity waivers to a responsible party with gross family annual income greater than 175% of the federal poverty guidelines if circumstances such as extraordinary non-discretionary expenses, future earning capacity and the ability to make payments over an extended period of time warrant consideration.

It shall be recognized that these are guidelines only; the billing agency works closely with patients and the District staff to resolve billing issues and there will be situations that require flexibility.

### Section 3.0 RELATED FORMS

- Form 6005a – Charity Financial Assistance

EFFECTIVE DATE: 2/18/26 3/9/11 Revised 5/23/12 REPLACES: Policy 705  
SOG A04-02

FIRE CHIEF:

**Date:** February 3, 2026

**Subject:** Recruitment Funding

**Prepared By:** Emily Stewart

<b>Background:</b>	At the January 2026 BOC Mtg, Deputy Chief Brummel announced his intention to retire as of 7/31/26. I would like to secure the services of GMP Consultants for partial recruitment services. This process was utilized for the Finance Director recruitment and yielded positive results. Ideally there will be some overlap time between the new Deputy Chief's start date and Chief Brummels departure – the professional recruitment services timeline accomplishes this goal.
<b>Fiscal Impact:</b>	See GMP Proposal - \$15,500 for partial recruitment + expenses (mailing, posting, etc.)
<b>Recommendations:</b>	Approve the non-budgeted recruitment expenditure for the 2026 fiscal year.
<b>Proposed Motion:</b>	Motion to approve the proposed partial recruitment expenditure for Deputy Chief recruitment services in 2026.



FEBRUARY 2026

# Deputy Fire Chief Recruitment Proposal

FOR EAST JEFFERSON FIRE RESCUE

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PRESENTED BY

**Greg M. Prothman**  
President, GMP Consultants

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 **GMP**  
CONSULTANTS



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February 3, 2026

Ms. Emily Stewart  
Business & Human Resources Manager  
East Jefferson Fire Rescue  
24 Seton Rd  
Port Townsend, WA 98368

Dear Ms Stewart,

Thank you for the opportunity to submit our proposal to assist East Jefferson Fire Rescue (EJFR) in recruiting its next Deputy Fire Chief. Our firm is uniquely qualified for this assignment as we are in the process of supporting Marion County Fire 1, OR with the recruitment of a Deputy Fire Chief and have just completed assisting the City of Vancouver, WA, with its Deputy Fire Chief recruitment. We have also recently completed a successful Deputy Fire Chief recruitment for Chelan County Fire District 5, WA.

We recommend two recruitment options:

**Full Recruitment** - GMP assists with all phases of the recruitment including *Preparation, Candidate Sourcing, Assessment* and the *Selection* process.

**Partial Recruitment** - GMP conducts the *Preparation, Candidate Sourcing* and *Assessment* phases. EJFR completes the *Selection* process.

GMP also offers a Sourcing Only option where GMP handles the *Preparation* and *Candidate Sourcing* phases, while EJFR conducts the rest of the recruitment. Sourcing Only is excellent tool for difficult staff and midlevel roles and is not the best process for senior management level positions due to complexity of the job and the skills, knowledge and judgment required.

Our fire recruitment team consists of Chiefs Gordie Olson and Don Lombardi. Gordie is the retired Fire Chief from the Thornton, CO Fire Department, with 153 employees serving a population of 150,000. Prior, Gordie was Deputy Fire Chief for South King Fire & Rescue. Don is the recently retired Fire Chief of West Metro Fire Rescue, CO, serving a population of 300,000 residents with 450 firefighters. He is also a past president of the Metro Fire Chiefs Association. Both Gordie and Don bring extensive fire chief candidate contacts in Washington and across the nation.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206) 714-9499 or [Greg@gmphr.com](mailto:Greg@gmphr.com). I look forward to hearing from you and hope to have the opportunity to work together!

Sincerely,

  
Greg M. Prothman  
President



# About Us

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## Our Foundation

GMP Consultants is a public sector executive search firm with a collective 360 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

Our consultants have served in a wide range of executive positions, from city and county management, public works, planning, human resources, information technology, police, fire and finance.

## Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 800 executives searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned municipal leaders who are active in both national and state associations in their respective professional disciplines.

## Our Philosophy

Our business philosophy centers on the understanding that this is a people related industry and that recruitments are not just about filling the job but are about leadership transitions.

We have worked and lived in communities across the country, so we know first hand that public service is both similar and unique to each community. Our team takes the time to learn your values and vision so we can tailor our process to your needs.

## GMP Consultant's Mission

To provide exceptional executive search, interim placements, and organizational consulting partnering with our clients to provide the highest quality services to their residents.



# Why Choose GMP

## What You Can Expect From a GMP Recruitment

<b>SERVICE &amp; RELATIONSHIP</b>	Our consultants provide outstanding service and build lasting relationships with both clients and candidates
<b>CUSTOMIZED SOLUTIONS</b>	We take time to learn your needs, values, and vision, creating solutions tailored to your agency
<b>PEOPLE FIRST</b>	We prioritize quality communication, working closely with you and your candidates through every stage of the process
<b>RECRUITMENT EXPERIENCE</b>	GMP Consultants are accomplished municipal leaders who as a team have completed over 800 executive recruitments bring access to quality applicant pools
<b>18 MONTH GUARANTEE</b>	We offer an 18-month guarantee on your selection. We don't just find qualified candidates, we focus on finding right fit for your agency and community, ensuring an smooth leadership transition

## Personal Service   Quality Results



# Meet Your Recruitment Team

## Chief Gordie Olson - Co Lead, Senior Fire Consultant



Chief Olson brings over 40 Years of professional fire service experience including 8 years as Fire Chief for the City of Thornton Fire Department in Colorado and a 32 year career in Washington. Gordie holds a Bachelor's Degree in Public Administration and a Master's Degree in Executive Fire Service Leadership. He is a graduate of the National Fire Academy's Executive Fire Officer Program (EFO) and of the Harvard University Kennedy School: Senior Executives in Local and State Government program. He has extensive experience in labor/management relations, fire and tiered based EMS systems, accreditation, succession planning, and strategic planning.

## Chief Don Lombardi - Co Lead, Senior Fire Consultant



Chief Lombardi brings 34 years of professional fire service experience including 14 years as Fire Chief for West Metro Fire Rescue, CO. During his time as Fire Chief, Don managed a budget of \$141 million, a workforce of over 500 personnel and seventeen fire stations and a regional training center. He is also the past president of the Metro Fire Chiefs Association and brings excellent fire leadership contacts across the nation. Don holds a Master's in public administration and a Bachelor's of Science in Physical Education. He is also a graduate of the National Fire Academy's Executive Fire Officer Program (EFO) and holds a Chief Fire Officer designation.

## Kate Hansen - Operations Manager



Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator and fire commissioner, Kate possesses multi-faceted experience in local government.

## Jennifer Monsivais - Project Manager



Jen is a dedicated, customer service-oriented professional with ten years of experience working within a University Athletic program. Throughout her career, she has built a reputation for being approachable, reliable, and deeply committed to creating positive experiences for internal and external stakeholders alike. Whether supporting clients, coordinating across departments, or assisting community members, she brings a thoughtful, people-first mindset to everything she does.



# Work Plan & Approach

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We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four phase process:

## PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile



## PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- We Reach out to Potential Candidates

## PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Session with Client to Select Finalists



## PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate



## Preparation

### Information Gathering & Profile Development

#### Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

#### Stakeholder Engagement

Your Lead Consultant will meet with Key Stakeholders individually or collectively as appropriate to identify your agency's needs and the skills, talents & abilities necessary to help your agency thrive

#### Position Profile Development

Our design team will develop a custom Position Profile highlighting:

• Why Apply?	• Ideal Candidate Traits
• Quality of Life	• Challenges & Opportunities
• Your Agency	• Compensation & Benefits
• The Position	• Your social media

## Candidate Sourcing

### Strategic Outreach & Marketing

#### Advertising

Post your position to the job boards of relevant city/state and national professional associations

#### Invitation to Apply

Our team creates a custom Invitation to Apply flyer mailed to our database of 400 to 600 fire chief professionals in the 7 western states including all fire chiefs in Washington

#### E-mail Outreach

Email announcements sent to over **9,000** Fire Chief professionals nationally

#### Personal Outreach

Your lead consultants leverages their extensive knowledge of potential candidates with personal outreach



## Assessment

### Candidate Review & Screening

#### Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool

#### Preliminary Interviews

Once the most promising candidates have been identified, GMP will complete a robust screening process of all semifinalists that includes:

- In-depth internet query
- An extensive preliminary interview with your lead consultant
- Candidate summary with consultant recommendations

#### Work Session

Your search team meets with you to review candidate assessments. You will select candidates to move forward to final interviews. GMP will assist with the design of a customized final interview process

## Selection

### Final Interviews

#### Preparation

- Conduct reference checks
- Facilitate candidate communications & travel
- Develop final interview materials including master interview schedule, draft interview questions, and candidate packets

#### Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
- Panel debrief
- Evaluation of the candidates and potential consensus

#### Employment Offer

Once a preferred candidate is identified GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists



# Professional References

## **City of Vancouver, WA**

Lon Pluckhahn, City Manager  
lon.pluckhahn@cityofvancouver.us  
360 487 8600  
*Fire Chief Recruitment*  
(recently completed)

## **Snohomish Regional Fire & Rescue, WA**

Troy Elmore, Board Member  
troy.elmore@srfrc.org  
360 794 0959  
*Fire Chief Recruitment*  
(recently completed)

## **City of Kalispell, MT**

Doug Russell, Former City Manager  
drussell@cityofkalispell.us  
303 722 0710  
*Fire Chief Recruitment (2025)*  
*Fire Chief Recruitment (2020)*

## **Marion County Fire District 1, OR**

Kyle McMann, Fire Chief  
KyleM@mcf1or.gov  
253 851 3111  
*Deputy Fire Chief Recruitment (in progress)*  
*EMS Chief (2024)*

# Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
		You: Host interviews & make hiring selection



# Professional Fee & Expenses

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Professional fee options for conducting a Deputy Fire Chief recruitment:

**Full Recruitment - \$19,000** Professional fees cover all consultant and staff time required to conduct all phases of the recruitment.

**Partial Recruitment - \$15,500** Professional fees cover all consultant and staff time required to conduct the Preparation, Candidate Sourcing & Assessment phases of the recruitment. EJFR completes the Selection phase. GMP completes background and references on the selected candidate.

**Sourcing Only - \$7,500** Professional fees cover all consultant and staff time required to conduct the Preparation, Candidate Sourcing phases. EJFR completes the Assessment and Selection phases. GMP completes background and references on the selected candidate.

Expenses are additional. Your Agency will be responsible for reimbursing expenses incurred on the Agency's behalf. All expenses are submitted at actual cost with no markup.

Expenses Include:

Job boards	\$1,400 - \$2,000
Direct Mail Announcements	\$800- \$1,500
Consultant Travel	IRS mileage rate + \$87.50/hr
Background Checks	\$225 per candidate

# Guarantee & Warranty

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## Guarantee

**Full Recruitment** - Should the selected candidate leave the employment of your Agency within the first 18 months of appointment, we will conduct an additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

**Partial Recruitment** - Should the selected candidate leave the employment of your Agency within the first 6 months of appointment, we will conduct an additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

## Warranty

If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for a \$850 administrative fee plus expenses.

# Additional Services

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## First Year Goals & Six Month Evaluation - \$3,750

We will assist in the selected candidate's success by working with the Fire Chief to establish goals and expectations for the Deputy Fire Chief's first year of service. We will also conduct a six month performance evaluation designed to provide constructive and helpful feedback on work efforts and accomplishments to date, to provide any potential mid-course corrections and ensure success.



## CURRENT OR RECENTLY COMPLETED FIRE CHIEF RECRUITMENTS

### In Progress or Just Completed Recruitments

#### **Louisville Fire Protection Dist., CO**

Fire Chief

#### **Marion County Fire District 1, OR**

Deputy Fire Chief

#### **City of Hood River, OR**

Fire Chief

#### **City of Vancouver, WA**

Fire Chief

#### **City of Vancouver, WA**

Deputy Fire Chief

### Completed within the last 18 Months Recruitments

#### **Mountain View Fire Rescue, CO**

Fire Chief

#### **City of Olympia, WA**

Fire Chief

#### **City of Kalispell, MT**

Fire Chief (2)

#### **Chelan County Fire District 5, WA**

Deputy Fire Chief

#### **Eastside Fire & Rescue, WA**

Fire Chief

#### **Marion County Fire District 1, OR**

EMS Chief

#### **Snohomish Regional Fire & Rescue, WA**

Fire Chief

#### **City of Moses Lake, WA**

Fire Chief

## ALL FIRE CHIEF RECRUITMENTS BY GMP CONSULTANTS

#### **Arvada Fire Protection Dist. CO**

Fire Chief

#### **Brighton Fire Rescue District, CO**

Fire Chief

#### **Eastside Fire & Rescue, WA**

Fire Chief

#### **Front Range Fire Rescue, CO**

Fire Chief

#### **Loveland Fire Authority, CO**

Fire Chief

#### **Benton County Fire #4, WA**

Fire Chief

#### **Camano Island Fire, WA**

Fire Chief

#### **Campbell County Fire, WY**

Fire Chief

#### **Canby Fire District 62, OR**

Fire Chief

#### **Central Valley Fire District, MT**

Fire Chief (2)

Fire Marshal

#### **Central Whidbey Island Fire, WA**

Fire Chief (2)

#### **Chelan County Fire District 5, WA**

Deputy Fire Chief

#### **Columbia River Fire, OR**

Fire Chief

#### **Cowlitz County Fire #5, WA**

Deputy Fire Chief

#### **Duvall-King Fire Dist. 45, WA**

Deputy Chief (2)

#### **East Jefferson Fire Rescue, WA**

Fire Chief

#### **East Olympia Fire #6, WA**

Fire Chief

#### **East Pierce Fire & Rescue, WA**

Fire Chief

#### **Enumclaw Fire, WA**

Deputy Fire Chief

#### **Gig Harbor Fire & Medic 1, WA**

Fire Chief

#### **Grant County Fire Dist. 8, WA**

Fire Chief

#### **City of Hood River, OR**

Fire Chief

#### **Lacey Fire District 3, WA**

Fire Chief

#### **Lake Stevens Fire, WA**

Fire Chief

#### **Lebanon Fire District, OR**

Fire Chief,

Division Chief

#### **Louisville Fire Dist., CO**

Fire Chief

#### **Key Peninsula Fire Dept, WA**

Fire Chief

#### **King County Fire District 27, WA**

Fire Chief

#### **Kootenai County Fire, ID**

Fire Chief

#### **Lopez Island Fire and EMS, WA**

Fire Chief

#### **Maple Valley Fire, WA**

Fire Chief

#### **Marion County Fire Dist. 1, OR**

Deputy Fire Chief

EMS Chief

#### **Marysville Fire District, WA**

Fire Chief

#### **Mountain View Fire Rescue, CO**

Fire Chief

#### **Mountain View Fire, WA**

Deputy Fire Chief (2)

#### **Puget Sound Regional Fire Auth, WA**

Fire Chief

#### **Port of Seattle, WA**

Fire Chief



**Redmond Fire & Rescue, OR**  
Fire Chief  
**San Juan Island Fire, WA**  
Fire Chief  
**Snohomish County Fire**  
**Dist. 1, WA**  
Fire Chief  
**Snohomish Regional Fire, & Rescue, WA**  
Fire Chief  
**Spokane Valley Fire, WA**  
Fire Chief, Deputy Chief  
**Vashon Island Fire, WA**  
Fire Chief,  
Asst. Fire Chief  
**Whatcom County Fire Dist. 7, WA**  
Fire Chief  
**Woodinville Fire & Rescue, WA**  
Fire Chief  
**Wood River Fire & Rescue, ID**  
Fire Chief  
**Woodburn Fire District, OR**  
Fire Chief

**East Yakima County Dist. #4, WA**  
Fire Chief (2)  
**City of Arlington, WA**  
Fire Chief  
**City of Bremerton, WA**  
Fire Chief  
**City of Burlington, WA**  
Fire Chief  
**City of Bothell, WA**  
Fire Chief  
**City of Enumclaw, WA**  
Fire Chief  
**City of Gearhart, OR**  
Deputy Fire Chief  
**City of Gladstone, OR**  
Fire Chief  
**City of Kalispell, MT**  
Fire Chief (2)  
**City of Kirkland, WA**  
Fire Chief  
**City of Lincoln, NE**  
Fire Chief

**City of Lynnwood, WA**  
Assistant Fire Chief  
**City of Mills, WY**  
Assistant Fire Chief  
**City of Moses Lake, WA**  
Fire Chief  
**City of Olympia, WA**  
Fire Chief  
**City of Seattle, WA**  
Fire Chief  
**City of Snoqualmie, WA**  
Fire Chief  
**City of Tukwila, WA**  
Fire Chief  
**City of Vancouver, WA**  
Fire Chief  
Deputy Fire Chief  
**City of Woodland, WA**  
Fire Chief

## APPENDIX - WORK SAMPLES

### POSITION PROFILE & INVITATION TO APPLY LETTER

Additional samples available at [gmpfr.com](http://gmpfr.com). Copyright © 2026 by GMP Consultants. All rights reserved.

# DEPUTY FIRE CHIEF

CITY OF VANCOUVER *Washington*

## Why Apply?

The Deputy Fire Chief for Vancouver Fire will play a pivotal role in leading a progressive, well-trained, and highly motivated department serving a dynamic and growing city. Reporting to the Fire Chief, this position oversees daily operations, supports strategic initiatives, and ensures alignment with the department's mission and values. As the city experiences significant growth and evolving community needs, the Deputy Chief will be instrumental in succession planning and mentoring emerging leaders. The ideal candidate will bring strategic vision, operational expertise, and a collaborative leadership style to help guide Vancouver Fire through continued growth and organizational excellence.





## WELCOME TO VANCOUVER

Located alongside the Columbia River across from Portland, Vancouver is a vibrant and growing community of 200,000—Washington's fourth-largest city. With a growing culinary and art scene, Vancouver offers the excitement of a major metropolitan area along with small-town charm and family-friendly neighborhoods.

As one of the oldest cities in Washington state, Vancouver offers a unique mix of historic heritage and revitalized urban areas like the Vancouver Waterfront, which features restaurants, public art, and scenic walking trails along the river. Vancouver's commercial districts are anchored by national retailers alongside thriving local businesses and growing tech and manufacturing sectors. Clark College and Washington State University Vancouver also contribute significantly to the local economy and add a youthful energy to the city.

Vancouver benefits from its proximity to Portland, expanding economic and cultural opportunities for residents. Vancouver has also become increasingly attractive to remote workers and creative professionals who appreciate its lack of a state income tax and lower cost of living compared to Portland.

With Mount St. Helens to the north, the Columbia River Gorge and Cascade Range to the east, and the Pacific Coast to the west, the city is perfectly positioned for a year-round outdoor recreation and exploration. For winter sports enthusiasts, Mount Hood's ski areas are just over 90 minutes away. The nearby Willamette and Columbia Valleys offer wine enthusiasts a collection of renowned wineries and tasting rooms.

Within the city, residents enjoy more than 100 parks, miles of scenic trails, and annual events like the Vancouver Farmers Market, summer concerts, a monthly First Friday Art Walk, and the Fourth of July Fireworks Spectacular. Vancouver enjoys mild weather with four distinct seasons and less annual rainfall than Boston or Atlanta. Summer temperatures hover around 70s–80s°F, and winter nights seldom drop below 30°F.





# THE CITY OF VANCOUVER

Founded in 1825 and incorporated in 1857, the City of Vancouver serves a population of over 200,000 across 50 square miles with a 2025-26 biennial budget of \$2.1 billion and a staffing of 1,480 employees. The City Manager's Office leads twelve departments: City Attorney, Communications, Community Development, Economic Prosperity & Housing, Financial & Management Services, Fire, General Services, Human Resources, Office of Equity and Inclusion, Police, Public Works, and Parks, Recreation, & Cultural Services.

The City operates under a Council-Manager form of government, with a seven-member City Council—including the Mayor—all elected at large to four-year terms. Mayor Anne McEneny-Ogle has been serving in her role since 2018. City Manager Lon Pluckhahn has served in his role for the past year, after previously serving as one of the City's deputy city managers.

In 2021, City Council identified core values for Vancouver, including public safety, equity, and climate. These core values guide a vision for engaging with the public and help re-imagine City structures, practices, and policies.

**FTEs**  
1,480

**BUDGET**  
\$2.1 billion

**AREA**  
50 square miles

**POPULATION**  
200,000

# THE VANCOUVER FIRE DEPARTMENT



Since 1867, the Vancouver Fire Department (VFD) has proudly served its community as a highly trained, all-hazards firefighting force. In 1994, VFD merged with Clark County Fire District #5, becoming the fourth-largest fire department in Washington State. Since 2015, the city's population has grown by over 15%, and emergency calls have increased by 50%—making VFD one of the region's busiest and fastest-growing fire departments.



VFD provides service to over 200,000 residents of the City of Vancouver as well as 100,000 residents of Clark County Fire District 5 through an interlocal agreement. The Department operates with a 2025 budget of \$86 million and a team of 274 FTEs, including 245 full-time firefighters. Services include fire suppression, EMS, hazardous materials (regional), technical rescue (regional), maritime, fire prevention, and fire investigation.

An on-duty staff of 53 personnel responds from 11 fire stations and 17 fire companies. In 2024, the department responded to 38,422 individual calls for service, while the total number of responses by all apparatus combined exceeded 52,000. Approximately 63% of all service requests are EMS-related.



EMS is delivered through a multi-tiered system that includes the department's firefighter-EMTs and fire medics, in collaboration with paramedics from American Medical Response (AMR). Every response apparatus is staffed with at least one paramedic. BLS and ALS ambulance transport is provided by AMR under a contract agreement with the City of Vancouver.

The fire executive team consists of the Fire Chief, Fire Marshal, and three Deputy Chiefs. The department is organized into four sections: Fire Prevention, Administration, Operations, and Support Services & Strategic Planning. Additionally, the department has four Division Chiefs who manage Training, EMS, Logistics, and Special Operations. The suppression staff is organized into 4 shifts and managed by 2 Battalion Chiefs per shift, who maintain operational command at all significant emergencies.



VFD's diverse response area spans 90 square miles and includes urban, heavy industrial, suburban, wildland interface, Interstates 5 and 205, and 22 miles of riverfront along the Columbia River with an international shipping port. High-risk natural disasters for the area include active volcanoes, earthquakes, flooding, landslides, wildfires, and extreme weather. The department has automatic aid provisions with Clark County, as well as mutual aid agreements with the State Homeland Security Region 4, City of Portland, and Marine Fire Safety Association, allowing for daily interaction with nearby agencies serving over 1.2 million citizens in total.



View job  
description at  
[gmphr.com](http://gmphr.com)

## THE DEPUTY FIRE CHIEF

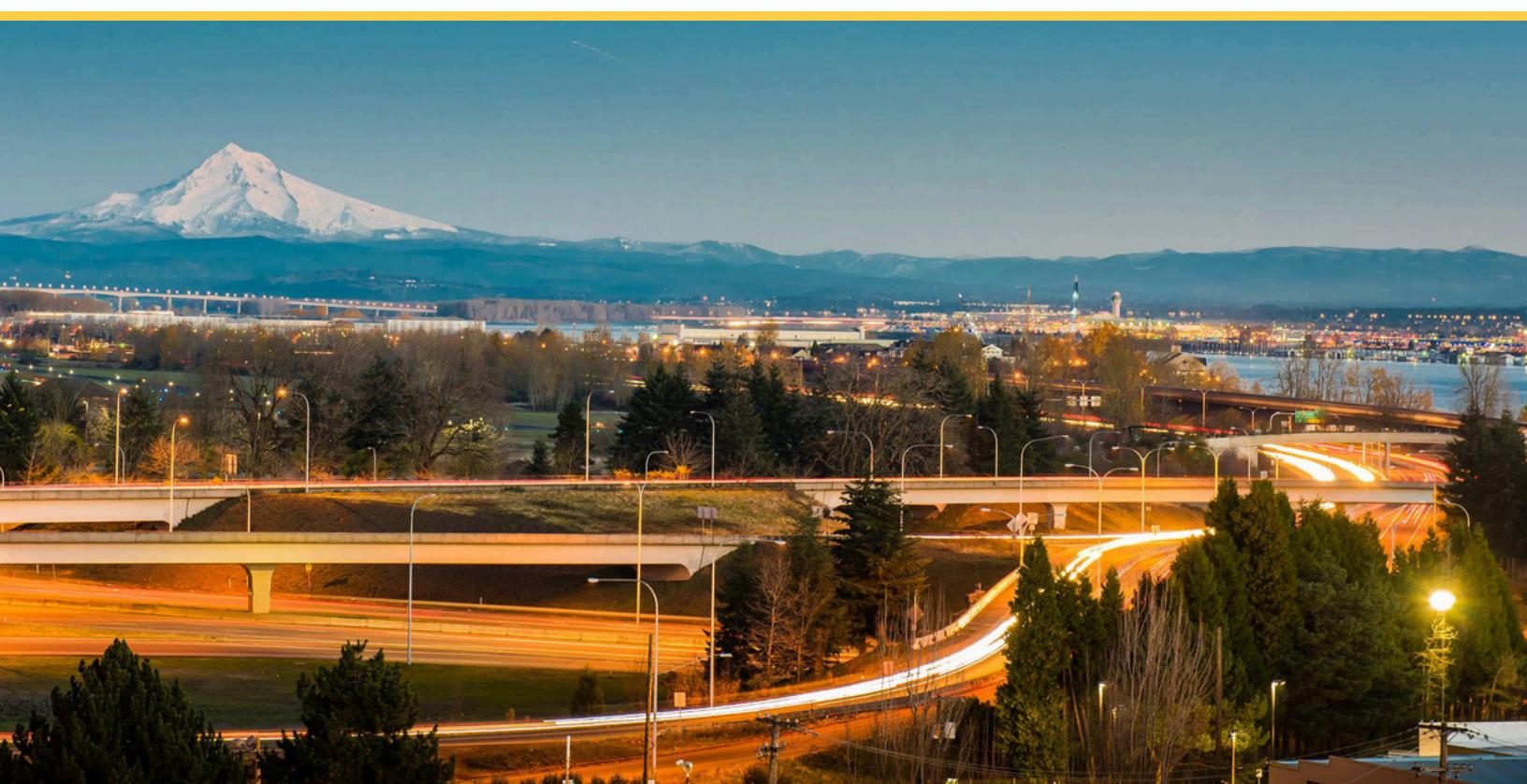
Reporting to the Fire Chief, the Deputy Chief serves as the next level of command immediately under the Fire Chief and a key member of the Chief's Executive Team. Under administrative direction, the Deputy Chief assists with planning, directing, managing, and overseeing the activities in their assigned area of responsibility. The Deputy Chief is responsible for providing highly responsible and complex administrative and management support to the Fire Chief and is responsible for representing the fire department at community, City government events, regional meetings, as well as state meetings. Additionally, the Deputy Chief is responsible for developing and enforcing department policies that fall under their assigned area of responsibility.

### IDEAL CANDIDATE TRAITS:

- **Strategic Thinker** – Understands the department's long-term vision and aligns daily operations with big-picture goals.
- **Operational Expertise** – Brings deep knowledge of all-hazard fire, EMS, and special operations, ensuring operational readiness.
- **Collaborative Leader** – Builds strong relationships with command staff, labor, City leadership, and regional partners.
- **Effective Communicator** – Delivers clear, timely, and transparent communication across all levels of the organization.
- **Mentor & Talent Developer** – Actively supports succession planning and professional growth for future leaders.
- **Labor-Management Partner** – Navigates labor relations constructively, fostering trust and shared purpose.
- **Adaptable & Resilient** – Responds effectively to change, challenges, and evolving community needs.
- **Ethical & Trusted** – Acts with integrity, consistency, and fairness in decision-making.
- **Data-Driven Decision Maker** – Uses metrics and analysis to guide operational, staffing, and budget priorities.
- **Community-Focused** – Balances internal priorities with the needs and expectations of the community served.

# OPPORTUNITIES & CHALLENGES

- 1) A key challenge for the next Deputy Fire Chief will be ensuring robust professional development opportunities for both current staff and emerging leaders. With significant leadership turnover expected in the coming years, the Deputy Chief must prioritize mentoring, succession planning, and targeted training to prepare the next generation of command staff. This includes creating clear career pathways, securing resources for advanced training, and fostering a culture that values continuous learning. Balancing day-to-day operational demands with the need for strategic investment in people will be essential to maintaining leadership continuity and sustaining the department's high standards of service.
- 2) One of the primary challenges for the next Deputy Fire Chief will be managing the impacts of high call volume on staffing, resources, and service delivery. With units running at intense utilization rates and crews facing increased workload pressures, the Deputy Chief must balance operational readiness with firefighter health, safety, and retention. This will require innovative deployment strategies, careful data analysis, and collaboration with labor and city leadership to ensure sustainable service levels. Finding ways to maintain efficiency, reduce burnout, and support a busy, growing community will be essential to the department's long-term operational success.
- 3) The Deputy Fire Chief will play a critical role in supporting the department's budget and funding responsibilities. This includes assisting in the development and management of the annual budget, monitoring expenditures, and ensuring resources are allocated to align with operational priorities and strategic goals. The role requires identifying and pursuing funding opportunities, such as grants or special programs, and ensuring compliance with all financial policies. The Deputy Chief will work closely with City leadership, labor, and command staff to balance fiscal constraints with service demands, advocate for necessary resources, and maintain financial transparency to protect and sustain the department's capabilities.



## EDUCATION & EXPERIENCE

- Bachelor's degree and four to six years of experience in an administrative/leadership capacity of a similar size and complexity department.
- Documented National Incident Management System qualifications at an advanced level, including the ability to serve in command or general staff positions at major incidents

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job. EFO/CFO desired.

## COMPENSATION & BENEFITS

The City of Vancouver offers an annual salary range of \$161,635 to \$242,453 for this position, depending on qualifications and experience, along with a comprehensive benefits package.

## RESOURCES

[2024 Department Annual Report](#)

[2023-2024 City Budget](#)

[City Strategic Plan](#)

[Visit Vancouver](#)



## TO APPLY

Apply Online: [gmphr.com](http://gmphr.com)

First Review: **November 2, 2025**

More Info: Gordie Olson, GMP Consultants  
[golson@gmphr.com](mailto:golson@gmphr.com) / (720) 518-7420





## WELCOME TO MANSON

### WHY APPLY?

Chelan County District 5 is a forward-thinking fire department with a “people and community first” culture—from the Fire Chief and Commissioners to the line firefighters. The community is woven into the department, fostering an environment that attracts high-quality and dedicated volunteers who enjoy a tight-knit family atmosphere along with progressive training.

The area’s diverse geography and topography require a true “all-hazards” agency—from water safety responses to wildland firefighting. Lake Chelan, located in north-central Washington, is a popular destination for four-season outdoor recreation. The lake’s clear, bright blue waters are surrounded by forested slopes and rugged, snow-capped peaks, and breathtaking scenery.

Dear Colleague,

GMP Consultants is assisting the **Chelan County Fire District 5** in Manson, WA in finding a **Deputy Chief**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

**Justin Venezia, GMP Consultants**  
**jvenezia@gmphr.com / (425) 229-2001**



Greg M. Prothman, President  
[ggreg@gmphr.com](mailto:ggreg@gmphr.com) / 206-714-9499



# CHELAN COUNTY FIRE DISTRICT 5

Chelan County Fire District 5 (CCFD5), also known as the Manson Fire Department, provides all hazard and emergency medical services in and around the rural community of Manson, WA along the northern shore of Lake Chelan. Operating with 42 personnel out of two stations, CCFD5 serves a year-round population of 4,888 across 19 square miles with an annual budget of \$1.8 million. The District is governed by a three-member Board of Fire Commissioners who serve a 6-year term. With a proud history dating back to 1949, CCFD5 operates as a combination fire department that relies primarily—and proudly—on volunteer personnel who live in the community they serve. The department also maintains specialized teams, including five certified rope rescue technicians and a dedicated water and ice rescue team. Calls generated in the District top 500 per year.

## THE DEPUTY CHIEF

Reporting to the Fire Chief, the Deputy Chief is a new position to support the overall mission and effectiveness of the Fire District primarily through non-emergency response functions. This role is involved in overseeing daily operations, personnel supervision, and overall organizational management. The Deputy Chief also plans, organizes, and manages the District's training program by developing curricula, lesson plans, examinations, and course schedules. Additional responsibilities include assisting with public education and community risk reduction efforts, developing standard operating guidelines, procedures, rules, and regulations for review and approval, and representing the Fire District in an official capacity at the local, state, and national levels. The secondary duties of the Deputy Chief include command duty rotation and emergency response in cases where available firefighter staffing is insufficient.



View  
full position  
profile at  
[gmphr.com](http://gmphr.com)

## EDUCATION & EXPERIENCE

- Associate's degree in fire related field (bachelor's preferred).
- Minimum of 10 years of fire experience in a volunteer and/or combination department, with at least 2 years as an officer, and current IFSAC Instructor certification.
- Current National Registry and/or Washington State EMT-Basic certification (or higher) or be eligible via reciprocity for Washington State licensure.
- Washington State EMS Instructor endorsement or be eligible to obtain necessary certifications/endorsements within 90 days.
- Experience with volunteers and volunteer programs.

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.

TO  
APPLY

Visit: [gmphr.com](http://gmphr.com)

Salary Range: \$110,000 to \$120,000 annually DOQ

First Review: August 1, 2025

More Info: Justin Venezia, GMP Consultants  
[jvenezia@gmphr.com](mailto:jvenezia@gmphr.com) / (425) 229-2001



# *Spring* SERIES

## *Seminars*

The fire service is a community that embodies the spirit of unity, resilience, and determination. Your participation is a declaration of belief – a belief in the power of collaboration, in the potential of shared endeavors, and in the transformative impact that arises from shared innovation.

**March 14**

**Spokane - New & Experienced Commissioner, Chief & Secretary Training - Virtual Option!**

**May 2**

**Suquamish - New & Experienced Commissioner, Chief & Secretary Training - Virtual Option!**

## **SUQUAMISH - CLEARWATER RESORT**

**May 2nd**

8 am Coffee & Registration    9 am Class Start    12 pm Lunch    4 pm Class Ends

This seminar meets the statutory Open Public Records and Open Public Meetings training requirements which are required every 4 years for elected officials. Attendees will receive a certificate of participation that documents compliance with the Open Public Records and Open Public Meetings training requirements. **NEW!** Incoming Executive Director Tori Pettis will give a 20 minute introduction to the WFCA, outlining benefits and resources to kick off the day.

Attorney Brian Snure will present this seminar for new and experienced commissioners, chiefs, secretaries and other management personnel. The class will provide the knowledge and background needed to understand and address the challenges involved in governing, leading and operating fire districts and regional fire authorities. This full-day program is being held in both Spokane and Suquamish.

**Webinar** - The WFCA and Brian Snure have added a virtual option to this event. This seminar will be streamed live as a webinar and will be recorded and available for those unable to attend at the time. During registration simply select which option you would like to attend. Please contact Jordon Murray at [jordonm@wfca.wa.gov](mailto:jordonm@wfca.wa.gov) (<mailto:jordonm@wfca.wa.gov>) with any questions or concerns.

Register (<https://wfca.wa.gov/events/register.aspx?id=2011541>)

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**Speakers (<https://wfcawa.sitem.com/admin/content/CustomPageEdit.aspx?id=899810#>)**



**BRIAN SNURE**

Brian Snure is a sole practitioner operating as Snure Law Office, PSC located in Des Moines, Washington. Brian Snure has represented fire protection districts, regional fire authorities and other special purpose districts including water districts, sewer districts, metropolitan park districts and cemetery districts for over twenty-seven years. Brian also maintains a limited general practice emphasizing estate planning, probate and real estate. He has authored or co-authored numerous handbooks relating to fire districts and departments and has spoken at numerous Continuing Legal Education courses on a wide variety of issues affecting municipal governments.

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## **Clearwater Resort Casino**



Hotel Info (<https://wfca.wa.gov/events/EventDetails.aspx?id=2011541>)

**June 6**

**Chelan - Transforming Fire Service Culture: Leadership, Mental Health, & Commissioner's Role**

**CHELAN - CAMPBELL'S RESORT**

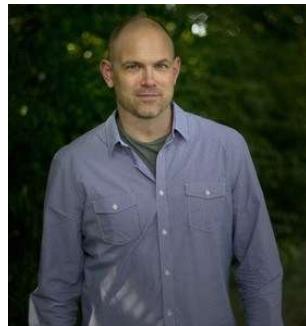
**June 6th**

June 2021

This session is focused on how commissioners can help navigate meaningful cultural changes and transitions within their fire districts. Drawing on the real-world examples of South Pierce and Orting Fire & Rescue, this training highlights the role of leadership, mental health, and commissioner–chief alignment in building and maintaining healthy, resilient organizations. Participants will gain practical insights into supporting their fire chief, strengthening communication, and fostering a culture that sustains both people and performance.

Before class, incoming Executive Director Tori Pettis will give a 20 minute introduction to the WFCA, outlining benefits and resources.

**Register (<https://wfca.wa.gov/events/EventDetails.aspx?id=2011539&group=>)**



## **SILOUAN GREEN**

Silouan has worked with law enforcement, fire fighters, active duty military and veterans, national and state agencies, colleges, churches, non-profits, survivors, caregivers, and mental health groups for over 20 years. A survivor who has experienced the mental, spiritual, and physical impact of trauma, he is also a husband and father of nine who understands the battle we all face everyday to live with meaning and purpose.

Creativity was a catalyst for his healing – writing, music, and photography. By breaking down the steps of his own journey, he identified fundamental principles we must go through to order our lives after trials and traumas of all kinds. These fundamental principles of introspection, goal setting, personal accountability and leadership became the foundation of his evidence-based life skills tool, The Ladder UP.

**(<https://wfca.wa.site-ym.com/admin/content/C?id=899810#>)**

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## Campbell's Resort



Hotel Info (<https://wfca.wa.gov/events/EventDetails.aspx?id=2011539&group=>)

## Pricing

Please register for every seminar you would like to attend. Registration fee listed below is per person, per seminar. Fee includes lunch at the seminar for which you register and a continental breakfast in Chelan. Notice three weeks prior to the event is required for registration refunds from the WFCA. You can select the "Bill Me" option and find your invoice in your registration confirmation email. An educational grant program is available to member districts whose assessed value is less than \$100 million. This program is not available for the Chelan Seminar. Click here to **apply**.

(<https://wfca.wa.gov/page/GrantApp>)

Spokane



## EARLY BIRD

Register by March 1st for discount!

▼  
**\$235**

Member

## Suquamish

### ▼ EARLY BIRD

Register by April 10th for Discount

▼  
**\$235**

Member

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## **CONTACT US**

James R. Larson Forum Building  
605 11th Ave. SE, Suite 205  
Olympia, WA 98501

Phone: 800.491.9322

## **CONNECT WITH US**

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## Re: Agenda Additions

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**From** Brian Snure <Brian@snurelaw.com>

**Date** Fri 1/23/2026 5:34 AM

**To** Tanya Cray <tcray@ejfr.org>

Tanya,

Your policy is consistent with RCW 42.30.080 which does not prohibit adding items to a special meeting agenda provided that final actions are not taken on added items.

The handbook does not address this nuance. As the person that drafted and maintains that handbook that has been intentional as I think as a matter of practice it is better not to add items to a special meeting agenda at the meeting. The intent of RCW 42.30.080 and the common approach to it is that you need to tell the public what you are meeting about so they have a chance to attend. If you add substantive matters to the agenda at the meeting, even if no final action is taken, it can lead to confusion and transparency issues with the public. Regardless, your policy is legally correct.

In regard to voting to approve agenda modifications, in my experience that is fairly common practice and required under Roberts rules. If it doesn't occur and the Board discusses or takes a final action on the matter, it's kind of a moot issue, but I think to maintain a consistent procedure I would recommend it.

Of course if you require a vote on agenda modifications you would need to have a section on a special meeting agenda allowing for agenda modifications, otherwise it would equate to final action on an item not on the agenda.....

Let me know if you want to discuss further, thanks.

Sincerely,

Brian Snure  
Snure Law Office, PSC

Mailing address: 27425 8th Ave. S. • Des Moines, WA 98198  
Phone: 206-824-5630 • Toll-free: 800-486-9484 • Cell: 206-276-8742  
snurelaw.com • Email: Brian@snurelaw.com  
Also serving as of Counsel to CSD Attorneys at Law



**SNURE LAW OFFICE**

SERVING FIRE AGENCIES SINCE 1964

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On Jan 22, 2026, at 10:37 AM, Tanya Cray <tcray@ejfr.org> wrote:

Hi Brian,

We had a discussion at our last meeting on additions to the agenda and our current policy was discussed (attached). It looks to me like our policy is in contrast to what is stated in the WFCA handbook. Can agenda items be added to special meetings? I have read elsewhere that no final action can be taken on items not on the agenda for a special meeting...so that leads me to believe we can add items at the meeting.

Also, it was suggested by a commissioner that the board vote to all any/all additions to the agenda (regular or special meetings). This seems cumbersome to me and a time suck, have you seen this done before? Is it even legal?

Please advise,

*Tanya Cray*  
Executive Assistant/District Secretary  
**East Jefferson Fire Rescue**  
**(360) 437-2236**  
<Policy 1001.pdf> <WFCA Handbook - Special Meetings.pdf>

## 2026 Upcoming Events

Group	Event	Date
<b>2026</b>		
<b>February</b>		
EJFR	Election Day	2/10/2026
Admin	President's Day - Admin Holiday	2/16/2026
BOC/Admin	JC Commissioner's & Admin Assoc.	2/19/2026
<b>March</b>		
<b>April</b>		
<b>May</b>		
BOC/Admin	WFCA Sat. Series - New Commissioner/Admin Trng	5/2/2026
EJFR	Rhody Festival	5/13-5/17
<b>June</b>		
BOC /Admin	Chelan Seminar	6/7/2026
EJFR	Preparedness Day	6/27/2026