

# North Mason Regional Fire Authority Board of Fire Commissioners Agenda

September 14<sup>th</sup> (Belfair) & September 21<sup>st</sup> (Belfair)  
5:00 PM

Zoom option available for public attendance

**Blue Information** and **Red Action** Requested

**Call to Order**

**Pledge of Allegiance**

**Approval of Minutes:** The meeting minutes from August are attached for review.

**Voucher Approval:** Voucher materials for September are attached for review.

**Financial Report**

**Administration Report**

- Upcoming Disaster Fair
- 2022 Budget Preparation
- COVID-19 Update
- New Fire Engine Arrival

**Old Business**

- Headquarters Station Construction Update
- Law Enforcement Response Update

- Bid Review/Potential Award: Diesel Exhaust Removal System
- NMRFA Draft Strategic Plan Review and Adoption

## **New Business**

- Headquarters Station: Furniture Proposal
- Policy Review: Mission, Vision, Core Services and Core Values
- Mason County Fire Commissioners and Fire Chiefs Association Joint Meeting Update
- Badge Pinning/Probation Ceremonies (September 21<sup>st</sup>)

## **Public Comment**

## **Good of the Order**

## **Adjournment**

**\*\*Until further notice, all Board of Commissioners meetings will include a Zoom option for those would like to attend via video/teleconference.\*\***

Instructions:

**To join the meeting from a computer (audio + visual)**

1. Use the following Meeting ID: <https://zoom.us/j/4439633643>
2. When prompted to enter your name.
3. You will be prompted to choose ONE of the audio conference options: phone call OR computer audio.
  - o Audio quality tends to be better when participants use phone rather than computer microphone
  - o *Note: If you are not prompted to choose an audio option upon entering, select the arrow next to the microphone in the lower left corner. Click "Audio Options..."*
4. You may choose to use your webcam in the meeting or not. To turn your webcam on/off, use the camera icon in the bottom-left corner.

**To join using the Zoom mobile app (audio + visual)**

1. Open the Zoom mobile app and select the "Meet & Chat" icon located at the bottom of the screen.
2. Select "Join a Meeting," then enter Meeting ID: **443 963 3643 #** and your display name.
3. In the Join Options, select "Turn off my video" (you can turn video on after joining the meeting)
4. Select "Join" to enter the Zoom meeting

**To join by phone only** - *If you are unable to access a computer, please dial in using the below instructions.*

1. Dial (408) 638-0968 / iPhone one-tap +14086380968,,4439633643#
2. Enter Meeting ID: **443 963 3643 #**
3. Enter **#** to bypass Participant ID



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**North Mason Regional Fire Authority (NMRFA)**

**Meeting Minutes**

**460 NE Old Belfair Hwy, Belfair WA**

**Telephone/Videoconference Option**

**8/10/2021**

**Present:** Commissioners Kelley McIntosh, Brooke Quigley, Paul Severson, Dan Kewish, Bob Miller; Executive Assistant Wassenaar; Chief Bakken; Assistant Chief Cooper

The meeting was held in-person with a telephone/videoconference option available.

**Absent:** None

**Guests:** Dale Webb (Belfair Water District 1); Fire Chief Clint Volk (Mason County Fire District 6)

Meeting was called to order at 5:04 p.m. and opened with the Pledge of Allegiance.

The meeting minutes from July 13 and July 20, 2021, were presented for approval. Commissioner Quigley asked to make note of Dale Webb's (Belfair Water District 1) full name, as mentioned in the July 13, 2021, meeting minutes.

**Commissioner Quigley moved to approve the meeting minutes as presented. Commissioner Kewish seconded the motion. Motion carried.**

#### **FINANCIALS**

Financial vouchers were presented for review. Chief Bakken explained that there was a large purchase of Zoll AEDs for disbursement to the school district. He confirmed that this is a partnership program and the schools will reimburse the Fire Authority for the equipment.

**A motion was made by Commissioner Miller to approve the payroll and expense vouchers under BIAS 210702001 to 210702098 in the amount of \$722,569.93 and expense vouchers 210701001 to 210701002 in the amount of \$1,053,333.21. Commissioner Kewish seconded the motion. Motion carried.**

#### **ADMINISTRATION**

**AFG Extrication Grant:** Chief Bakken explained that the Fire Authority applied for a Regional AFG Grant with Mason County Fire Districts 3 and 6 for extrication equipment. He stated that we were awarded \$169,000 to purchase five (5) sets of equipment. Guest Fire Chief Clint Volk advised that he wanted to attend tonight's Board meeting in-person to express his thanks for the multiple grants that have been received as a result of the regional grant applications. Much of the equipment and services received from the grants would not have been a possibility for District 6 without the grants.

**Belfair Water District:** Guest Dale Webb (General Manager) Belfair Water District 1 provided a state of the union address regarding water supply in Belfair. Mr. Webb discussed the most recent district comprehensive plan, the impact of existing and upcoming construction projects and the relationship with the Fire Authority.

**COVID-19 Update:** Chief Bakken provided an update, stating that positive cases have increased in recent weeks. Due to the increase in positive cases, the CDC has changed the status of Mason County to high risk for transmission. As a result, the Fire Authority will be re-implementing a mask mandate for employees, regardless of vaccination status. Chief Bakken also stated that he is still awaiting additional guidance regarding any changes to in-person Board meetings and will keep the Board updated as information is received.

Chief Bakken then notified the Board the new vaccination mandate issued by Governor Inslee via proclamation on Monday. He shared the clarification/direction he received from attorney Brian Snure and confirmed the mandate applies to all Fire Authority responders and volunteers who provide medical care. Chief Bakken then indicated that there has been no guidance yet regarding repercussions if vaccination is not received or the impact on collective bargaining units. He advised there is an Officers meeting scheduled for tomorrow to discuss messaging to the crews.

Chief Bakken further explained that before any decisions can be made regarding how to handle the mandate within the Fire Authority, additional guidance is needed from the state. Commissioner Quigley asked if there is a testing alternative available for those who do not want to receive the vaccine. Chief Bakken stated that the language in the proclamation does not allow for testing in lieu of vaccination.

**HB 1310 Update:** Chief Bakken provided a brief update, stating that there is a disconnect between Mason County Sheriff's Office command staff and administration regarding appropriate response procedures. Legal clarification was received regarding the bill, which indicated that the intent was not to prohibit police from responding to mental health crises, even when no crime is being committed. A countywide workgroup has been created with MCSO, Fire Chiefs and MACECOM. MCSO has indicated that their policy is to continue to respond in most instances; however, multiple Fire Chiefs stated this is not happening in practice. The workgroup will continue to meet on a monthly basis.

## **OLD BUSINESS**

**Strategic Planning:** Chief Bakken explained that the Strategic Plan Steering Committee approved the draft plan which has been provided to the Board for review. He stated that there is currently no deadline for approval and confirmed that the draft will be sent to the CAC for final feedback.

## **NEW BUSINESS**

**August 17<sup>th</sup> Board of Commissioners Meeting:** Chief Bakken stated he will be on vacation next week and will not be in attendance of the Board meeting. Assistant Chief Cooper will lead the meeting in his absence.

**Required Human Resources Training:** Chief Bakken advised that updated sexual harassment training is required and has been assigned to each of the Commissioners in Target Solutions. He stated that if any Commissioners need assistance or password information, they can reach out to Executive Assistant Angie McCormick.

**Public Comment:** None

**GOOD OF THE ORDER**

**With no further business Commissioner McIntosh moved to adjourn the meeting. The meeting was adjourned at 6:20 p.m.**

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Authority Secretary Renee Wassenaar

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Commissioner Kelley McIntosh

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Commissioner Paul Severson

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Commissioner Brooke Quigley

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Commissioner Daniel Kewish

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Commissioner Bob Miller



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**North Mason Regional Fire Authority (NMRFA)**

**Meeting Minutes**

**460 NE Old Belfair Hwy, Belfair WA**

**Telephone/Videoconference Option**

**8/17/2021**

**Present:** Commissioners Kelley McIntosh, Brooke Quigley, Paul Severson, Dan Kewish, Bob Miller; Executive Assistant Wassenaar; Assistant Chief Cooper

The meeting was held in-person with a telephone/videoconference option available.

**Absent:** Chief Bakken

**Guests:** None

Meeting was called to order at 5:00 p.m. and opened with the Pledge of Allegiance.

**FINANCIALS**

A single financial voucher was presented for review.

**A motion was made by Commissioner Quigley to approve the expense voucher under BIAS 210803001 in the amount of \$5,000. Commissioner Kewish seconded the motion. Motion carried.**

**ADMINISTRATION**

**Wildfire Deployments:** Assistant Chief Cooper provided a brief status update, stating that Brush 21 has been deployed to Okanogan County on a DNR deployment with no specific wildfire assignment. He explained that the full 14-day deployment length is anticipated. He also indicated that he is attempting to put together a second brush truck and water tender tomorrow.

**Fire Authority Dinner:** Assistant Chief Cooper stated that the annual Authority dinner is tentatively scheduled for November 6, 2021, at the Alderbrook. Additional information will be forthcoming.

**Four-Shift Schedule Implementation:** Assistant Chief Cooper advised that the schedule change is planned for September 15, with Lieutenant and Captain promotions effective September 1. He also stated that all staff have been notified of the changes and will have an updated organizational chart sent out to the Board.

**North Bend Fire Academy Graduation:** Assistant Chief Cooper indicated that Travis Wilson and Lucas Roessel recently graduated from the Fire Academy. He advised that Travis Wilson received the Most Improved award and Lucas Roessel received the Chief's Engine Company award.

## OLD BUSINESS

**Chamber of Commerce Gala:** Assistant Chief Cooper explained that the gala is still scheduled September 11, 2021, and he has not heard of any changes or anticipated cancellation.

## NEW BUSINESS

**Headquarters Station Project Update:** Assistant Chief Cooper provided an update, stating that contractors are currently running conduit, wires and plumbing. Commissioner Quigley asked about ventilation and air filtration in light of the COVID-19 pandemic. Assistant Chief Cooper indicated that he will have to ask the building engineers and get back to the Board.

**Policy Review – Reimbursement of Job-Related Expenses: Travel, Admin-28:** It is the policy of the North Mason Regional Fire Authority to reimburse Authority members for reasonable and necessary expenses incurred during approved work-related travel. The purpose of this policy is to establish guidelines and procedures for the reimbursement of reasonable and necessary expenses incurred by persons authorized to travel for Authority-related business.

**Motion made by Commissioner Miller to approve the revised policy Reimbursement of Job-Related Expenses: Travel, Admin-28. Commissioner Quigley seconded the motion. Motion carried.**

**Fire Commissioners and Long-Term Care Insurance Requirements:** Assistant Chief Cooper explained that the Commissioners will be subject to the WA State long term care tax requirements unless they opt-out of the program by obtaining long-term care insurance. Executive Assistant Wassenaar will confirm plan application and opt-out dates and send that information to the Board.

**Policy Review – COVID-19 Vaccination, Ops-12.1:** All Authority Health Care Providers, volunteer and career, are required to be fully vaccinated against COVID-19 and provide proof of full vaccination to the Authority no later than October 18, 2021. Vaccinations are not required for employees and volunteers who are not Health Care Providers (see Definitions above), including Administrative and Executive Assistants and the Board of Commissioners, except when contracted by the Washington State Patrol (WSP) or Department of Natural Resources (DNR) for wildfire suppression services.

The Governor's Proclamation and draft policy were discussed at length as a group. Executive Assistant Wassenaar confirmed the draft policy language was pulled directly from the Proclamation, including the exemptions. Commissioner Quigley asked about medical exemptions and Executive Assistant Wassenaar clarified that medical exemptions are included as part of the disability exemption due to the existing laws in place. Assistant Chief Cooper stated that further information is still needed concerning who is going to vet the exemption requests. The group also discussed the potential impact on the upcoming change to a four-shift schedule.

Commissioner Quigley stated that she supports following the law and feels the organization has a financial/legal obligation to the community to do so. Commissioner McIntosh indicated that while she does not agree this should be a mandate by the state, she does feel that the proclamation must be followed. Commissioner Kewish advised that he cannot morally support mandating vaccination. Commissioner Miller explained that the state has made vaccination a condition of employment which must be followed. Commissioner Severson stated that the organization must do what is legally required



but disagrees that this should be a mandate. Commissioner McIntosh proposed a Special Meeting to further discuss as a group and come to a final decision.

A Special Meeting was requested for next Tuesday August 24, 5:00 p.m. to discuss the mandate and the Fire Authority's proposed vaccination policy further.

**Public Comment:** None

**GOOD OF THE ORDER**

**With no further business Commissioner Quigley moved to adjourn the meeting. The meeting was adjourned at 6:15 p.m.**

**BOARD FOR VOLUNTEER FIREFIGHTERS**

**Present:** Commissioner McIntosh, Assistant Chief Cooper, Executive Assistant Wassenaar, Volunteer Nani Tupolo

Meeting was called to order at 6:18 p.m.

A single invoice in the amount of \$100.00 for one (1) volunteer physical was presented for review and approval. **Assistant Chief Cooper moved to approve the invoice. Volunteer firefighter Tupolo seconded the motion. The motion carried.**

**With no further business Commissioner McIntosh adjourned the meeting 6:19 p.m.**

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Authority Secretary Renee Wassenaar

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Commissioner Kelley McIntosh

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Commissioner Paul Severson

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Commissioner Brooke Quigley

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Commissioner Daniel Kewish

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Commissioner Bob Miller



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**North Mason Regional Fire Authority (NMRFA)**

**Special Meeting Minutes**

**460 NE Old Belfair Hwy, Belfair WA**

**Telephone/Videoconference Option**

**8/24/2021**

**Present:** Commissioners Kelley McIntosh, Brooke Quigley, Paul Severson, Dan Kewish, Bob Miller; Executive Assistant Wassenaar; Assistant Chief Cooper; Chief Bakken

The meeting was held in-person with a telephone/videoconference option available.

**Absent:** None

**Guests:** Captain Jordan Reese; Captain Ryan Cleveland; Lieutenant Ryan Cloud; Paramedic Mickey Cotter; Administrative Assistant Sarah Morgan; Outreach Coordinator Robert Collamore; Paramedic David Torvik

Meeting was called to order at 5:00 p.m. and opened with the Pledge of Allegiance.

**NEW BUSINESS**

**Proclamation 21-14:** Chief Bakken began the discussion, stating that he has been in conversation with Union President Captain Ryan Cleveland. Captain Ryan Cleveland then addressed the Board, reading aloud a letter drafted by the Union body at a Special Meeting held last night. At this time, the Union is requesting additional information regarding how the vaccination mandate will be enforced and potentially delay until that information is received.

Chief Bakken clarified that the intent is not to allow unvaccinated employees to continue responding to EMS calls after October 18, 2021; the request is to determine if there are any alternative steps to discipline for those who will not be vaccinated by that date. The request for delay stems from the understanding that if doing a two-dose vaccination, the series would need to begin September 6, which may not be enough time to receive the requested information.

Chief Bakken summarized the recommendations, with agreement from the Board:

1. NMRFA will follow the mandate in that we will not have unvaccinated employees providing healthcare after October 18, 2021
2. Administration will respond to the Union's questions by Friday, even if the answer received from the state or legal counsel is "I don't know"
3. Create a subcommittee with Union/Administration to further discuss the mandate and devise implementation steps; Commissioners McIntosh and Severson will be available
4. Special Board meeting to follow, once the subcommittee has met

**Public Comment:** None

**GOOD OF THE ORDER**

**With no further business Commissioner McIntosh adjourned the meeting at 6:18 p.m.**

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Authority Secretary Renee Wassenaar

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Commissioner Kelley McIntosh

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Commissioner Paul Severson

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Commissioner Brooke Quigley

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Commissioner Daniel Kewish

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Commissioner Bob Miller

## 2021 BUDGET POSITION

North Mason Regional Fire Authority

Time: 13:35:49 Date: 09/10/2021

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### 001 General Expense Fund

| Revenues                                    | Amt Budgeted  | September           | YTD         | Remaining           |                       |               |
|---|---|---------------------|-------------|---------------------|-----------------------|---------------|
| <b>308 Beginning Balances</b>               |   |                     |             |                     |                       |               |
| 308 91 00 0000                              | Beginning Cash and Investments - General                      | 0.00                | 0.00        | 930,000.00          | (930,000.00)          | 0.0%          |
| 308 91 00 0001                              | Begining Cash and Investments - Petty/Revolving Acct          | 5,000.00            | 0.00        | 5,000.00            | 0.00                  | 100.0%        |
| 308 91 00 0002                              | Beginning Cash and Investments - Contingency                  | 0.00                | 0.00        | 1,401,444.63        | (1,401,444.63)        | 0.0%          |
| <b>308 Beginning Balances</b>               |   | <b>5,000.00</b>     | <b>0.00</b> | <b>2,336,444.63</b> | <b>(2,331,444.63)</b> | <b>*****%</b> |
| <b>310 Taxes</b>                            |   |                     |             |                     |                       |               |
| 311 10 30 0000                              | NMRFA Fire Levy   | 2,435,563.00        | 0.00        | 1,495,865.86        | 939,697.14            | 61.4%         |
| 311 10 30 0001                              | NMRFA EMS Levy  | 915,520.00          | 0.00        | 521,218.51          | 394,301.49            | 56.9%         |
| 311 30 30 0000                              | Sale Of Tax Title Property                                    | 0.00                | 0.00        | 31.01               | (31.01)               | 0.0%          |
| 311 30 30 0001                              | Sale Of Tax Title Property - EMS                              | 0.00                | 0.00        | 10.98               | (10.98)               | 0.0%          |
| <b>310 Taxes</b>                            |   | <b>3,351,083.00</b> | <b>0.00</b> | <b>2,017,126.36</b> | <b>1,333,956.64</b>   | <b>60.2%</b>  |
| <b>330 Intergovernmental Revenues</b>       |   |                     |             |                     |                       |               |
| 331 97 30 8300                              | FEMA Assistance To FF   | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 332 92 31 0000                              | COVID-19 Non-Grant Assistance                                 | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 332 93 40 0000                              | GEMT - Ground Emergency Medical Trans                         | 0.00                | 0.00        | 429,037.69          | (429,037.69)          | 0.0%          |
| 334 02 30 0030                              | State Direct/Indirect Grant From Department Natural Resources | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 334 04 90 0000                              | DOH EMS & Trauma Grant  | 1,300.00            | 0.00        | 1,260.00            | 40.00                 | 96.9%         |
| 335 00 91 0000                              | PUD Privilege Tax   | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 337 00 00 0000                              | DNR PILT NAP/NRCA   | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 337 00 30 0001                              | Local Grants, Entitlements, Other Payments-Leashold Excise    | 0.00                | 0.00        | 16.10               | (16.10)               | 0.0%          |
| 337 00 30 0002                              | Local Grants, Entitlements, Other Payments-Leashold EMS       | 0.00                | 0.00        | 5.70                | (5.70)                | 0.0%          |
| 337 00 30 2000                              | Local Grants, Entitlements, Other Payments-Timber Exc Fire    | 20,000.00           | 0.00        | 11,353.61           | 8,646.39              | 56.8%         |
| 337 00 30 3000                              | Local Grants, Entitlements, Other Payments-Timber Exc EMS     | 0.00                | 0.00        | 7,224.29            | (7,224.29)            | 0.0%          |
| <b>330 Intergovernmental Revenues</b>       |   | <b>21,300.00</b>    | <b>0.00</b> | <b>448,897.39</b>   | <b>(427,597.39)</b>   | <b>*****%</b> |
| <b>340 Charges For Goods &amp; Services</b> |   |                     |             |                     |                       |               |
| 341 43 30 0000                              | Budgeting and Accounting Svcs / Collection Fees               | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 341 70 32 0000                              | Sales of Non-Taxable Merchandise                              | 0.00                | 0.00        | 924.00              | (924.00)              | 0.0%          |
| 341 81 30 0000                              | Word Processing, Printing, Duplication Svcs                   | 0.00                | 0.00        | 0.00                | 0.00                  | 0.0%          |
| 342 21 30 0000                              | Contracts: Fire Marshall Reimbursement                        | 10,000.00           | 0.00        | 4,351.41            | 5,648.59              | 43.5%         |
| 342 21 30 0001                              | Contracts: Mission Creek, Schools, Parks, Wildfire            | 80,000.00           | 0.00        | 29,776.78           | 50,223.22             | 37.2%         |
| 342 60 30 0000                              | Ambulance Services  | 530,000.00          | 0.00        | 363,377.49          | 166,622.51            | 68.6%         |
| <b>340 Charges For Goods &amp; Services</b> |   | <b>620,000.00</b>   | <b>0.00</b> | <b>398,429.68</b>   | <b>221,570.32</b>     | <b>64.3%</b>  |

## 2021 BUDGET POSITION

North Mason Regional Fire Authority

Time: 13:35:49 Date: 09/10/2021

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### 001 General Expense Fund

| Revenues  | Amt Budgeted     | September   | YTD              | Remaining        |              |
|---|------------------|-------------|------------------|------------------|--------------|
| <b>360 Interest &amp; Other Earnings</b>                      |                  |             |                  |                  |              |
| 361 10 30 0000 Investment Interest                            | 50,000.00        | 0.00        | 1,308.16         | 48,691.84        | 2.6%         |
| 361 40 00 0000 Other Interest Earnings Ems                    | 0.00             | 0.00        | 93.66            | (93.66)          | 0.0%         |
| 361 40 30 0000 Other Interest Earnings Fire                   | 0.00             | 0.00        | 1.93             | (1.93)           | 0.0%         |
| 361 40 30 1000 Leasehold Excise Tax Interest<br>Fire          | 0.00             | 0.00        | 3.45             | (3.45)           | 0.0%         |
| 361 40 30 2000 Leasehold Excise Tax Interest<br>EMS           | 0.00             | 0.00        | 1.21             | (1.21)           | 0.0%         |
| 362 40 00 0000 Space and Facilities Rentals Short<br>Term     | 0.00             | 0.00        | 150.00           | (150.00)         | 0.0%         |
| 362 50 00 0000 Space and Facilities Leases Long<br>Term/DNR   | 0.00             | 0.00        | 2,118.14         | (2,118.14)       | 0.0%         |
| 362 50 30 0000 Space and Facility Leases Long<br>Term/DNR EMS | 0.00             | 0.00        | 7,800.40         | (7,800.40)       | 0.0%         |
| 367 00 00 0000 Gifts, Pledges, Grants from<br>Private Sources | 1,667.00         | 0.00        | 50.00            | 1,617.00         | 3.0%         |
| 369 91 00 0000 Other Miscellaneous Revenue                    | 3,000.00         | 0.00        | 9,432.39         | (6,432.39)       | 314.4%       |
| 369 91 30 1000 Other Fees (Training, Tuition)                 | 5,000.00         | 0.00        | 3,139.75         | 1,860.25         | 62.8%        |
| <b>360 Interest &amp; Other Earnings</b>                      | <b>59,667.00</b> | <b>0.00</b> | <b>24,099.09</b> | <b>35,567.91</b> | <b>40.4%</b> |

### 380 Non Revenues

|  |                  |             |                |                  |             |
|--|------------------|-------------|----------------|------------------|-------------|
| 389 10 30 0000 Non-Revenue Reimbursement               | 35,000.00        | 0.00        | 0.00           | 35,000.00        | 0.0%        |
| 389 30 00 0000 Refund Interest Paid Fire               | 0.00             | 0.00        | (52.04)        | 52.04            | 0.0%        |
| 389 40 00 1000 Refund Interest Paid EMS                | 0.00             | 0.00        | (19.58)        | 19.58            | 0.0%        |
| 389 90 00 0000 Other Adjustments Cancelled<br>Warrants | 0.00             | 0.00        | 0.00           | 0.00             | 0.0%        |
| <b>380 Non Revenues</b>                                | <b>35,000.00</b> | <b>0.00</b> | <b>(71.62)</b> | <b>35,071.62</b> | <b>0.2%</b> |

### 390 Other Financing Sources

|  |                  |             |                   |                     |               |
|--|------------------|-------------|-------------------|---------------------|---------------|
| 395 10 00 0000 DNR Timber Trust                      | 40,000.00        | 0.00        | 0.00              | 40,000.00           | 0.0%          |
| 395 10 00 0001 DNR Timber Trust EMS                  | 0.00             | 0.00        | 221,879.09        | (221,879.09)        | 0.0%          |
| 395 10 00 0002 Sales Of Capital Assets/DNR<br>Timber | 15,000.00        | 0.00        | 0.00              | 15,000.00           | 0.0%          |
| 398 10 00 0000 Insurance Recoveries                  | 14,500.00        | 0.00        | 47,932.38         | (33,432.38)         | 330.6%        |
| <b>390 Other Financing Sources</b>                   | <b>69,500.00</b> | <b>0.00</b> | <b>269,811.47</b> | <b>(200,311.47)</b> | <b>388.2%</b> |

### 397 Interfund Transfers

|  |             |             |                   |                     |             |
|--|-------------|-------------|-------------------|---------------------|-------------|
| 397 00 00 1000 Transfer In - Interfund / Expense | 0.00        | 0.00        | 14,442.40         | (14,442.40)         | 0.0%        |
| 397 00 00 1001 Transfer In - Interfund / Expense | 0.00        | 0.00        | 909,420.11        | (909,420.11)        | 0.0%        |
| <b>397 Interfund Transfers</b>                   | <b>0.00</b> | <b>0.00</b> | <b>923,862.51</b> | <b>(923,862.51)</b> | <b>0.0%</b> |

|                       |                     |             |                     |                       |               |
|-----------------------|---------------------|-------------|---------------------|-----------------------|---------------|
| <b>Fund Revenues:</b> | <b>4,161,550.00</b> | <b>0.00</b> | <b>6,418,599.51</b> | <b>(2,257,049.51)</b> | <b>154.2%</b> |
|-----------------------|---------------------|-------------|---------------------|-----------------------|---------------|

| Expenditures                                | Amt Budgeted | September | YTD    | Remaining |      |
|---|--------------|-----------|--------|-----------|------|
| <b>001 Bakken</b>                           |              |           |        |           |      |
| 522 45 31 1000 Admin Staff Training: OOS    | 10,000.00    | 0.00      | 0.00   | 10,000.00 | 0.0% |
| 522 45 41 1000 Admin Staff Training: PS     | 0.00         | 0.00      | 960.17 | (960.17)  | 0.0% |
| 522 45 43 1000 Admin Staff Training: Travel | 0.00         | 939.39    | 939.39 | (939.39)  | 0.0% |

## 2021 BUDGET POSITION

North Mason Regional Fire Authority

Time: 13:35:49 Date: 09/10/2021

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### 001 General Expense Fund

| Expenditures   | Amt Budgeted | September | YTD        | Remaining    |        |
|--|--------------|-----------|------------|--------------|--------|
| <b>001 Bakken</b>  |              |           |            |              |        |
| 522 45 49 1000 Admin Staff Training: Miscellaneous                 | 0.00         | 0.00      | 361.14     | (361.14)     | 0.0%   |
| 001 Administration Training  | 10,000.00    | 939.39    | 2,260.70   | 7,739.30     | 22.6%  |
| 589 00 00 1000 Ambulance Refunds: OSC                              | 5,000.00     | 66.51     | 2,299.33   | 2,700.67     | 46.0%  |
| 002 Ambulance Refunds  | 5,000.00     | 66.51     | 2,299.33   | 2,700.67     | 46.0%  |
| 522 10 20 0010 Admin Staff- Labor and Industry Insurance           | 900,000.00   | 471.54    | 4,791.69   | 895,208.31   | 0.5%   |
| 522 10 20 0020 Admin Staff- Medicare                               | 0.00         | 542.46    | 4,986.37   | (4,986.37)   | 0.0%   |
| 522 10 20 0030 Admin Staff- WA State Retirement                    | 0.00         | 2,678.05  | 26,331.84  | (26,331.84)  | 0.0%   |
| 522 10 20 0040 Admin Staff- HRA, HI, DC, Disability                | 0.00         | 5,633.27  | 49,974.93  | (49,974.93)  | 0.0%   |
| 522 10 20 0050 Paid Family/Medical Leave                           | 0.00         | 0.00      | 0.00       | 0.00         | 0.0%   |
| 522 20 20 0010 Firefighter/EMT- Labor and Industry Insurance       | 0.00         | 4,470.84  | 42,550.87  | (42,550.87)  | 0.0%   |
| 522 20 20 0020 Firefighter/EMT- Medicare                           | 0.00         | 1,565.16  | 14,606.28  | (14,606.28)  | 0.0%   |
| 522 20 20 0030 Firefighter/EMT- WA State Retirement                | 0.00         | 7,768.91  | 53,391.69  | (53,391.69)  | 0.0%   |
| 522 20 20 0040 Firefighter/EMT- HRA, HI, DC, Disability            | 0.00         | 20,605.14 | 185,112.90 | (185,112.90) | 0.0%   |
| 522 20 20 0050 Firefighter/EMT- Paid Family/Medical Leave          | 0.00         | 0.00      | 0.00       | 0.00         | 0.0%   |
| 522 71 20 0010 Firefighter/paramedic- Labor and Industry Insurance | 0.00         | 2,523.64  | 18,119.62  | (18,119.62)  | 0.0%   |
| 522 71 20 0020 Firefighter/paramedic- Medicare                     | 0.00         | 915.98    | 7,860.59   | (7,860.59)   | 0.0%   |
| 522 71 20 0030 Firefighter/paramedic- Wa State Retirement          | 0.00         | 3,278.10  | 27,841.54  | (27,841.54)  | 0.0%   |
| 522 71 20 0040 Firefighter/Paramedic- HRA, HI, DC, Disability      | 0.00         | 15,696.73 | 128,773.42 | (128,773.42) | 0.0%   |
| 003 Benefits   | 900,000.00   | 66,149.82 | 564,341.74 | 335,658.26   | 62.7%  |
| 522 11 10 0001 Commissioner Stipends                               | 25,000.00    | 2,304.00  | 17,280.00  | 7,720.00     | 69.1%  |
| 522 11 20 0010 Labor and Industry Insurance                        | 0.00         | 2.13      | 16.08      | (16.08)      | 0.0%   |
| 522 11 20 0020 Social Security and Medicare                        | 0.00         | 176.24    | 1,321.88   | (1,321.88)   | 0.0%   |
| 522 45 31 2000 Commissioner Training: OOS                          | 0.00         | 0.00      | 0.00       | 0.00         | 0.0%   |
| 522 45 41 2000 Commissioner Training: PS                           | 0.00         | 370.00    | 370.00     | (370.00)     | 0.0%   |
| 522 45 43 2000 Commissioner Training: Travel                       | 0.00         | 0.00      | 0.00       | 0.00         | 0.0%   |
| 522 45 49 2000 Commissioner Training: Miscellaneous                | 0.00         | 0.00      | 0.00       | 0.00         | 0.0%   |
| 004 Commissioners  | 25,000.00    | 2,852.37  | 18,987.96  | 6,012.04     | 76.0%  |
| 522 10 31 1000 Computer Hardware: OOS                              | 15,000.00    | 0.00      | 1,068.93   | 13,931.07    | 7.1%   |
| 522 10 31 2000 Computer Software: OOS                              | 0.00         | 0.00      | 9,909.89   | (9,909.89)   | 0.0%   |
| 522 10 41 1000 IT Support Service: PS                              | 0.00         | 850.00    | 7,250.00   | (7,250.00)   | 0.0%   |
| 005 Computers  | 15,000.00    | 850.00    | 18,228.82  | (3,228.82)   | 121.5% |
| 522 10 30 1000 Mason/Kitsap Elections: PS                          | 0.00         | 0.00      | 1,801.10   | (1,801.10)   | 0.0%   |
| 006 Elections  | 0.00         | 0.00      | 1,801.10   | (1,801.10)   | 0.0%   |
| 522 10 46 1000 Authority General Liability Insurance               | 72,000.00    | 5,935.00  | 58,987.00  | 13,013.00    | 81.9%  |

## 2021 BUDGET POSITION

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### 001 General Expense Fund

| Expenditures  | Amt Budgeted        | September         | YTD                 | Remaining         |              |
|---|---------------------|-------------------|---------------------|-------------------|--------------|
| <b>001 Bakken</b>   |                     |                   |                     |                   |              |
| 522 10 46 2000 Accident and Sickness Insurance                      | 0.00                | 0.00              | 8,637.00            | (8,637.00)        | 0.0%         |
| 007 Insurance   | 72,000.00           | 5,935.00          | 67,624.00           | 4,376.00          | 93.9%        |
| 522 20 20 2000 Retirement Medical Costs                             | 7,000.00            | 454.57            | 4,391.65            | 2,608.35          | 62.7%        |
| 008 LEOFF 1 Retirement Costs  | 7,000.00            | 454.57            | 4,391.65            | 2,608.35          | 62.7%        |
| 522 10 41 2000 Legal Services: PS                                   | 2,500.00            | 375.00            | 1,075.00            | 1,425.00          | 43.0%        |
| 009 Legal Costs   | 2,500.00            | 375.00            | 1,075.00            | 1,425.00          | 43.0%        |
| 522 10 31 3000 Miscellaneous Expenes: OOS                           | 10,000.00           | 187.87            | 7,036.58            | 2,963.42          | 70.4%        |
| 522 10 43 1000 Miscellaneous Expense: Admin Travel                  | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 522 10 45 1000 Miscellaneous Expense: Operating Rentals & Leases    | 0.00                | 41.81             | 619.74              | (619.74)          | 0.0%         |
| 522 10 48 1000 Miscellaneous Expense: Repairs & Maintenance         | 0.00                | 0.00              | 292.95              | (292.95)          | 0.0%         |
| 522 20 35 1000 Miscellaneous Expense: Small Tools & Minor Equipment | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 010 Misc Expenses   | 10,000.00           | 229.68            | 7,949.27            | 2,050.73          | 79.5%        |
| 522 10 49 1000 Memberships and Subscriptions: PS                    | 12,000.00           | 733.82            | 5,814.10            | 6,185.90          | 48.5%        |
| 522 10 49 2000 Miscellaneous: PS                                    | 0.00                | 3,744.33          | 13,050.49           | (13,050.49)       | 0.0%         |
| 011 Professional Services   | 12,000.00           | 4,478.15          | 18,864.59           | (6,864.59)        | 157.2%       |
| 522 10 10 0001 Admin Staff Salaries and Wages                       | 2,400,000.00        | 37,411.47         | 343,890.59          | 2,056,109.41      | 14.3%        |
| 522 10 10 9999 Payroll Clearing                                     | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 522 20 10 0001 Firefighter/EMT Staff Salaries                       | 0.00                | 107,892.70        | 979,652.81          | (979,652.81)      | 0.0%         |
| 522 20 10 3000 Firefighter OT                                       | 0.00                | 908.24            | 50,046.88           | (50,046.88)       | 0.0%         |
| 522 71 10 0001 Firefighter/paramedic Staff Salaries                 | 0.00                | 62,312.28         | 519,735.50          | (519,735.50)      | 0.0%         |
| 589 99 00 0000 Payroll Benefits Clearing                            | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 012 Salaries  | 2,400,000.00        | 208,524.69        | 1,893,325.78        | 506,674.22        | 78.9%        |
| 522 10 31 5000 QRT Supplies   | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 522 10 49 4000 QRT Services   | 0.00                | 7,867.05          | 196,960.70          | (196,960.70)      | 0.0%         |
| 013 Quick Response Team   | 0.00                | 7,867.05          | 196,960.70          | (196,960.70)      | 0.0%         |
| <b>001 Bakken</b>   | <b>3,458,500.00</b> | <b>298,722.23</b> | <b>2,798,110.64</b> | <b>660,389.36</b> | <b>80.9%</b> |
| <b>002 Cleveland</b>  |                     |                   |                     |                   |              |
| 522 20 31 1000 Station Amenities                                    | 4,000.00            | 0.00              | 285.24              | 3,714.76          | 7.1%         |
| 001 Amenities   | 4,000.00            | 0.00              | 285.24              | 3,714.76          | 7.1%         |
| 522 20 35 0010 Fire   | 20,700.00           | 0.00              | 0.00                | 20,700.00         | 0.0%         |
| 522 20 35 0020 Small Engine Equipment                               | 0.00                | 194.97            | 910.16              | (910.16)          | 0.0%         |
| 522 20 35 0030 Appliances and Nozzles                               | 0.00                | 0.00              | 11,517.33           | (11,517.33)       | 0.0%         |
| 522 20 35 0040 Extrication Equipment                                | 0.00                | 0.00              | 0.00                | 0.00              | 0.0%         |
| 522 20 35 0050 Hand Tools   | 0.00                | 165.74            | 4,692.65            | (4,692.65)        | 0.0%         |
| 522 20 35 0060 Hand Held Equipment                                  | 0.00                | 34.17             | 5,187.88            | (5,187.88)        | 0.0%         |
| 522 20 35 0070 Ladders  | 0.00                | 0.00              | 1,705.46            | (1,705.46)        | 0.0%         |

## 2021 BUDGET POSITION

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### 001 General Expense Fund

| Expenditures   | Amt Budgeted      | September       | YTD              | Remaining          |               |
|--|-------------------|-----------------|------------------|--------------------|---------------|
| <b>002 Cleveland</b>   |                   |                 |                  |                    |               |
| 522 20 35 0090 Miscellaneous Items                               | 0.00              | 653.87          | 6,486.28         | (6,486.28)         | 0.0%          |
| 522 20 48 0080 Repairs & Maintenance: Repairs & Maintenance      | 0.00              | 0.00            | 4,282.26         | (4,282.26)         | 0.0%          |
| <b>002 Equipment Replacement</b>                                 | <b>20,700.00</b>  | <b>1,048.75</b> | <b>34,782.02</b> | <b>(14,082.02)</b> | <b>168.0%</b> |
| 522 50 48 0001 Hose Testing                                      | 12,000.00         | 0.00            | 12,334.00        | (334.00)           | 102.8%        |
| 522 50 48 0002 Ladder Testing                                    | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 50 48 0003 Extinguisher Testing                              | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| <b>003 Equipment Testing</b>                                     | <b>12,000.00</b>  | <b>0.00</b>     | <b>12,334.00</b> | <b>(334.00)</b>    | <b>102.8%</b> |
| 522 20 35 0110 SCBA Upgrades                                     | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 20 35 0200 Fire Equipment Reserve                            | 235,784.51        | 0.00            | 7,512.92         | 228,271.59         | 3.2%          |
| <b>004 Equipment Reserve</b>                                     | <b>235,784.51</b> | <b>0.00</b>     | <b>7,512.92</b>  | <b>228,271.59</b>  | <b>3.2%</b>   |
| 522 45 31 0006 ORV Training Supplies                             | 1,500.00          | 0.00            | 0.00             | 1,500.00           | 0.0%          |
| 522 45 41 0007 ORV Training Services                             | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 50 48 1000 ORV Repair and Maintenance                        | 0.00              | 0.00            | 107.40           | (107.40)           | 0.0%          |
| <b>005 ORV</b>   | <b>1,500.00</b>   | <b>0.00</b>     | <b>107.40</b>    | <b>1,392.60</b>    | <b>7.2%</b>   |
| 522 20 35 2000 Radio & Radio Equipment Purchasing                | 12,000.00         | 0.00            | 12,726.67        | (726.67)           | 106.1%        |
| 522 20 41 3000 Radio Install/Work and Professional Services      | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 20 48 3000 Radio Repairs & Maintenance                       | 0.00              | 0.00            | 1,926.95         | (1,926.95)         | 0.0%          |
| <b>006 Radios</b>  | <b>12,000.00</b>  | <b>0.00</b>     | <b>14,653.62</b> | <b>(2,653.62)</b>  | <b>122.1%</b> |
| 522 20 41 0002 Air Analysis                                      | 0.00              | 0.00            | 464.51           | (464.51)           | 0.0%          |
| 522 20 48 0003 Flow Testing                                      | 0.00              | 0.00            | 3,423.18         | (3,423.18)         | 0.0%          |
| 522 20 48 0004 Compressor Service & Repairs                      | 10,000.00         | 0.00            | 466.62           | 9,533.38           | 4.7%          |
| 522 20 48 0005 Cylinder Repair                                   | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 20 48 0006 SCBA Pack Repair                                  | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| 522 20 48 0007 SCBA Mask Repair                                  | 0.00              | 0.00            | 992.23           | (992.23)           | 0.0%          |
| <b>007 SCBA</b>  | <b>10,000.00</b>  | <b>0.00</b>     | <b>5,346.54</b>  | <b>4,653.46</b>    | <b>53.5%</b>  |
| 522 21 49 0001 Student Firefighter Stipend                       | 30,000.00         | 0.00            | 0.00             | 30,000.00          | 0.0%          |
| 522 21 49 0002 Student Firefighter Program: OOS                  | 0.00              | 2,573.95        | 22,326.54        | (22,326.54)        | 0.0%          |
| <b>008 Student FF</b>  | <b>30,000.00</b>  | <b>2,573.95</b> | <b>22,326.54</b> | <b>7,673.46</b>    | <b>74.4%</b>  |
| 522 10 31 0514 Station Supplies: OOS                             | 8,000.00          | 97.97           | 5,032.65         | 2,967.35           | 62.9%         |
| 522 10 35 0516 Small Tools & Minor Equipment: (Station Supplies) | 0.00              | 18.91           | 524.34           | (524.34)           | 0.0%          |
| 522 10 49 0519 Station Supplies: Miscellaneous                   | 0.00              | 37.53           | 1,150.32         | (1,150.32)         | 0.0%          |
| <b>009 Station Supplies</b>                                      | <b>8,000.00</b>   | <b>154.41</b>   | <b>6,707.31</b>  | <b>1,292.69</b>    | <b>83.8%</b>  |
| 522 20 31 0005 Wildland Programs: OOS                            | 15,000.00         | 3,292.76        | 8,764.21         | 6,235.79           | 58.4%         |
| 522 20 48 5000 Wildland Equipment Replacement                    | 0.00              | 0.00            | 1,165.70         | (1,165.70)         | 0.0%          |
| 522 60 48 8000 Brush Truck Repair                                | 0.00              | 0.00            | 0.00             | 0.00               | 0.0%          |
| <b>010 Wildland</b>  | <b>15,000.00</b>  | <b>3,292.76</b> | <b>9,929.91</b>  | <b>5,070.09</b>    | <b>66.2%</b>  |



## 2021 BUDGET POSITION

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### 001 General Expense Fund

| Expenditures   | Amt Budgeted | September | YTD        | Remaining   |        |
|--|--------------|-----------|------------|-------------|--------|
| <b>002 Cleveland</b>   |              |           |            |             |        |
| 002 Cleveland  | 348,984.51   | 7,069.87  | 113,985.50 | 234,999.01  | 32.7%  |
| <b>003 Cooper</b>  |              |           |            |             |        |
| 522 45 31 3000 Fire Academy: OOS   | 0.00         | 0.00      | 35,396.92  | (35,396.92) | 0.0%   |
| 522 45 41 3000 Fire Academy: PS  | 30,000.00    | 0.00      | 0.00       | 30,000.00   | 0.0%   |
| 522 45 49 3000 Fire Academy: Miscellaneous                                   | 0.00         | 36.47     | 36.47      | (36.47)     | 0.0%   |
| 001 Fire Academy   | 30,000.00    | 36.47     | 35,433.39  | (5,433.39)  | 118.1% |
| 522 10 31 4000 Awards & Recognition: OOS                                     | 850.00       | 82.46     | 624.91     | 225.09      | 73.5%  |
| 522 10 49 3000 Awards & Recognition & Code<br>13: Miscellaneous              | 0.00         | 0.00      | 139.59     | (139.59)    | 0.0%   |
| 002 Awards & Recognition   | 850.00       | 82.46     | 764.50     | 85.50       | 89.9%  |
| 522 50 31 0100 Building Maintenance: OOS                                     | 10,000.00    | 0.00      | 0.00       | 10,000.00   | 0.0%   |
| 522 50 41 0200 Building Maintenance: PS                                      | 0.00         | 0.00      | 7,485.34   | (7,485.34)  | 0.0%   |
| 522 50 48 0300 Buildings Maintenance: Repair &<br>Maintenance                | 0.00         | 0.00      | 4,332.09   | (4,332.09)  | 0.0%   |
| 522 50 49 0385 Building Maintenance:<br>Miscellaneous                        | 0.00         | 47.84     | 555.95     | (555.95)    | 0.0%   |
| 003 Building Maintenance   | 10,000.00    | 47.84     | 12,373.38  | (2,373.38)  | 123.7% |
| 522 20 40 0015 Macecom Dispatching Service:<br>PS                            | 31,000.00    | 0.00      | 24,917.40  | 6,082.60    | 80.4%  |
| 004 Dispatch   | 31,000.00    | 0.00      | 24,917.40  | 6,082.60    | 80.4%  |
| 522 71 41 6000 Employee Assistance Plan: PS                                  | 0.00         | 0.00      | 0.00       | 0.00        | 0.0%   |
| 005 Employee Assistance Plan (EAP)   | 0.00         | 0.00      | 0.00       | 0.00        | 0.0%   |
| 522 45 31 0004 Career Staff Education Training:<br>OOS                       | 15,000.00    | 725.88    | 877.33     | 14,122.67   | 5.8%   |
| 522 45 41 0004 Career Staff Education Training:<br>PS                        | 0.00         | 1,935.22  | 8,287.66   | (8,287.66)  | 0.0%   |
| 522 45 43 0003 Career Staff Education Training:<br>Travel                    | 0.00         | 129.66    | 129.66     | (129.66)    | 0.0%   |
| 522 45 49 0004 Career Staff Education Training:<br>Miscellaneous             | 0.00         | 0.00      | 318.56     | (318.56)    | 0.0%   |
| 006 Career Staff Education   | 15,000.00    | 2,790.76  | 9,613.21   | 5,386.79    | 64.1%  |
| 522 41 31 0000 Training External - Supplies<br>(Training)                    | 35,000.00    | 0.00      | 5,049.00   | 29,951.00   | 14.4%  |
| 522 41 35 0000 Training External - Small Tools<br>Minor Equipment (Training) | 0.00         | 0.00      | 0.00       | 0.00        | 0.0%   |
| 522 41 41 0000 Training External - Services<br>(Training)                    | 0.00         | 0.00      | 347.00     | (347.00)    | 0.0%   |
| 522 41 49 0000 Training External - Miscellaneous<br>(Training)               | 0.00         | 0.00      | 195.00     | (195.00)    | 0.0%   |
| 522 45 31 0001 Office & Operating Supplies:<br>Fire (Training)               | 0.00         | 0.00      | 1,190.96   | (1,190.96)  | 0.0%   |
| 522 45 35 0001 Small Tools and Minor<br>Equipment: Fire (Training)           | 0.00         | 0.00      | 314.50     | (314.50)    | 0.0%   |
| 522 45 41 0001 Fire (Training): PS   | 0.00         | 73.24     | 8,895.72   | (8,895.72)  | 0.0%   |
| 522 45 42 0001 Communications: (Fire Training)                               | 0.00         | 0.00      | 0.00       | 0.00        | 0.0%   |

## 2021 BUDGET POSITION

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### 001 General Expense Fund

| Expenditures   | Amt Budgeted     | September       | YTD              | Remaining        |              |
|--|------------------|-----------------|------------------|------------------|--------------|
| <b>003 Cooper</b>  |                  |                 |                  |                  |              |
| 522 45 43 0001 Fire Training : Travel                                    | 0.00             | 0.00            | 415.15           | (415.15)         | 0.0%         |
| 522 45 49 0001 Miscellaneous: (Fire Training)                            | 0.00             | 53.36           | 4,942.39         | (4,942.39)       | 0.0%         |
| 522 74 31 0053 EMS (Training): OOS                                       | 0.00             | 0.00            | 547.29           | (547.29)         | 0.0%         |
| 522 74 35 0388 Small Tools & Minor Equipment:<br>EMS (Training)          | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 522 74 41 0054 EMS (Training): PS  | 0.00             | 0.00            | 11,144.75        | (11,144.75)      | 0.0%         |
| 522 74 43 0104 EMS (Training): Travel                                    | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 522 74 49 0389 EMS (Training): Miscellaneous                             | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| <b>008 Training</b>  | <b>35,000.00</b> | <b>126.60</b>   | <b>33,041.76</b> | <b>1,958.24</b>  | <b>94.4%</b> |
| 522 10 42 1000 Station 21 Telephone & Internet                           | 0.00             | 1,378.55        | 12,515.70        | (12,515.70)      | 0.0%         |
| 522 10 42 2000 Station 27 Telephone & Internet                           | 0.00             | 295.53          | 3,138.90         | (3,138.90)       | 0.0%         |
| 522 10 42 3000 Station 24 Telephone & Fire<br>Alarm                      | 0.00             | 160.03          | 1,533.74         | (1,533.74)       | 0.0%         |
| 522 10 42 4000 Station 81 Telephone & Internet                           | 0.00             | 245.83          | 2,450.25         | (2,450.25)       | 0.0%         |
| 522 10 47 1000 Station 21 & 21-2 Utilities<br>(Power, Water, Cable, Gas) | 60,000.00        | 2,301.43        | 15,955.35        | 44,044.65        | 26.6%        |
| 522 10 47 1100 Station 83 Utilities (Power)                              | 0.00             | 107.85          | 790.36           | (790.36)         | 0.0%         |
| 522 10 47 2000 Station 22 Utilities (Power)                              | 0.00             | 127.12          | 1,189.31         | (1,189.31)       | 0.0%         |
| 522 10 47 3000 Station 23 Utilities (Power,<br>Water)                    | 0.00             | 100.20          | 2,061.80         | (2,061.80)       | 0.0%         |
| 522 10 47 4000 Station 24 Utilities (Power,<br>Water)                    | 0.00             | 200.15          | 1,782.36         | (1,782.36)       | 0.0%         |
| 522 10 47 5000 Station 25 Utilities (Power)                              | 0.00             | 44.30           | 473.04           | (473.04)         | 0.0%         |
| 522 10 47 6000 Station 27 Utilities (Power,<br>Water, Cable, Propane)    | 0.00             | 398.89          | 4,539.03         | (4,539.03)       | 0.0%         |
| 522 10 47 8000 Station 81 Utilities (Power,<br>Water, Cable, Propane)    | 0.00             | 267.81          | 4,133.22         | (4,133.22)       | 0.0%         |
| 522 10 47 9000 Station 82 Utilities (Power,<br>Water)                    | 0.00             | 49.20           | 908.61           | (908.61)         | 0.0%         |
| <b>009 Utilities</b>   | <b>60,000.00</b> | <b>5,676.89</b> | <b>51,471.67</b> | <b>8,528.33</b>  | <b>85.8%</b> |
| 522 20 32 0010 Vehicle Fuel Consumed                                     | 35,000.00        | 4,827.24        | 31,983.39        | 3,016.61         | 91.4%        |
| <b>010 Vehicle Fuel</b>  | <b>35,000.00</b> | <b>4,827.24</b> | <b>31,983.39</b> | <b>3,016.61</b>  | <b>91.4%</b> |
| 522 60 31 0457 Vehicle Preventative<br>Maintenance Parts: OOS            | 32,000.00        | 0.00            | 4,968.81         | 27,031.19        | 15.5%        |
| 522 60 48 1000 Fire Engine Preventative<br>Maintenance                   | 0.00             | 0.00            | 5,575.80         | (5,575.80)       | 0.0%         |
| 522 60 48 2000 Tender Preventative Maintenance                           | 0.00             | 0.00            | 3,686.05         | (3,686.05)       | 0.0%         |
| 522 60 48 3000 Brush Truck Preventative<br>Maintenance                   | 0.00             | 0.00            | 298.79           | (298.79)         | 0.0%         |
| 522 60 48 4000 Staff Car Preventative<br>Maintenance                     | 0.00             | 0.00            | 804.52           | (804.52)         | 0.0%         |
| 522 60 48 5000 Generator Preventative<br>Maintenance                     | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 522 76 48 1000 Aid/Medic Unit Preventative<br>Maintenance                | 0.00             | 0.00            | 1,504.16         | (1,504.16)       | 0.0%         |
| <b>011 Vehicle Preventative Maintenance</b>                              | <b>32,000.00</b> | <b>0.00</b>     | <b>16,838.13</b> | <b>15,161.87</b> | <b>52.6%</b> |
| 522 60 31 0144 Vehicle Repairs: OOS                                      | 65,000.00        | 1,633.49        | 45,386.01        | 19,613.99        | 69.8%        |
| 522 60 35 0384 Small Tools and Minor<br>Equipment: (Vehicle Repairs)     | 0.00             | 97.37           | 920.57           | (920.57)         | 0.0%         |

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### 001 General Expense Fund

| Expenditures  | Amt Budgeted      | September        | YTD               | Remaining          |               |
|---|-------------------|------------------|-------------------|--------------------|---------------|
| <b>003 Cooper</b>   |                   |                  |                   |                    |               |
| 522 60 48 6000 Vehicle Repairs and Maintenance- Labor             | 0.00              | 4,549.45         | 24,485.38         | (24,485.38)        | 0.0%          |
| 522 60 48 7000 Tire and Wheel Repair & Maint. (D8 Engines)        | 0.00              | 48.98            | 3,259.19          | (3,259.19)         | 0.0%          |
| 522 76 31 0451 Small Tools and Minor Equipment: (Vehicle Repairs) | 0.00              | 164.92           | 364.84            | (364.84)           | 0.0%          |
| 522 76 48 0452 Small Tools and Minor Equipment: (Vehicle Repairs) | 0.00              | 214.05           | 1,990.81          | (1,990.81)         | 0.0%          |
| <b>012 Vehicle Repair</b>   | <b>65,000.00</b>  | <b>6,708.26</b>  | <b>76,406.80</b>  | <b>(11,406.80)</b> | <b>117.5%</b> |
| 522 21 20 0020 Social Security and Medicare                       | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 22 20 0020 Social Security and Medicare                       | 0.00              | 0.00             | 1.91              | (1.91)             | 0.0%          |
| 522 22 49 0002 Volunteer Personnel Stipends                       | 15,000.00         | 1,162.62         | 17,118.59         | (2,118.59)         | 114.1%        |
| <b>013 Volunteer Stipends</b>                                     | <b>15,000.00</b>  | <b>1,162.62</b>  | <b>17,120.50</b>  | <b>(2,120.50)</b>  | <b>114.1%</b> |
| 522 71 41 1000 Infectious Disease Compliance: PS                  | 5,000.00          | 0.00             | 0.00              | 5,000.00           | 0.0%          |
| 522 71 41 2000 LEOFF2 Physicals: PS                               | 0.00              | 0.00             | 1,556.00          | (1,556.00)         | 0.0%          |
| 522 71 41 3000 BVFF Physicals: PS                                 | 0.00              | 0.00             | 266.00            | (266.00)           | 0.0%          |
| 522 71 41 4000 CPAT Testing: PS                                   | 0.00              | 0.00             | 145.00            | (145.00)           | 0.0%          |
| 522 71 41 5000 Respiratory Questionnaire                          | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| <b>014 WAC</b>  | <b>5,000.00</b>   | <b>0.00</b>      | <b>1,967.00</b>   | <b>3,033.00</b>    | <b>39.3%</b>  |
| <b>003 Cooper</b>   | <b>333,850.00</b> | <b>21,459.14</b> | <b>311,931.13</b> | <b>21,918.87</b>   | <b>93.4%</b>  |
| <b>004 Ehresman</b>   |                   |                  |                   |                    |               |
| 522 77 41 0030 GEMT Intergovernmental Transfer Fee                | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 77 41 0038 Ambulance Billing Fee: PS                          | 25,000.00         | 1,517.75         | 15,468.14         | 9,531.86           | 61.9%         |
| <b>001 Ambulance Billing</b>                                      | <b>25,000.00</b>  | <b>1,517.75</b>  | <b>15,468.14</b>  | <b>9,531.86</b>    | <b>61.9%</b>  |
| 522 20 31 7000 CRT Equipment and Supplies: OOS                    | 3,000.00          | 0.00             | 0.00              | 3,000.00           | 0.0%          |
| 522 20 31 8000 CRT Uniforms                                       | 0.00              | 0.00             | 245.37            | (245.37)           | 0.0%          |
| 522 45 31 4000 CRT Training (Ongoing Training): OOS               | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 45 31 5000 CRT Training Supplies (New Class): OOS             | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| <b>002 CRT</b>  | <b>3,000.00</b>   | <b>0.00</b>      | <b>245.37</b>     | <b>2,754.63</b>    | <b>8.2%</b>   |
| 522 71 41 7000 MPD/QA (Hoffman): PS                               | 8,000.00          | 0.00             | 7,300.00          | 700.00             | 91.3%         |
| 522 72 31 1000 EMS Supplies: OOS                                  | 50,000.00         | 6,279.19         | 77,418.07         | (27,418.07)        | 154.8%        |
| 522 72 35 1000 Ems Equipment and Tools                            | 15,000.00         | 0.00             | 1,904.73          | 13,095.27          | 12.7%         |
| 522 72 35 2000 Gurney Purchasing                                  | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 72 35 3000 Zoll Monitor Purchase                              | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 72 41 1000 ERS Database and Reporting: PS                     | 0.00              | 0.00             | 3,490.40          | (3,490.40)         | 0.0%          |
| 522 72 41 2000 Gurney Repair and Maintenance: PS                  | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 72 48 1000 Ems Equipment Repair and Maintenance               | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |
| 522 72 48 2000 EKG Monitor Repair and Maintenance                 | 0.00              | 0.00             | 0.00              | 0.00               | 0.0%          |

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### 001 General Expense Fund

| Expenditures  | Amt Budgeted      | September       | YTD               | Remaining        |              |
|---|-------------------|-----------------|-------------------|------------------|--------------|
| <b>004 Ehresman</b>   |                   |                 |                   |                  |              |
| 003 EMS   | 73,000.00         | 6,279.19        | 90,113.20         | (17,113.20)      | 123.4%       |
| 522 20 31 9000 Wellness Supplies                                  | 10,000.00         | 0.00            | 0.00              | 10,000.00        | 0.0%         |
| 522 20 35 0100 Wellness Equipment                                 | 0.00              | 0.00            | 0.00              | 0.00             | 0.0%         |
| 522 20 48 4000 Wellness Equipment Repairs & Maintenance           | 0.00              | 182.28          | 530.94            | (530.94)         | 0.0%         |
| 004 Wellness  | 10,000.00         | 182.28          | 530.94            | 9,469.06         | 5.3%         |
| <b>004 Ehresman</b>   | <b>111,000.00</b> | <b>7,979.22</b> | <b>106,357.65</b> | <b>4,642.35</b>  | <b>95.8%</b> |
| <b>005 Emergency Prevention Specialist</b>                        |                   |                 |                   |                  |              |
| 522 10 49 0003 Department Dinner: Miscellaneous                   | 0.00              | 0.00            | 0.00              | 0.00             | 0.0%         |
| 522 30 31 1000 Community Outreach Program: OOS                    | 10,000.00         | 778.43          | 8,734.70          | 1,265.30         | 87.3%        |
| 522 30 41 2000 Community Outreach Program: PS                     | 0.00              | 0.00            | 50.00             | (50.00)          | 0.0%         |
| 522 45 31 0007 Community Outreach Program Training: OOS           | 0.00              | 434.00          | 837.70            | (837.70)         | 0.0%         |
| 522 45 43 0005 Community Outreach Program Training: Travel        | 0.00              | 0.00            | 698.01            | (698.01)         | 0.0%         |
| 522 45 49 0003 Community Outreach Program Training: Miscellaneous | 0.00              | 0.00            | 1,270.90          | (1,270.90)       | 0.0%         |
| 001 Community Outreach Program (COP)                              | 10,000.00         | 1,212.43        | 11,591.31         | (1,591.31)       | 115.9%       |
| 522 10 31 0001 Department Dinner: OOS                             | 6,000.00          | 0.00            | 0.00              | 6,000.00         | 0.0%         |
| 522 10 41 0002 Department Dinner: PS                              | 0.00              | 0.00            | 35.33             | (35.33)          | 0.0%         |
| 002 Department Dinner   | 6,000.00          | 0.00            | 35.33             | 5,964.67         | 0.6%         |
| 522 45 41 0002 Fire Marshall Training (Reimbursable)              | 0.00              | 0.00            | 0.00              | 0.00             | 0.0%         |
| 003 Fire Marshall Training  | 0.00              | 0.00            | 0.00              | 0.00             | 0.0%         |
| 522 30 31 3000 Community Newsletter: OOS                          | 6,000.00          | 0.00            | 0.00              | 6,000.00         | 0.0%         |
| 522 30 41 4000 Community Newsletter: PS                           | 0.00              | 0.00            | 0.00              | 0.00             | 0.0%         |
| 004 Newsletter  | 6,000.00          | 0.00            | 0.00              | 6,000.00         | 0.0%         |
| <b>005 Emergency Prevention Specialist</b>                        | <b>22,000.00</b>  | <b>1,212.43</b> | <b>11,626.64</b>  | <b>10,373.36</b> | <b>52.8%</b> |
| <b>006 McCormick</b>  |                   |                 |                   |                  |              |
| 522 10 44 1000 Advertising: (Legal Advertisements/Subscriptions)  | 2,000.00          | 0.00            | 180.00            | 1,820.00         | 9.0%         |
| 001 Advertising   | 2,000.00          | 0.00            | 180.00            | 1,820.00         | 9.0%         |
| 522 10 31 0100 Office & Operating Supplies                        | 6,000.00          | 776.17          | 3,031.13          | 2,968.87         | 50.5%        |
| 002 Office Supplies   | 6,000.00          | 776.17          | 3,031.13          | 2,968.87         | 50.5%        |
| 522 10 42 0001 Postage: OOS                                       | 2,500.00          | 61.85           | 2,107.44          | 392.56           | 84.3%        |

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### 001 General Expense Fund

| Expenditures  | Amt Budgeted     | September       | YTD              | Remaining        |              |
|---|------------------|-----------------|------------------|------------------|--------------|
| <b>006 McCormick</b>  |                  |                 |                  |                  |              |
| 003 Postage   | 2,500.00         | 61.85           | 2,107.44         | 392.56           | 84.3%        |
| 522 20 20 0070 Volunteer Pension and Disability                                 | 2,500.00         | 0.00            | 1,620.00         | 880.00           | 64.8%        |
| 004 Volunteer Pension and Disability  | 2,500.00         | 0.00            | 1,620.00         | 880.00           | 64.8%        |
| <b>006 McCormick</b>  | <b>13,000.00</b> | <b>838.02</b>   | <b>6,938.57</b>  | <b>6,061.43</b>  | <b>53.4%</b> |
| <b>007 Reese</b>  |                  |                 |                  |                  |              |
| 522 20 31 3000 Personal Protective Equipment (PPE): OOS- Full Sets              | 28,000.00        | 0.00            | 11,887.41        | 16,112.59        | 42.5%        |
| 522 20 31 4000 PPE- Bunker Boot Reimbursement                                   | 0.00             | 0.00            | 390.17           | (390.17)         | 0.0%         |
| 522 20 31 5000 Miscellaneous PPE Purchasing                                     | 0.00             | 1,756.40        | 7,006.35         | (7,006.35)       | 0.0%         |
| 522 20 48 1000 PPE Repair and Maintenance                                       | 0.00             | 0.00            | 929.73           | (929.73)         | 0.0%         |
| 001 PPE   | 28,000.00        | 1,756.40        | 20,213.66        | 7,786.34         | 72.2%        |
| 522 20 31 6000 Safety Committee Equipment: OOS                                  | 7,000.00         | 0.00            | 1,397.67         | 5,602.33         | 20.0%        |
| 522 20 41 2000 Safety Professional Services: PS                                 | 0.00             | 0.00            | 1,434.56         | (1,434.56)       | 0.0%         |
| 522 20 48 2000 Safety Repairs and Maintenance                                   | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 002 Safety  | 7,000.00         | 0.00            | 2,832.23         | 4,167.77         | 40.5%        |
| 522 20 20 3000 Class A Uniforms: PB   | 0.00             | 111.96          | 111.96           | (111.96)         | 0.0%         |
| 522 20 20 4000 Class B Uniforms: PB   | 20,000.00        | 1,327.57        | 2,483.75         | 17,516.25        | 12.4%        |
| 522 20 31 2000 Miscellaneous Uniforms: OOS                                      | 0.00             | 0.00            | 6,959.80         | (6,959.80)       | 0.0%         |
| 522 20 41 1000 Uniform Repairs and Alterations: PS                              | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 003 Uniforms  | 20,000.00        | 1,439.53        | 9,555.51         | 10,444.49        | 47.8%        |
| <b>007 Reese</b>  | <b>55,000.00</b> | <b>3,195.93</b> | <b>32,601.40</b> | <b>22,398.60</b> | <b>59.3%</b> |
| <b>520 Fire Control</b>   |                  |                 |                  |                  |              |
| 514 20 50 0000 Financial & Record Services - Intergovernmental Services & Taxes | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| 520 Fire Control  | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |
| <b>522 Fire Control</b>   |                  |                 |                  |                  |              |
| 522 10 47 7000 Station 21 New Headquarters (Power)                              | 0.00             | 153.29          | 349.87           | (349.87)         | 0.0%         |
| 522 Fire Control  | 0.00             | 153.29          | 349.87           | (349.87)         | 0.0%         |
| <b>580 Non Expenditures</b>   |                  |                 |                  |                  |              |
| 589 00 00 0000 Emergency Contingency  | 500,140.62       | 0.00            | 0.00             | 500,140.62       | 0.0%         |
| 589 40 50 0000 Other Non-Expenditures - Intergovernmental Services & Taxes      | 0.00             | 0.00            | 0.00             | 0.00             | 0.0%         |

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### 001 General Expense Fund

| Expenditures   | Amt Budgeted        | September           | YTD                 | Remaining         |              |
|--|---------------------|---------------------|---------------------|-------------------|--------------|
| <b>580 Non Expenditures</b>  |                     |                     |                     |                   |              |
| 580 Non Expenditures   | 500,140.62          | 0.00                | 0.00                | 500,140.62        | 0.0%         |
| <b>594 Capital Expenditures</b>  |                     |                     |                     |                   |              |
| 594 22 63 1000 NM Emergency Management Complex                         | 0.00                | 0.00                | 7,691.58            | (7,691.58)        | 0.0%         |
| 594 22 63 2000 Tahuya Station - Phase 1                                | 25,000.00           | 0.00                | 7,236.49            | 17,763.51         | 28.9%        |
| 594 22 63 3000 S&P Bond Credit Rating                                  | 0.00                | 0.00                | 0.00                | 0.00              | 0.0%         |
| 594 22 63 4000 Capital Expenditures/Expenses - PS (Hill International) | 0.00                | 0.00                | 16,645.00           | (16,645.00)       | 0.0%         |
| 594 22 64 1000 Brush Truck Purchase                                    | 0.00                | 0.00                | 0.00                | 0.00              | 0.0%         |
| 594 22 64 2000 Medic Unit Purchase                                     | 0.00                | 3,188.67            | 3,188.67            | (3,188.67)        | 0.0%         |
| 594 22 64 3000 Capital Machinery and Equipment                         | 0.00                | 0.00                | 0.00                | 0.00              | 0.0%         |
| 594 22 64 4000 Fire Engine Purchase                                    | 0.00                | 5,682.74            | 572,478.51          | (572,478.51)      | 0.0%         |
| 594 22 64 5000 Command Vehicle Purchase - Chief                        | 0.00                | 0.00                | 11,441.36           | (11,441.36)       | 0.0%         |
| 594 Capital Expenditures   | 25,000.00           | 8,871.41            | 618,681.61          | (593,681.61)      | *****%       |
| <b>597 Interfund Transfers</b>   |                     |                     |                     |                   |              |
| 597 00 00 0000 Transfers-Out - Other Costs Allocations-Expense         | 0.00                | 0.00                | 0.00                | 0.00              | 0.0%         |
| 597 Interfund Transfers  | 0.00                | 0.00                | 0.00                | 0.00              | 0.0%         |
| <b>Fund Expenditures:</b>  | <b>4,867,475.13</b> | <b>349,501.54</b>   | <b>4,000,583.01</b> | <b>866,892.12</b> | <b>82.2%</b> |
| <b>Fund Excess/(Deficit):</b>  | <b>(705,925.13)</b> | <b>(349,501.54)</b> | <b>2,418,016.50</b> |                   |              |

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### 200 Construction Fund

| Revenues   | Amt Budgeted | September           | YTD                  | Remaining              |             |
|--|--------------|---------------------|----------------------|------------------------|-------------|
| <b>308 Beginning Balances</b>  |              |                     |                      |                        |             |
| 308 31 00 2000 Beginning Balance - Construction  | 0.00         | 0.00                | 10,042,396.27        | (10,042,396.27)        | 0.0%        |
| 308 Beginning Balances   | 0.00         | 0.00                | 10,042,396.27        | (10,042,396.27)        | 0.0%        |
| <b>360 Interest &amp; Other Earnings</b>   |              |                     |                      |                        |             |
| 361 10 30 0001 Investment Interest - Const.  | 0.00         | 0.00                | 7,052.95             | (7,052.95)             | 0.0%        |
| 361 19 30 0000 Investment Service Fees<br>(Treasurer Charges)  | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| 360 Interest & Other Earnings  | 0.00         | 0.00                | 7,052.95             | (7,052.95)             | 0.0%        |
| <b>390 Other Financing Sources</b>   |              |                     |                      |                        |             |
| 391 90 30 0000 General Obligation Bond<br>Proceeds - Const.  | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| 392 00 30 0000 Original Issue Premium<br>(Discount) - Const.   | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| 390 Other Financing Sources  | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| <b>Fund Revenues:</b>  |              |                     |                      |                        |             |
|  | <b>0.00</b>  | <b>0.00</b>         | <b>10,049,449.22</b> | <b>(10,049,449.22)</b> | <b>0.0%</b> |
| Expenditures   | Amt Budgeted | September           | YTD                  | Remaining              |             |
| <b>591 Debt Service - Principal Repayment</b>  |              |                     |                      |                        |             |
| 592 22 80 0001 Interest And Other Debt Service<br>Costs - Intergovernmental<br>Services & Taxes - Const. | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| 591 Debt Service - Principal Repayment   | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| <b>594 Capital Expenditures</b>  |              |                     |                      |                        |             |
| 594 22 63 1002 NM Emergency Management<br>Complex - Construction   | 0.00         | 512,680.02          | 3,482,951.50         | (3,482,951.50)         | 0.0%        |
| 594 22 63 4002 Capital Expenditures - PS (Hill<br>International) - Const.                                | 0.00         | 0.00                | 35,832.20            | (35,832.20)            | 0.0%        |
| 596 22 70 0000 - Intergovernmental Services &<br>Taxes - Const.  | 0.00         | 0.00                | 0.00                 | 0.00                   | 0.0%        |
| 594 Capital Expenditures   | 0.00         | 512,680.02          | 3,518,783.70         | (3,518,783.70)         | 0.0%        |
| <b>597 Interfund Transfers</b>   |              |                     |                      |                        |             |
| 597 00 00 2000 Transfers-Out - Other Costs<br>Allocations-Construction                                   | 0.00         | 0.00                | 909,420.11           | (909,420.11)           | 0.0%        |
| 597 Interfund Transfers  | 0.00         | 0.00                | 909,420.11           | (909,420.11)           | 0.0%        |
| <b>Fund Expenditures:</b>  |              |                     |                      |                        |             |
|  | <b>0.00</b>  | <b>512,680.02</b>   | <b>4,428,203.81</b>  | <b>(4,428,203.81)</b>  | <b>0.0%</b> |
| <b>Fund Excess/(Deficit):</b>  |              |                     |                      |                        |             |
|  | <b>0.00</b>  | <b>(512,680.02)</b> | <b>5,621,245.41</b>  |                        |             |

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### 300 Bond Fund

| Revenues | Amt Budgeted | September | YTD | Remaining |
|----------|--------------|-----------|-----|-----------|
|----------|--------------|-----------|-----|-----------|

#### 308 Beginning Balances

|                        |                          |      |      |          |            |      |
|------------------------|--------------------------|------|------|----------|------------|------|
| 308 31 00 3000         | Beginning Balance - Bond | 0.00 | 0.00 | 5,253.01 | (5,253.01) | 0.0% |
| 308 Beginning Balances |                          | 0.00 | 0.00 | 5,253.01 | (5,253.01) | 0.0% |

#### 310 Taxes

|                |                                       |      |      |            |              |      |
|----------------|---------------------------------------|------|------|------------|--------------|------|
| 311 10 30 0002 | Real & Personal Property Taxes - Bond | 0.00 | 0.00 | 312,639.80 | (312,639.80) | 0.0% |
| 311 30 30 0002 | Sale Of Tax Title Property - Bond     | 0.00 | 0.00 | 6.79       | (6.79)       | 0.0% |
| 310 Taxes      |                                       | 0.00 | 0.00 | 312,646.59 | (312,646.59) | 0.0% |

#### 330 Intergovernmental Revenues

|                                |  |      |      |          |            |      |
|--------------------------------|--|------|------|----------|------------|------|
| 337 00 30 4000                 | Local Grants, Entitlements, Other Payments-Timber Exc Bond | 0.00 | 0.00 | 5,803.95 | (5,803.95) | 0.0% |
| 330 Intergovernmental Revenues |  | 0.00 | 0.00 | 5,803.95 | (5,803.95) | 0.0% |

#### 360 Interest & Other Earnings

|                               |  |      |      |      |      |      |
|-------------------------------|--|------|------|------|------|------|
| 361 40 30 0001                | Other Interest Earnings Bond                   | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| 362 50 00 0001                | Space And Facilities Leases Long-term/DNR Bond | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| 360 Interest & Other Earnings |  | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |

#### 380 Non Revenues

|                  |                           |      |      |        |      |      |
|------------------|---------------------------|------|------|--------|------|------|
| 389 40 00 0001   | Refund Interest Paid Bond | 0.00 | 0.00 | (2.12) | 2.12 | 0.0% |
| 380 Non Revenues |                           | 0.00 | 0.00 | (2.12) | 2.12 | 0.0% |

#### 397 Interfund Transfers

|                         |                                |      |      |      |      |      |
|-------------------------|--------------------------------|------|------|------|------|------|
| 397 00 00 0000          | Transfer In - Interfund / Bond | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |
| 397 Interfund Transfers |                                | 0.00 | 0.00 | 0.00 | 0.00 | 0.0% |

|                       |             |             |                   |                     |             |
|-----------------------|-------------|-------------|-------------------|---------------------|-------------|
| <b>Fund Revenues:</b> | <b>0.00</b> | <b>0.00</b> | <b>323,701.43</b> | <b>(323,701.43)</b> | <b>0.0%</b> |
|-----------------------|-------------|-------------|-------------------|---------------------|-------------|

| Expenditures | Amt Budgeted | September | YTD | Remaining |
|--------------|--------------|-----------|-----|-----------|
|--------------|--------------|-----------|-----|-----------|

#### 580 Non Expenditures

|                      |  |      |      |            |              |      |
|----------------------|--|------|------|------------|--------------|------|
| 592 22 80 0000       | Other Non-Expenditures - Intergovernmental Services & Taxes - Bond | 0.00 | 0.00 | 140,650.00 | (140,650.00) | 0.0% |
| 580 Non Expenditures |  | 0.00 | 0.00 | 140,650.00 | (140,650.00) | 0.0% |

#### 597 Interfund Transfers

|                         |  |      |      |           |             |      |
|-------------------------|--|------|------|-----------|-------------|------|
| 597 00 00 1000          | Transfers-Out - Other Costs Allocations - Bond | 0.00 | 0.00 | 14,442.40 | (14,442.40) | 0.0% |
| 597 Interfund Transfers |  | 0.00 | 0.00 | 14,442.40 | (14,442.40) | 0.0% |

|                           |             |             |                   |                     |             |
|---------------------------|-------------|-------------|-------------------|---------------------|-------------|
| <b>Fund Expenditures:</b> | <b>0.00</b> | <b>0.00</b> | <b>155,092.40</b> | <b>(155,092.40)</b> | <b>0.0%</b> |
|---------------------------|-------------|-------------|-------------------|---------------------|-------------|



# 2021 BUDGET POSITION

North Mason Regional Fire Authority

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300 Bond Fund

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|                               |             |             |                   |
|-------------------------------|-------------|-------------|-------------------|
| <b>Fund Excess/(Deficit):</b> | <b>0.00</b> | <b>0.00</b> | <b>168,609.03</b> |
|-------------------------------|-------------|-------------|-------------------|

## 2021 BUDGET POSITION TOTALS

North Mason Regional Fire Authority

Months: 01 To: 09

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| Fund                     | Revenue             | September   | Received             |               | Expenditures        | September         | Spent               |               |
|--------------------------|---------------------|-------------|----------------------|---------------|---------------------|-------------------|---------------------|---------------|
| 001 General Expense Fund | 4,161,550.00        | 0.00        | 6,418,599.51         | 154.2%        | 4,867,475.13        | 349,501.54        | 4,000,583.01        | 82.2%         |
| 200 Construction Fund    | 0.00                | 0.00        | 10,049,449.22        | 0.0%          | 0.00                | 512,680.02        | 4,428,203.81        | 0.0%          |
| 300 Bond Fund            | 0.00                | 0.00        | 323,701.43           | 0.0%          | 0.00                | 0.00              | 155,092.40          | 0.0%          |
|                          | <u>4,161,550.00</u> | <u>0.00</u> | <u>16,791,750.16</u> | <u>403.5%</u> | <u>4,867,475.13</u> | <u>862,181.56</u> | <u>8,583,879.22</u> | <u>176.4%</u> |

## VOUCHER APPROVALS

North Mason Regional Fire Authority

Time: 11:24:14 Date: 09/10/2021

09/30/2021 To: 09/30/2021

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| Voucher   | Claimant                        | Trans | Date       | Type    | Acct # | Amount     | Memo   | County ID |
|-----------|---------------------------------|-------|------------|---------|--------|------------|--|-----------|
| 210902001 | COLUMBIA BANK - DIRECT DEP      | 1085  | 09/30/2021 | Payroll | 1      | 133,582.05 | Payroll Direct Deposit   | COL002    |
| 210902002 | COLUMBIA BANK - PAYROLL TAXES   | 1086  | 09/30/2021 | Payroll | 1      | 29,112.59  | 941 Deposit for Pay Cycle(s) 09/30/2021 - 09/30/2021   | COL001    |
| 210902003 | DCP - WA STATE DEFERRED COMP    | 1087  | 09/30/2021 | Payroll | 1      | 15,713.42  | Pay Cycle(s) 09/30/2021 To 09/30/2021 - DC-CAPT; Pay Cycle(s) 09/30/2021 To 09/30/2021 - DC-DCP  | STA175    |
| 210902004 | DEPT OF LABOR & INDUSTRIES      | 1088  | 09/30/2021 | Payroll | 1      | 8,980.52   | 3RD Quarter 09/01/2021 - 09/30/2021  | DEP100    |
| 210902005 | DIMARTINO/FORTIS INS CO         | 1089  | 09/30/2021 | Payroll | 1      | 835.98     | Pay Cycle(s) 09/30/2021 To 09/30/2021 - DISABILITY   | DIM100    |
| 210902006 | EMPLOYMENT SECURITY DEPT - PFML | 1090  | 09/30/2021 | Payroll | 1      | 520.29     | Pay Cycle(s) 09/30/2021 To 09/30/2021 - PFML   | EMP001    |
| 210902007 | IAFF LOCAL 3876                 | 1091  | 09/30/2021 | Payroll | 1      | 2,649.90   | Pay Cycle(s) 09/30/2021 To 09/30/2021 - DUES   | IAF110    |
| 210902008 | LEOFF SYS - P/2                 | 1092  | 09/30/2021 | Payroll | 1      | 26,280.13  | Pay Cycle(s) 09/30/2021 To 09/30/2021 - LEOFF2   | LEF150    |
| 210902009 | NATIONWIDE RETIREMENT           | 1093  | 09/30/2021 | Payroll | 1      | 2,844.00   | Pay Cycle(s) 09/30/2021 To 09/30/2021 - DC-NATION  | NAC101    |
| 210902010 | NMRFA - FOOD FUND               | 1094  | 09/30/2021 | Payroll | 1      | 135.00     | Pay Cycle(s) 09/30/2021 To 09/30/2021 - FOOD   | NMR100    |
| 210902011 | VIMLY BENEFIT SOLUTIONS, INC    | 1095  | 09/30/2021 | Payroll | 1      | 28,120.13  | Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Family; Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Married; Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Single; Pay Cycle(s) 09/30/2021 To 09/3 | WAS016    |
| 210902012 | WA PUB EMP RETIREMENT SYS-PERS  | 1096  | 09/30/2021 | Payroll | 1      | 2,375.76   | Pay Cycle(s) 09/30/2021 To 09/30/2021 - PERS2  | WAS900    |

# VOUCHER APPROVALS

North Mason Regional Fire Authority

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| Voucher   | Claimant                             | Trans | Date       | Type    | Acct # | Amount   | Memo   | County ID |
|-----------|--------------------------------------|-------|------------|---------|--------|----------|--|-----------|
| 210902013 | WSCFF EMPLOYEE<br>BENEFIT TRUST      | 1097  | 09/30/2021 | Payroll | 1      | 3,000.00 | Pay Cycle(s)<br>09/30/2021 To<br>09/30/2021 - MERP   | WSC050    |
| 210902014 | BAKKEN BEAU A                        | 1045  | 09/30/2021 | Payroll | 1      | 6,969.73 | Paydate 9/30/21  | BAK210    |
| 210902015 | CHAFFEE LINDSAY W                    | 1046  | 09/30/2021 | Payroll | 1      | 461.75   | Paydate 9/30/21  | CHA002    |
| 210902016 | COUNCIL KEEGAN C                     | 1052  | 09/30/2021 | Payroll | 1      | 184.70   | Paydate 9/30/21  |           |
| 210902017 | CROSTHWAITE<br>ALEXANDER J           | 1053  | 09/30/2021 | Payroll | 1      | 179.70   | Paydate 9/30/21  |           |
| 210902018 | KEWISH, DANIEL                       | 1060  | 09/30/2021 | Payroll | 1      | 347.93   | Paydate 9/30/21  | KEW200    |
| 210902019 | LINDSEY COOPER B                     | 1062  | 09/30/2021 | Payroll | 1      | 456.75   | Paydate 9/30/21  | LIN001    |
| 210902020 | MORROW, THOMAS G.                    | 1067  | 09/30/2021 | Payroll | 1      | 527.02   | Paydate 9/30/21  | MOR200    |
| 210902021 | ROESSEL LUCAS D                      | 1073  | 09/30/2021 | Payroll | 1      | 461.75   | Paydate 9/30/21  |           |
| 210902022 | SAMMONS MICHAEL J                    | 1074  | 09/30/2021 | Payroll | 1      | 443.28   | Paydate 9/30/21  | SAM025    |
| 210902023 | TUPOLO TULAUONEONE L                 | 1080  | 09/30/2021 | Payroll | 1      | 179.70   | Paydate 9/30/21  |           |
| 210902024 | WRIGHT CHRISTOPHER M                 | 1083  | 09/30/2021 | Payroll | 1      | 184.70   | Paydate 9/30/21  |           |
| 210902025 | AIRGAS USA, LLC                      | 1099  | 09/14/2021 | Claims  | 1      | 1,368.22 |  | AIR200    |
| 210902026 | BARRETT, FRED                        | 1100  | 09/14/2021 | Claims  | 1      | 144.60   |  | BAR165    |
| 210902027 | BELFAIR HOSE & HEAVY<br>TRUCK REPAIR | 1101  | 09/14/2021 | Claims  | 1      | 1,727.47 |  | BEL097    |
| 210902028 | BELFAIR WATER DISTRICT<br>#1         | 1102  | 09/14/2021 | Claims  | 1      | 162.03   |  | BEL150    |
| 210902029 | BLUE CROSS BLUE SHIELD<br>OF MONTANA | 1103  | 09/14/2021 | Claims  | 1      | 243.57   |  | BLU020    |
| 210902030 | BOONE MICHAEL                        | 1104  | 09/14/2021 | Claims  | 1      | 66.51    | EMS Reimbursement  |           |
| 210902031 | CASCADE HEALTHCARE<br>SERVICES, LLC  | 1105  | 09/14/2021 | Claims  | 1      | 434.00   |  |           |
| 210902032 | CASCADE NATURAL GAS                  | 1106  | 09/14/2021 | Claims  | 1      | 20.59    |  | CAS100    |
| 210902033 | CBS REPORTING INC.                   | 1107  | 09/14/2021 | Claims  | 1      | 74.50    |  | CBS001    |
| 210902034 | CENTURY LINK                         | 1108  | 09/14/2021 | Claims  | 1      | 541.48   |  | CEN160    |
| 210902035 | COLLAMORE, ROBERT                    | 1109  | 09/14/2021 | Claims  | 1      | 2,301.12 | Medic School Costs;<br>Fall Quarter Medic<br>School  | COL003    |
| 210902036 | COPIERS NORTHWEST, INC.              | 1110  | 09/14/2021 | Claims  | 1      | 41.81    |  | COP002    |
| 210902037 | COPY THAT<br>REPROGRAPHICS           | 1111  | 09/14/2021 | Claims  | 1      | 2,227.15 | AFT parts returned -<br>shipping; IFSAC<br>Tests - Shipping;<br>Fliers; Paramedic<br>Probationary Book;<br>IFSAC Test -<br>Shipping; Return<br>Duty Boots - Stumpf;<br>Return Duty Boots -<br>Stumpf; IFSAC Test -<br>Shipping; Safety | COP001    |
| 210902038 | COSTCO MEMBERSHIP                    | 1112  | 09/14/2021 | Claims  | 1      | 180.00   |  | COS001    |
| 210902039 | DALTON MOTOR<br>GRAPHICS, INC        | 1113  | 09/14/2021 | Claims  | 1      | 2,670.50 |  | DAL120    |
| 210902040 | DEPT OF NATURAL<br>RESOURCES         | 1114  | 09/14/2021 | Claims  | 1      | 1,647.59 |  | DEP180    |
| 210902041 | EDCO AWARDS &<br>SPECIALITIES        | 1115  | 09/14/2021 | Claims  | 1      | 82.46    |  | EDC001    |
| 210902042 | EF RECOVERY                          | 1116  | 09/14/2021 | Claims  | 1      | 1,517.75 |  | EFR200    |
| 210902043 | EHRESMAN, CARL                       | 1117  | 09/14/2021 | Claims  | 1      | 182.28   | Reimbursement  | EHR110    |
| 210902044 | ELPIS COUNSELING, PLLC               | 1118  | 09/14/2021 | Claims  | 1      | 3,333.33 |  |           |
| 210902045 | GALLS, LLC                           | 1119  | 09/14/2021 | Claims  | 1      | 1,351.30 |  | GAL100    |
| 210902046 | GILMORES AUTOMOTIVE<br>SERVICE       | 1120  | 09/14/2021 | Claims  | 1      | 4,165.00 |  | GIL275    |
| 210902047 | GRAINGER                             | 1121  | 09/14/2021 | Claims  | 1      | 203.27   |  | GRA013    |

# VOUCHER APPROVALS

North Mason Regional Fire Authority

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| Voucher   | Claimant                               | Trans | Date       | Type   | Acct # | Amount    | Memo  | County ID |
|-----------|--|-------|------------|--------|--------|-----------|---|-----------|
| 210902048 | HOOD CANAL COMMUNICATIONS              | 1122  | 09/14/2021 | Claims | 1      | 485.79    |   | HOO071    |
| 210902049 | HRA VEBA TRUST                         | 1123  | 09/14/2021 | Claims | 1      | 14,060.89 |   | HRA200    |
| 210902050 | HUTTER, CHRISTY                        | 1124  | 09/14/2021 | Claims | 1      | 850.00    |   | HUT075    |
| 210902051 | KCDA                                   | 1125  | 09/14/2021 | Claims | 1      | 248.94    |   | KCD100    |
| 210902052 | KENT D. BRUCE CO. LLC<br>KDBCO         | 1126  | 09/14/2021 | Claims | 1      | 290.47    |   | KEN200    |
| 210902053 | KITSAP BANK - VISA                     | 1127  | 09/14/2021 | Claims | 1      | 1,918.35  | QFC; Amazon; GotPrint; Wildland - Gas Receipts; Wildland - Gas Receipts; Zoom; Good-to-Go; Pier House 60 Marina Hotel | KIT072    |
| 210902054 | L.N. CURTIS & SONS, INC                | 1128  | 09/14/2021 | Claims | 1      | 3,822.41  |   | LNC100    |
| 210902055 | LEOFF SYS - P/2                        | 1129  | 09/14/2021 | Claims | 1      | 2,187.78  |   | LEF150    |
| 210902056 | LIFE ASSIST                            | 1130  | 09/14/2021 | Claims | 1      | 959.04    |   | LIF100    |
| 210902057 | MASON COUNTY GARBAGE, INC.             | 1131  | 09/14/2021 | Claims | 1      | 320.15    |   | MAS300    |
| 210902058 | MED-TECH RESOURCE, INC                 | 1132  | 09/14/2021 | Claims | 1      | 201.96    |   | MED024    |
| 210902059 | MEDICARE BLUE RX                       | 1133  | 09/14/2021 | Claims | 1      | 66.40     |   | MED200    |
| 210902060 | NEWMAN LACEY E                         | 1134  | 09/14/2021 | Claims | 1      | 189.62    | Airport Parking   |           |
| 210902061 | NMREA- REVOLVING FUND                  | 1135  | 09/14/2021 | Claims | 1      | 1,771.62  | Wave; Stericycle; Belfair Water District #1; Mason County Garbage; PUD #3; Century Link                               | NMR200    |
| 210902062 | PENINSULA COMMUNITY HEALTH SERVICES    | 1136  | 09/14/2021 | Claims | 1      | 7,867.05  | Mason Cty MAT-FD QRT Program  |           |
| 210902063 | PINTEY BOWES GLOBAL FINANCIAL SVC.     | 1137  | 09/14/2021 | Claims | 1      | 61.85     |   |           |
| 210902064 | PITNEY BOWES INC                       | 1138  | 09/14/2021 | Claims | 1      | 259.26    |   | PIT001    |
| 210902065 | PUD #1                                 | 1139  | 09/14/2021 | Claims | 1      | 53.70     |   | PUD100    |
| 210902066 | PUD #3                                 | 1140  | 09/14/2021 | Claims | 1      | 1,427.48  |   | PUD300    |
| 210902067 | QUILL CORPORATION - PREFERRED CUSTOMER | 1141  | 09/14/2021 | Claims | 1      | 216.77    |   | QUI100    |
| 210902068 | QUIROZ JR VICTOR                       | 1142  | 09/14/2021 | Claims | 1      | 359.98    | Medic school costs  | QUI002    |
| 210902069 | RAINFOREST GUTTERS, LLC                | 1143  | 09/14/2021 | Claims | 1      | 325.50    |   |           |
| 210902070 | SCOTT MCLENDONS HARDWARE               | 1144  | 09/14/2021 | Claims | 1      | 479.83    |   | SCO150    |
| 210902071 | SEA-WESTERN, INC.                      | 1145  | 09/14/2021 | Claims | 1      | 1,756.40  |   | SEA125    |
| 210902072 | SETCOM CORPORATION                     | 1146  | 09/14/2021 | Claims | 1      | 3,188.67  |   | SET001    |
| 210902073 | SNURE LAW OFFICE, PSC                  | 1147  | 09/14/2021 | Claims | 1      | 375.00    |   | SNU085    |
| 210902074 | TELEFLEX MEDICAL INCORPORATED          | 1148  | 09/14/2021 | Claims | 1      | 1,345.50  |   | TEL001    |
| 210902075 | TRAILS END WATER DISTRICT              | 1149  | 09/14/2021 | Claims | 1      | 50.47     |   | TRA092    |
| 210902076 | TRUE NORTH EMERGENCY EQUIPMENT         | 1150  | 09/14/2021 | Claims | 1      | 164.92    |   | TRU001    |
| 210902077 | TUPOLO TULAUONEONE L                   | 1151  | 09/14/2021 | Claims | 1      | 98.00     | NREMT   |           |
| 210902078 | VECTOR SOLUTIONS                       | 1152  | 09/14/2021 | Claims | 1      | 391.18    |   | CAL002    |
| 210902079 | VERIZON WIRELESS                       | 1153  | 09/14/2021 | Claims | 1      | 892.76    |   | VER145    |
| 210902080 | VFIS C/O M&T BANK                      | 1154  | 09/14/2021 | Claims | 1      | 5,935.00  | Added Rosenbauer  | VFI200    |
| 210902081 | WA FIRE COMMISSIONERS ASSOC            | 1155  | 09/14/2021 | Claims | 1      | 370.00    |   | WAS091    |
| 210902082 | WA STATE PATROL BUDGET & FISCAL        | 1156  | 09/14/2021 | Claims | 1      | 11.00     |   | WAS800    |
| 210902083 | WAVE BROADBAND                         | 1157  | 09/14/2021 | Claims | 1      | 124.83    |   | WAV100    |

**VOUCHER APPROVALS**

North Mason Regional Fire Authority

Time: 11:24:14 Date: 09/10/2021

09/30/2021 To: 09/30/2021

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| Voucher         | Claimant                  | Trans | Date       | Type   | Acct # | Amount     | Memo | County ID |
|-----------------|---------------------------|-------|------------|--------|--------|------------|------|-----------|
| 210902084       | WESTBAY AUTO PARTS<br>INC | 1158  | 09/14/2021 | Claims | 1      | 159.64     |      | WES077    |
| 210902085       | WILCOX & FLEGEL INC.      | 1159  | 09/14/2021 | Claims | 1      | 4,827.24   |      | WIL012    |
| 210902086       | ZOLL MEDICAL CORP. GPO    | 1160  | 09/14/2021 | Claims | 1      | 2,152.78   |      | ZOL001    |
| Total Vouchers: |                           |       |            |        |        | 349,501.54 |      |           |

CERTIFICATION: We, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the services rendered or the labor performed as described and that the claim is a due and unpaid obligation against North Mason Regional Fire Authority and that we are authorized to authenticate and certify to said claim.

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

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

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

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

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

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

**VOUCHER APPROVALS**

North Mason Regional Fire Authority

Time: 11:03:01 Date: 09/10/2021

09/13/2021 To: 09/13/2021

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| Voucher         | Claimant                  | Trans | Date       | Type   | Acct # | Amount     | Memo             |
|-----------------|---------------------------|-------|------------|--------|--------|------------|------------------|
| 210901001       | KRAZAN & ASSOCIATES, INC. | 1042  | 09/13/2021 | Claims | 4      | 7,686.50   |                  |
| 210901002       | TRICO COMPANIES, LLC      | 1043  | 09/13/2021 | Claims | 4      | 504,993.52 | Project #4424-20 |
| Total Vouchers: |                           |       |            |        |        | 512,680.02 |                  |

CERTIFICATION: We, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the services rendered or the labor performed as described and that the claim is a due and unpaid obligation against North Mason Regional Fire Authority and that we are authorized to authenticate and certify to said claim.

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

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

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

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

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

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

# TRANSACTION JOURNAL

North Mason Regional Fire Authority

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| Trans       | Date              | Redeemed              | Acct #   | Chk # | Type                 | Receipt #<br>InterFund # | Vendor                             | Amount            | Memo  |
|-------------|-------------------|-----------------------|----------|-------|----------------------|--------------------------|------------------------------------|-------------------|---|
| <b>1085</b> | <b>09/30/2021</b> |                       | <b>1</b> |       | <b>Payroll</b>       |                          | <b>COLUMBIA BANK - DIRECT DEP</b>  | <b>133,582.05</b> | <b>Payroll Direct Deposit</b>                                   |
|             | 522 10 10 9999    | Payroll Clearing      |          | 001   | General Expense Fund |                          |                                    | 133,582.05        |   |
| <b>1086</b> | <b>09/30/2021</b> |                       | <b>1</b> |       | <b>Payroll</b>       |                          | <b>COLUMBIA BANK - PAYROLL TAX</b> | <b>29,112.59</b>  | <b>941 Deposit for Pay Cycle(s)<br/>09/30/2021 - 09/30/2021</b> |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 113.36            | ARNOLD, DONOVAN P - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 747.38            | ARNOLD, DONOVAN P - 941   |
|             | 522 10 20 0020    | Admin Staff- Medic    |          | 001   | General Expense Fund |                          |                                    | 171.17            | BAKKEN, BEAU A - 941  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 2,007.05          | BAKKEN, BEAU A - 941  |
|             | 522 21 49 0002    | Student Firefighter F |          | 001   | General Expense Fund |                          |                                    | 38.25             | CHAFFEE, LINDSAY W - 941  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 38.25             | CHAFFEE, LINDSAY W - 941  |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 151.71            | CLEVELAND, RYAN W - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,076.72          | CLEVELAND, RYAN W - 941   |
|             | 522 71 20 0020    | Firefighter/paramedi  |          | 001   | General Expense Fund |                          |                                    | 125.36            | CLOUD, RYAN D - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 698.08            | CLOUD, RYAN D - 941   |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 116.63            | COLLAMORE, ROBERT S - 941                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,221.13          | COLLAMORE, ROBERT S - 941                                       |
|             | 522 10 20 0020    | Admin Staff- Medic    |          | 001   | General Expense Fund |                          |                                    | 163.90            | COOPER, SCOTT N - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,857.17          | COOPER, SCOTT N - 941   |
|             | 522 71 20 0020    | Firefighter/paramedi  |          | 001   | General Expense Fund |                          |                                    | 119.76            | COTTER, MICKEY J - 941  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 610.73            | COTTER, MICKEY J - 941  |
|             | 522 21 49 0002    | Student Firefighter F |          | 001   | General Expense Fund |                          |                                    | 15.30             | COUNCIL, KEEGAN C - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 15.30             | COUNCIL, KEEGAN C - 941   |
|             | 522 21 49 0002    | Student Firefighter F |          | 001   | General Expense Fund |                          |                                    | 15.30             | CROSTHWAITE, ALEXANDER J - 941                                  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 15.30             | CROSTHWAITE, ALEXANDER J - 941                                  |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 141.73            | EHRESMAN II, CARL E - 941                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,731.54          | EHRESMAN II, CARL E - 941                                       |
|             | 522 71 20 0020    | Firefighter/paramedi  |          | 001   | General Expense Fund |                          |                                    | 142.99            | FULKERSON, JESS M - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,791.16          | FULKERSON, JESS M - 941   |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 74.86             | GRACEY, KYLER B - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 646.49            | GRACEY, KYLER B - 941   |
|             | 522 71 20 0020    | Firefighter/paramedi  |          | 001   | General Expense Fund |                          |                                    | 104.29            | JENSON, ZACKARY T - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 942.78            | JENSON, ZACKARY T - 941   |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 108.79            | JOHNSON, ANDREW - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 668.92            | JOHNSON, ANDREW - 941   |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 108.99            | JONES, RYAN E - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 837.18            | JONES, RYAN E - 941   |
|             | 522 11 20 0020    | Social Security and I |          | 001   | General Expense Fund |                          |                                    | 29.38             | KEWISH, DANIEL K - 941  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 34.86             | KEWISH, DANIEL K - 941  |
|             | 522 20 20 0020    | Firefighter/EMT- M    |          | 001   | General Expense Fund |                          |                                    | 108.54            | KLAHR, DERIC J - 941  |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 1,191.07          | KLAHR, DERIC J - 941  |
|             | 522 21 49 0002    | Student Firefighter F |          | 001   | General Expense Fund |                          |                                    | 38.25             | LINDSEY, COOPER B - 941   |
|             | 589 99 00 0000    | Payroll Benefits Cle: |          | 001   | General Expense Fund |                          |                                    | 38.25             | LINDSEY, COOPER B - 941   |



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| Trans | Date       | Redeemed              | Acct # | Chk # | Type                 | Receipt #<br>InterFund # | Vendor | Amount | Memo                        |
|-------|------------|-----------------------|--------|-------|----------------------|--------------------------|--------|--------|-----------------------------|
| 522   | 10/20/2020 | Admin Staff- Medical  | 0020   | 001   | General Expense Fund |                          |        | 81.05  | MCCORMICK, ANGIE M - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 774.13 | MCCORMICK, ANGIE M - 941    |
| 522   | 11/20/2020 | Social Security and I | 0020   | 001   | General Expense Fund |                          |        | 39.16  | MCINTOSH, KELLEY - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 57.44  | MCINTOSH, KELLEY - 941      |
| 522   | 11/20/2020 | Social Security and I | 0020   | 001   | General Expense Fund |                          |        | 29.38  | MILLER, ROBERT G - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 29.38  | MILLER, ROBERT G - 941      |
| 522   | 10/20/2020 | Admin Staff- Medical  | 0020   | 001   | General Expense Fund |                          |        | 48.45  | MORGAN, SARAH L - 941       |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 307.35 | MORGAN, SARAH L - 941       |
| 522   | 22/49/0002 | Volunteer Personnel   | 0002   | 001   | General Expense Fund |                          |        | 45.90  | MORROW, THOMAS G - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 72.98  | MORROW, THOMAS G - 941      |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 103.89 | NEWMAN, LACEY E - 941       |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 936.29 | NEWMAN, LACEY E - 941       |
| 522   | 11/20/2020 | Social Security and I | 0020   | 001   | General Expense Fund |                          |        | 39.16  | QUIGLEY, BROOKE - 941       |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 39.16  | QUIGLEY, BROOKE - 941       |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 80.81  | QUIROZ JR., VICTOR - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 736.15 | QUIROZ JR., VICTOR - 941    |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 137.23 | REESE, JORDAN D - 941       |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 935.15 | REESE, JORDAN D - 941       |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 117.16 | RHEAD, ANTHONY - 941        |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 845.56 | RHEAD, ANTHONY - 941        |
| 522   | 21/49/0002 | Student Firefighter F | 0002   | 001   | General Expense Fund |                          |        | 38.25  | ROESSEL, LUCAS D - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 38.25  | ROESSEL, LUCAS D - 941      |
| 522   | 22/49/0002 | Volunteer Personnel   | 0002   | 001   | General Expense Fund |                          |        | 36.72  | SAMMONS, MICHAEL J - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 36.72  | SAMMONS, MICHAEL J - 941    |
| 522   | 71/20/0020 | Firefighter/paramedi  | 0020   | 001   | General Expense Fund |                          |        | 109.17 | SEVERANCE, KYLE C - 941     |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 877.03 | SEVERANCE, KYLE C - 941     |
| 522   | 11/20/2020 | Social Security and I | 0020   | 001   | General Expense Fund |                          |        | 39.16  | SEVERSON, PAUL M - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 57.44  | SEVERSON, PAUL M - 941      |
| 522   | 71/20/0020 | Firefighter/paramedi  | 0020   | 001   | General Expense Fund |                          |        | 95.50  | STUMPF, DANIELLE M - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 217.32 | STUMPF, DANIELLE M - 941    |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 69.26  | SUMMERLIN, ANTONIO - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 621.85 | SUMMERLIN, ANTONIO - 941    |
| 522   | 71/20/0020 | Firefighter/paramedi  | 0020   | 001   | General Expense Fund |                          |        | 118.91 | TORVIK, DAVID A - 941       |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 786.82 | TORVIK, DAVID A - 941       |
| 522   | 21/49/0002 | Student Firefighter F | 0002   | 001   | General Expense Fund |                          |        | 15.30  | TUPOLO, TULAUONEONE L - 941 |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 15.30  | TUPOLO, TULAUONEONE L - 941 |
| 522   | 10/20/2020 | Admin Staff- Medical  | 0020   | 001   | General Expense Fund |                          |        | 77.89  | WASSENAAR, RENEE C - 941    |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 644.13 | WASSENAAR, RENEE C - 941    |
| 522   | 71/20/0020 | Firefighter/paramedi  | 0020   | 001   | General Expense Fund |                          |        | 100.00 | WILSON, TRAVIS R - 941      |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 508.44 | WILSON, TRAVIS R - 941      |
| 522   | 21/49/0002 | Student Firefighter F | 0002   | 001   | General Expense Fund |                          |        | 15.30  | WRIGHT, CHRISTOPHER M - 941 |
| 589   | 99/00/0000 | Payroll Benefits Cle  | 0000   | 001   | General Expense Fund |                          |        | 15.30  | WRIGHT, CHRISTOPHER M - 941 |
| 522   | 20/20/0020 | Firefighter/EMT- Me   | 0020   | 001   | General Expense Fund |                          |        | 132.20 | YATES, JEFF J - 941         |

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|-------------|-------------------|----------------|-----------------------|-------|----------------------|--------------------------|---------------------------------------|------------------|--|
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 932.63           | YATES, JEFF J - 941  |
| <b>1087</b> | <b>09/30/2021</b> |                | <b>1</b>              |       | <b>Payroll</b>       |                          | <b>DCP - WA STATE DEFERRED COMI</b>   | <b>15,713.42</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - DC-CAPT; Pay Cycle(s) 09/30/2021 To 09/30/2021 - DC-DCP</b> |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 645.30           | CLEVELAND, RYAN W - DC-CAPT  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 400.00           | ARNOLD, DONOVAN P - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 1,624.98         | BAKKEN, BEAU A - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 533.38           | CLEVELAND, RYAN W - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 600.00           | COLLAMORE, ROBERT S - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 2,134.76         | COOPER, SCOTT N - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 620.00           | EHRESMAN II, CARL E - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | GRACEY, KYLER B - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 600.00           | JENSON, ZACKARY T - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 700.00           | JOHNSON, ANDREW - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 1,425.00         | JONES, RYAN E - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | KLAHR, DERIC J - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | MCCORMICK, ANGIE M - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 600.00           | NEWMAN, LACEY E - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 530.00           | QUIROZ JR., VICTOR - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 400.00           | RHEAD, ANTHONY - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | SEVERANCE, KYLE C - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 300.00           | STUMPF, DANIELLE M - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 200.00           | SUMMERLIN, ANTONIO - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | TORVIK, DAVID A - DC-DCP   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 500.00           | WASSENAAR, RENEE C - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 1,000.00         | WILSON, TRAVIS R - DC-DCP  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 400.00           | YATES, JEFF J - DC-DCP   |
| <b>1088</b> | <b>09/30/2021</b> |                | <b>1</b>              |       | <b>Payroll</b>       |                          | <b>DEPT OF LABOR &amp; INDUSTRIES</b> | <b>8,980.52</b>  | <b>3RD Quarter 09/01/2021 - 09/30/2021</b>   |
|             |                   | 522 20 20 0010 | Firefighter/EMT- La   | 001   | General Expense Fund |                          |                                       | 407.04           | ARNOLD, DONOVAN P - L&I  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 81.02            | ARNOLD, DONOVAN P - L&I  |
|             |                   | 522 10 20 0010 | Admin Staff- Labor :  | 001   | General Expense Fund |                          |                                       | 230.66           | BAKKEN, BEAU A - L&I   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 45.91            | BAKKEN, BEAU A - L&I   |
|             |                   | 522 20 20 0010 | Firefighter/EMT- La   | 001   | General Expense Fund |                          |                                       | 162.82           | CLEVELAND, RYAN W - L&I  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 32.41            | CLEVELAND, RYAN W - L&I  |
|             |                   | 522 71 20 0010 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                                       | 308.67           | CLOUD, RYAN D - L&I  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 61.44            | CLOUD, RYAN D - L&I  |
|             |                   | 522 20 20 0010 | Firefighter/EMT- La   | 001   | General Expense Fund |                          |                                       | 279.84           | COLLAMORE, ROBERT S - L&I  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 55.70            | COLLAMORE, ROBERT S - L&I  |
|             |                   | 522 10 20 0010 | Admin Staff- Labor :  | 001   | General Expense Fund |                          |                                       | 189.95           | COOPER, SCOTT N - L&I  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 37.81            | COOPER, SCOTT N - L&I  |
|             |                   | 522 71 20 0010 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                                       | 325.63           | COTTER, MICKEY J - L&I   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                       | 64.82            | COTTER, MICKEY J - L&I   |

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|-------|------|----------|--------|-------|----------------------|--------------------------|--------|--------|---------------------------|
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 162.82 | EHRESMAN II, CARL E - L&I |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 32.41  | EHRESMAN II, CARL E - L&I |
| 522   | 71   | 20       | 0010   | 001   | General Expense Fund |                          |        | 291.70 | FULKERSON, JESS M - L&I   |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 58.07  | FULKERSON, JESS M - L&I   |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 390.08 | GRACEY, KYLER B - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 77.64  | GRACEY, KYLER B - L&I     |
| 522   | 71   | 20       | 0010   | 001   | General Expense Fund |                          |        | 352.77 | JENSON, ZACKARY T - L&I   |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 70.21  | JENSON, ZACKARY T - L&I   |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 284.92 | JOHNSON, ANDREW - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 56.72  | JOHNSON, ANDREW - L&I     |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 447.74 | JONES, RYAN E - L&I       |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 89.13  | JONES, RYAN E - L&I       |
| 522   | 11   | 20       | 0010   | 001   | General Expense Fund |                          |        | 0.36   | KEWISH, DANIEL K - L&I    |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 0.24   | KEWISH, DANIEL K - L&I    |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 407.04 | KLAHR, DERIC J - L&I      |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 81.02  | KLAHR, DERIC J - L&I      |
| 522   | 10   | 20       | 0010   | 001   | General Expense Fund |                          |        | 17.17  | MCCORMICK, ANGIE M - L&I  |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 11.80  | MCCORMICK, ANGIE M - L&I  |
| 522   | 11   | 20       | 0010   | 001   | General Expense Fund |                          |        | 0.47   | MCINTOSH, KELLEY - L&I    |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 0.33   | MCINTOSH, KELLEY - L&I    |
| 522   | 11   | 20       | 0010   | 001   | General Expense Fund |                          |        | 0.36   | MILLER, ROBERT G - L&I    |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 0.24   | MILLER, ROBERT G - L&I    |
| 522   | 10   | 20       | 0010   | 001   | General Expense Fund |                          |        | 17.59  | MORGAN, SARAH L - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 12.08  | MORGAN, SARAH L - L&I     |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 284.92 | NEWMAN, LACEY E - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 56.72  | NEWMAN, LACEY E - L&I     |
| 522   | 11   | 20       | 0010   | 001   | General Expense Fund |                          |        | 0.47   | QUIGLEY, BROOKE - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 0.33   | QUIGLEY, BROOKE - L&I     |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 362.95 | QUIROZ JR., VICTOR - L&I  |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 72.24  | QUIROZ JR., VICTOR - L&I  |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 325.63 | REESE, JORDAN D - L&I     |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 64.82  | REESE, JORDAN D - L&I     |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 308.68 | RHEAD, ANTHONY - L&I      |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 61.44  | RHEAD, ANTHONY - L&I      |
| 522   | 71   | 20       | 0010   | 001   | General Expense Fund |                          |        | 203.52 | SEVERANCE, KYLE C - L&I   |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 40.50  | SEVERANCE, KYLE C - L&I   |
| 522   | 11   | 20       | 0010   | 001   | General Expense Fund |                          |        | 0.47   | SEVERSON, PAUL M - L&I    |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 0.33   | SEVERSON, PAUL M - L&I    |
| 522   | 71   | 20       | 0010   | 001   | General Expense Fund |                          |        | 407.04 | STUMPF, DANIELLE M - L&I  |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 81.02  | STUMPF, DANIELLE M - L&I  |
| 522   | 20   | 20       | 0010   | 001   | General Expense Fund |                          |        | 420.60 | SUMMERLIN, ANTONIO - L&I  |
| 589   | 99   | 00       | 0000   | 001   | General Expense Fund |                          |        | 83.72  | SUMMERLIN, ANTONIO - L&I  |
| 522   | 71   | 20       | 0010   | 001   | General Expense Fund |                          |        | 227.27 | TORVIK, DAVID A - L&I     |

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|-------------|-------------------|----------------|-----------------------|----------|----------------------|--------------------------|-----------------------------------|---------------|---|
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 45.23         | TORVIK, DAVID A - L&I                                     |
|             |                   | 522 10 20 0010 | Admin Staff- Labor :  | 001      | General Expense Fund |                          |                                   | 16.17         | WASSENAAR, RENEE C - L&I                                  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 11.10         | WASSENAAR, RENEE C - L&I                                  |
|             |                   | 522 71 20 0010 | Firefighter/paramedi  | 001      | General Expense Fund |                          |                                   | 407.04        | WILSON, TRAVIS R - L&I                                    |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 81.02         | WILSON, TRAVIS R - L&I                                    |
|             |                   | 522 20 20 0010 | Firefighter/EMT- La   | 001      | General Expense Fund |                          |                                   | 225.57        | YATES, JEFF J - L&I                                       |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 44.90         | YATES, JEFF J - L&I                                       |
|             |                   | 522 20 20 0010 | Firefighter/EMT- La   | 001      | General Expense Fund |                          |                                   | 0.19          | Rounding Adjustment - L&I                                 |
| <b>1089</b> | <b>09/30/2021</b> |                |                       | <b>1</b> | <b>Payroll</b>       |                          | <b>DIMARTINO/FORTIS INS CO</b>    | <b>835.98</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - DISABILITY</b> |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 68.05         | ARNOLD, DONOVAN P - DISABILITY                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 85.46         | CLEVELAND, RYAN W - DISABILITY                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 75.80         | CLOUD, RYAN D - DISABILITY                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 90.13         | COOPER, SCOTT N - DISABILITY                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 84.74         | EHRESMAN II, CARL E - DISABILITY                          |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 45.46         | GRACEY, KYLER B - DISABILITY                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 69.75         | JOHNSON, ANDREW - DISABILITY                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 60.25         | JONES, RYAN E - DISABILITY                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 61.38         | SEVERANCE, KYLE C - DISABILITY                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 59.79         | STUMPF, DANIELLE M - DISABILITY                           |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 73.49         | TORVIK, DAVID A - DISABILITY                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 61.68         | WILSON, TRAVIS R - DISABILITY                             |
| <b>1090</b> | <b>09/30/2021</b> |                |                       | <b>1</b> | <b>Payroll</b>       |                          | <b>EMPLOYMENT SECURITY DEPT -</b> | <b>520.29</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - PFML</b>       |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 19.78         | ARNOLD, DONOVAN P - PFML                                  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 29.26         | BAKKEN, BEAU A - PFML                                     |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 24.16         | CLEVELAND, RYAN W - PFML                                  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 21.87         | CLOUD, RYAN D - PFML                                      |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 18.28         | COLLAMORE, ROBERT S - PFML                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 28.60         | COOPER, SCOTT N - PFML                                    |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 20.14         | COTTER, MICKEY J - PFML                                   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 23.94         | EHRESMAN II, CARL E - PFML                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 22.82         | FULKERSON, JESS M - PFML                                  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 13.06         | GRACEY, KYLER B - PFML                                    |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 18.20         | JENSON, ZACKARY T - PFML                                  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 18.98         | JOHNSON, ANDREW - PFML                                    |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                   | 19.02         | JONES, RYAN E - PFML                                      |

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|-------------|-------------------|-----------------------|----------|---------|----------------|--------------------------|------------------------|-----------------|---|
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 0.97            | KEWISH, DANIEL K - PFML                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 18.31           | KLAHR, DERIC J - PFML                               |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 14.14           | MCCORMICK, ANGIE M - PFML                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 1.30            | MCINTOSH, KELLEY - PFML                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 0.97            | MILLER, ROBERT G - PFML                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 8.45            | MORGAN, SARAH L - PFML                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 17.37           | NEWMAN, LACEY E - PFML                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 1.30            | QUIGLEY, BROOKE - PFML                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 13.43           | QUIROZ JR., VICTOR - PFML                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 23.94           | REESE, JORDAN D - PFML                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 19.94           | RHEAD, ANTHONY - PFML                               |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 18.42           | SEVERANCE, KYLE C - PFML                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 1.30            | SEVERSON, PAUL M - PFML                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 16.28           | STUMPF, DANIELLE M - PFML                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 11.83           | SUMMERLIN, ANTONIO - PFML                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 20.12           | TORVIK, DAVID A - PFML                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 13.59           | WASSENAAR, RENEE C - PFML                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 17.45           | WILSON, TRAVIS R - PFML                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 23.07           | YATES, JEFF J - PFML                                |
| <b>1091</b> | <b>09/30/2021</b> |                       | <b>1</b> |         | <b>Payroll</b> |                          | <b>IAFF LOCAL 3876</b> | <b>2,649.90</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - DUES</b> |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | ARNOLD, DONOVAN P - DUES                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | CLEVELAND, RYAN W - DUES                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | CLOUD, RYAN D - DUES                                |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | COLLAMORE, ROBERT S - DUES                          |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | COTTER, MICKEY J - DUES                             |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | EHRESMAN II, CARL E - DUES                          |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | FULKERSON, JESS M - DUES                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | GRACEY, KYLER B - DUES                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | JENSON, ZACKARY T - DUES                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | JOHNSON, ANDREW - DUES                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | JONES, RYAN E - DUES                                |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | KLAHR, DERIC J - DUES                               |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | NEWMAN, LACEY E - DUES                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | QUIROZ JR., VICTOR - DUES                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | REESE, JORDAN D - DUES                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | RHEAD, ANTHONY - DUES                               |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | SEVERANCE, KYLE C - DUES                            |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | STUMPF, DANIELLE M - DUES                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | SUMMERLIN, ANTONIO - DUES                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | TORVIK, DAVID A - DUES                              |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | General | Expense Fund   |                          |                        | 120.45          | WILSON, TRAVIS R - DUES                             |

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|-------------|-------------------|----------------|-----------------------|-------|----------------------|--------------------------|------------------------|------------------|---|
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 120.45           | YATES, JEFF J - DUES                                  |
| <b>1092</b> | <b>09/30/2021</b> |                | <b>1</b>              |       | <b>Payroll</b>       |                          | <b>LEOFF SYS - P/2</b> | <b>26,280.13</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - LEOFF2</b> |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 414.36           | ARNOLD, DONOVAN P - LEOFF2                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 666.89           | ARNOLD, DONOVAN P - LEOFF2                            |
|             |                   | 522 10 20 0030 | Admin Staff- WA Sta   | 001   | General Expense Fund |                          |                        | 612.88           | BAKKEN, BEAU A - LEOFF2                               |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 986.39           | BAKKEN, BEAU A - LEOFF2                               |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 506.17           | CLEVELAND, RYAN W - LEOFF2                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 814.65           | CLEVELAND, RYAN W - LEOFF2                            |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 458.23           | CLOUD, RYAN D - LEOFF2                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 737.48           | CLOUD, RYAN D - LEOFF2                                |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 410.40           | COLLAMORE, ROBERT S - LEOFF2                          |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 660.51           | COLLAMORE, ROBERT S - LEOFF2                          |
|             |                   | 522 10 20 0030 | Admin Staff- WA Sta   | 001   | General Expense Fund |                          |                        | 599.09           | COOPER, SCOTT N - LEOFF2                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 964.20           | COOPER, SCOTT N - LEOFF2                              |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 421.85           | COTTER, MICKEY J - LEOFF2                             |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 678.94           | COTTER, MICKEY J - LEOFF2                             |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 501.61           | EHRESMAN II, CARL E - LEOFF2                          |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 807.31           | EHRESMAN II, CARL E - LEOFF2                          |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 510.37           | FULKERSON, JESS M - LEOFF2                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 821.40           | FULKERSON, JESS M - LEOFF2                            |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 273.63           | GRACEY, KYLER B - LEOFF2                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 440.40           | GRACEY, KYLER B - LEOFF2                              |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 381.21           | JENSON, ZACKARY T - LEOFF2                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 613.53           | JENSON, ZACKARY T - LEOFF2                            |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 397.63           | JOHNSON, ANDREW - LEOFF2                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 639.96           | JOHNSON, ANDREW - LEOFF2                              |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 398.36           | JONES, RYAN E - LEOFF2                                |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 641.13           | JONES, RYAN E - LEOFF2                                |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 383.47           | KLAHR, DERIC J - LEOFF2                               |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 617.16           | KLAHR, DERIC J - LEOFF2                               |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 363.84           | NEWMAN, LACEY E - LEOFF2                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 585.58           | NEWMAN, LACEY E - LEOFF2                              |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 281.35           | QUIROZ JR., VICTOR - LEOFF2                           |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 452.81           | QUIROZ JR., VICTOR - LEOFF2                           |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 501.61           | REESE, JORDAN D - LEOFF2                              |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 807.31           | REESE, JORDAN D - LEOFF2                              |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W:   | 001   | General Expense Fund |                          |                        | 417.62           | RHEAD, ANTHONY - LEOFF2                               |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 672.14           | RHEAD, ANTHONY - LEOFF2                               |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 385.79           | SEVERANCE, KYLE C - LEOFF2                            |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                        | 620.91           | SEVERANCE, KYLE C - LEOFF2                            |
|             |                   | 522 71 20 0030 | Firefighter/paramedi  | 001   | General Expense Fund |                          |                        | 341.11           | STUMPF, DANIELLE M - LEOFF2                           |

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|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 548.99          | STUMPF, DANIELLE M - LEOFF2                                  |
|             | 522 20 20 0030    | Firefighter/EMT- W:   | 001      | 001   | General Expense Fund |                          |                              | 247.85          | SUMMERLIN, ANTONIO - LEOFF2                                  |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 398.89          | SUMMERLIN, ANTONIO - LEOFF2                                  |
|             | 522 71 20 0030    | Firefighter/paramedi  | 001      | 001   | General Expense Fund |                          |                              | 421.38          | TORVIK, DAVID A - LEOFF2                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 678.19          | TORVIK, DAVID A - LEOFF2                                     |
|             | 522 71 20 0030    | Firefighter/paramedi  | 001      | 001   | General Expense Fund |                          |                              | 358.16          | WILSON, TRAVIS R - LEOFF2                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 576.44          | WILSON, TRAVIS R - LEOFF2                                    |
|             | 522 20 20 0030    | Firefighter/EMT- W:   | 001      | 001   | General Expense Fund |                          |                              | 483.23          | YATES, JEFF J - LEOFF2                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 777.72          | YATES, JEFF J - LEOFF2                                       |
| <b>1093</b> | <b>09/30/2021</b> |                       | <b>1</b> |       | <b>Payroll</b>       |                          | <b>NATIONWIDE RETIREMENT</b> | <b>2,844.00</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021<br/>- DC-NATION</b> |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 1,380.00        | CLOUD, RYAN D - DC-NATION                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 600.00          | COTTER, MICKEY J - DC-NATION                                 |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 464.00          | FULKERSON, JESS M - DC-NATION                                |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 400.00          | REESE, JORDAN D - DC-NATION                                  |
| <b>1094</b> | <b>09/30/2021</b> |                       | <b>1</b> |       | <b>Payroll</b>       |                          | <b>NMRFA - FOOD FUND</b>     | <b>135.00</b>   | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021<br/>- FOOD</b>      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | ARNOLD, DONOVAN P - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | CLEVELAND, RYAN W - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | CLOUD, RYAN D - FOOD   |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | COLLAMORE, ROBERT S - FOOD                                   |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | COOPER, SCOTT N - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | COTTER, MICKEY J - FOOD                                      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | CROSTHWAITE, ALEXANDER J -<br>FOOD                           |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | EHRESMAN II, CARL E - FOOD                                   |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | FULKERSON, JESS M - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | GRACEY, KYLER B - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | JENSON, ZACKARY T - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | JOHNSON, ANDREW - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | KLAHR, DERIC J - FOOD  |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | LINDSEY, COOPER B - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | MCCORMICK, ANGIE M - FOOD                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | NEWMAN, LACEY E - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | QUIROZ JR., VICTOR - FOOD                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | REESE, JORDAN D - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | RHEAD, ANTHONY - FOOD  |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | SEVERANCE, KYLE C - FOOD                                     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | STUMPF, DANIELLE M - FOOD                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | SUMMERLIN, ANTONIO - FOOD                                    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | TORVIK, DAVID A - FOOD                                       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |                              | 5.00            | TUPOLO, TULAUONEONE L - FOOD                                 |

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|-------------|-------------------|----------------|-----------------------|-------|----------------------|--------------------------|-------------------------------------|------------------|---|
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 5.00             | WASSENAAR, RENEE C - FOOD   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 5.00             | WILSON, TRAVIS R - FOOD   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 5.00             | YATES, JEFF J - FOOD  |
| <b>1095</b> | <b>09/30/2021</b> |                | <b>1</b>              |       | <b>Payroll</b>       |                          | <b>VIMLY BENEFIT SOLUTIONS, INC</b> | <b>28,120.13</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Family; Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Married; Pay Cycle(s) 09/30/2021 To 09/30/2021 - PREMERA-Single; Pay Cycle(s) 09/30/2021 To 09/3</b> |
|             |                   | 522 20 20 0040 | Firefighter/EMT- HF   | 001   | General Expense Fund |                          |                                     | 1,619.90         | ARNOLD, DONOVAN P - PREMERA-Family  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | ARNOLD, DONOVAN P - PREMERA-Family  |
|             |                   | 522 10 20 0040 | Admin Staff- HRA, 1   | 001   | General Expense Fund |                          |                                     | 1,619.90         | BAKKEN, BEAU A - PREMERA-Family   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | BAKKEN, BEAU A - PREMERA-Family   |
|             |                   | 522 71 20 0040 | Firefighter/Paramedi  | 001   | General Expense Fund |                          |                                     | 1,619.90         | CLOUD, RYAN D - PREMERA-Family  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | CLOUD, RYAN D - PREMERA-Family  |
|             |                   | 522 71 20 0040 | Firefighter/Paramedi  | 001   | General Expense Fund |                          |                                     | 1,619.90         | COTTER, MICKEY J - PREMERA-Family   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | COTTER, MICKEY J - PREMERA-Family   |
|             |                   | 522 20 20 0040 | Firefighter/EMT- HF   | 001   | General Expense Fund |                          |                                     | 1,619.90         | EHRESMAN II, CARL E - PREMERA-Family  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | EHRESMAN II, CARL E - PREMERA-Family  |
|             |                   | 522 20 20 0040 | Firefighter/EMT- HF   | 001   | General Expense Fund |                          |                                     | 1,619.90         | JOHNSON, ANDREW - PREMERA-Family  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | JOHNSON, ANDREW - PREMERA-Family  |
|             |                   | 522 20 20 0040 | Firefighter/EMT- HF   | 001   | General Expense Fund |                          |                                     | 1,619.90         | KLAHR, DERIC J - PREMERA-Family   |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | KLAHR, DERIC J - PREMERA-Family   |
|             |                   | 522 20 20 0040 | Firefighter/EMT- HF   | 001   | General Expense Fund |                          |                                     | 1,619.90         | REESE, JORDAN D - PREMERA-Family  |
|             |                   | 589 99 00 0000 | Payroll Benefits Cle: | 001   | General Expense Fund |                          |                                     | 16.36            | REESE, JORDAN D - PREMERA-Family  |
|             |                   | 522 71 20 0040 | Firefighter/Paramedi  | 001   | General Expense Fund |                          |                                     | 1,619.90         | SEVERANCE, KYLE C - PREMERA-Family  |



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|-------|----------------|-----------------------|--------|---------|--------------|--------------------------|--------|----------|---|
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 16.36    | SEVERANCE, KYLE C -<br>PREMERA-Family   |
|       | 522 71 20 0040 | Firefighter/Paramedi  | 001    | General | Expense Fund |                          |        | 1,619.90 | TORVIK, DAVID A -<br>PREMERA-Family     |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 16.36    | TORVIK, DAVID A -<br>PREMERA-Family     |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 1,619.90 | YATES, JEFF J - PREMERA-Family          |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 16.36    | YATES, JEFF J - PREMERA-Family          |
|       | 522 71 20 0040 | Firefighter/Paramedi  | 001    | General | Expense Fund |                          |        | 1,180.13 | WILSON, TRAVIS R -<br>PREMERA-Married   |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 11.92    | WILSON, TRAVIS R -<br>PREMERA-Married   |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 593.78   | COLLAMORE, ROBERT S -<br>PREMERA-Single |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | COLLAMORE, ROBERT S -<br>PREMERA-Single |
|       | 522 10 20 0040 | Admin Staff- HRA, 1   | 001    | General | Expense Fund |                          |        | 593.78   | COOPER, SCOTT N -<br>PREMERA-Single     |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | COOPER, SCOTT N -<br>PREMERA-Single     |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 593.78   | GRACEY, KYLER B -<br>PREMERA-Single     |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | GRACEY, KYLER B -<br>PREMERA-Single     |
|       | 522 71 20 0040 | Firefighter/Paramedi  | 001    | General | Expense Fund |                          |        | 593.78   | JENSON, ZACKARY T -<br>PREMERA-Single   |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | JENSON, ZACKARY T -<br>PREMERA-Single   |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 593.78   | JONES, RYAN E - PREMERA-Single          |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | JONES, RYAN E - PREMERA-Single          |
|       | 522 10 20 0040 | Admin Staff- HRA, 1   | 001    | General | Expense Fund |                          |        | 593.78   | MORGAN, SARAH L -<br>PREMERA-Single     |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | MORGAN, SARAH L -<br>PREMERA-Single     |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 593.78   | NEWMAN, LACEY E -<br>PREMERA-Single     |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | NEWMAN, LACEY E -<br>PREMERA-Single     |
|       | 522 20 20 0040 | Firefighter/EMT- HF   | 001    | General | Expense Fund |                          |        | 593.78   | QUIROZ JR., VICTOR -<br>PREMERA-Single  |
|       | 589 99 00 0000 | Payroll Benefits Cle: | 001    | General | Expense Fund |                          |        | 6.00     | QUIROZ JR., VICTOR -<br>PREMERA-Single  |

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|-------------|-------------------|----------|-----------------------|----------|----------------------|--------------------------|-------------------------------------|-----------------|--|
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 593.78          | SUMMERLIN, ANTONIO -<br>PREMERA-Single               |
|             | 589 99 00         | 0000     | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                     | 6.00            | SUMMERLIN, ANTONIO -<br>PREMERA-Single               |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | ARNOLD, DONOVAN P - DVL                              |
|             | 522 10 20         | 0040     | Admin Staff- HRA, 1   | 001      | General Expense Fund |                          |                                     | 130.72          | BAKKEN, BEAU A - DVL                                 |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | CLEVELAND, RYAN W - DVL                              |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | CLOUD, RYAN D - DVL                                  |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | COLLAMORE, ROBERT S - DVL                            |
|             | 522 10 20         | 0040     | Admin Staff- HRA, 1   | 001      | General Expense Fund |                          |                                     | 130.72          | COOPER, SCOTT N - DVL                                |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | COTTER, MICKEY J - DVL                               |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | EHRESMAN II, CARL E - DVL                            |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | FULKERSON, JESS M - DVL                              |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | GRACEY, KYLER B - DVL                                |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | JENSON, ZACKARY T - DVL                              |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | JOHNSON, ANDREW - DVL                                |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | JONES, RYAN E - DVL                                  |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | KLAHR, DERIC J - DVL                                 |
|             | 522 10 20         | 0040     | Admin Staff- HRA, 1   | 001      | General Expense Fund |                          |                                     | 130.72          | MCCORMICK, ANGIE M - DVL                             |
|             | 522 10 20         | 0040     | Admin Staff- HRA, 1   | 001      | General Expense Fund |                          |                                     | 130.72          | MORGAN, SARAH L - DVL                                |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | NEWMAN, LACEY E - DVL                                |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | QUIROZ JR., VICTOR - DVL                             |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | REESE, JORDAN D - DVL                                |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | RHEAD, ANTHONY - DVL                                 |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | SEVERANCE, KYLE C - DVL                              |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 132.48          | STUMPF, DANIELLE M - DVL                             |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | SUMMERLIN, ANTONIO - DVL                             |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | TORVIK, DAVID A - DVL                                |
|             | 522 10 20         | 0040     | Admin Staff- HRA, 1   | 001      | General Expense Fund |                          |                                     | 130.72          | WASSENAAR, RENEE C - DVL                             |
|             | 522 71 20         | 0040     | Firefighter/Paramedi  | 001      | General Expense Fund |                          |                                     | 130.72          | WILSON, TRAVIS R - DVL                               |
|             | 522 20 20         | 0040     | Firefighter/EMT- HF   | 001      | General Expense Fund |                          |                                     | 130.72          | YATES, JEFF J - DVL                                  |
| <b>1096</b> | <b>09/30/2021</b> |          |                       | <b>1</b> | <b>Payroll</b>       |                          | <b>WA PUB EMP RETIREMENT SYS-PI</b> | <b>2,375.76</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - PERS2</b> |
|             | 522 10 20         | 0030     | Admin Staff- WA Sta   | 001      | General Expense Fund |                          |                                     | 572.97          | MCCORMICK, ANGIE M - PERS2                           |
|             | 589 99 00         | 0000     | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                     | 355.52          | MCCORMICK, ANGIE M - PERS2                           |
|             | 522 10 20         | 0030     | Admin Staff- WA Sta   | 001      | General Expense Fund |                          |                                     | 342.51          | MORGAN, SARAH L - PERS2                              |
|             | 589 99 00         | 0000     | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                     | 212.52          | MORGAN, SARAH L - PERS2                              |
|             | 522 10 20         | 0030     | Admin Staff- WA Sta   | 001      | General Expense Fund |                          |                                     | 550.60          | WASSENAAR, RENEE C - PERS2                           |
|             | 589 99 00         | 0000     | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                     | 341.64          | WASSENAAR, RENEE C - PERS2                           |
| <b>1097</b> | <b>09/30/2021</b> |          |                       | <b>1</b> | <b>Payroll</b>       |                          | <b>WSCFF EMPLOYEE BENEFIT TRU</b>   | <b>3,000.00</b> | <b>Pay Cycle(s) 09/30/2021 To 09/30/2021 - MERP</b>  |
|             | 589 99 00         | 0000     | Payroll Benefits Cle: | 001      | General Expense Fund |                          |                                     | 125.00          | ARNOLD, DONOVAN P - MERP                             |

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|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | BAKKEN, BEAU A - MERP         |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | CLEVELAND, RYAN W - MERP      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | CLOUD, RYAN D - MERP          |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | COLLAMORE, ROBERT S - MERP    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | COOPER, SCOTT N - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | COTTER, MICKEY J - MERP       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | EHRESMAN II, CARL E - MERP    |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | FULKERSON, JESS M - MERP      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | GRACEY, KYLER B - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | JENSON, ZACKARY T - MERP      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | JOHNSON, ANDREW - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | JONES, RYAN E - MERP          |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | KLAHR, DERIC J - MERP         |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | NEWMAN, LACEY E - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | QUIROZ JR., VICTOR - MERP     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | REESE, JORDAN D - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | RHEAD, ANTHONY - MERP         |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | SEVERANCE, KYLE C - MERP      |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | STUMPF, DANIELLE M - MERP     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | SUMMERLIN, ANTONIO - MERP     |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | TORVIK, DAVID A - MERP        |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | WILSON, TRAVIS R - MERP       |
|             | 589 99 00 0000    | Payroll Benefits Cle: | 001      | 001   | General Expense Fund |                          |   | 125.00            | YATES, JEFF J - MERP          |
| <b>1098</b> | <b>09/30/2021</b> |                       | <b>2</b> |       | <b>* Tr Rec</b>      | <b>107</b>               | <b>COLUMBIA BANK - DIRECT DEP</b>       | <b>133,582.05</b> | <b>Direct Deposit Receipt</b> |
|             | 522 10 10 9999    | Payroll Clearing      |          | 001   | General Expense Fund |                          |   | -133,582.05       |                               |
| <b>1099</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>AIRGAS USA, LLC</b>                  | <b>1,368.22</b>   |                               |
|             | 522 72 31 1000    | EMS Supplies: OOS     |          | 001   | General Expense Fund |                          |   | 323.09            | O2                            |
|             | 522 72 31 1000    | EMS Supplies: OOS     |          | 001   | General Expense Fund |                          |   | 383.62            | O2                            |
|             | 522 72 31 1000    | EMS Supplies: OOS     |          | 001   | General Expense Fund |                          |   | 661.51            |                               |
|             | 522 72 31 1000    | EMS Supplies: OOS     |          | 001   | General Expense Fund |                          |   |                   |                               |
| <b>1100</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>BARRETT, FRED</b>                    | <b>144.60</b>     |                               |
|             | 522 20 20 2000    | Retirement Medical    |          | 001   | General Expense Fund |                          |   | 144.60            |                               |
| <b>1101</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>BELFAIR HOSE &amp; HEAVY TRUCK I</b> | <b>1,727.47</b>   |                               |
|             | 522 60 48 6000    | Vehicle Repairs and   |          | 001   | General Expense Fund |                          |   | 948.80            |                               |
|             | 522 60 48 6000    | Vehicle Repairs and   |          | 001   | General Expense Fund |                          |   | 778.67            |                               |
| <b>1102</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>BELFAIR WATER DISTRICT #1</b>        | <b>162.03</b>     |                               |
|             | 522 10 47 1000    | Station 21 & 21-2 U   |          | 001   | General Expense Fund |                          |   | 162.03            |                               |
| <b>1103</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>BLUE CROSS BLUE SHIELD OF MC</b>     | <b>243.57</b>     |                               |
|             | 522 20 20 2000    | Retirement Medical    |          | 001   | General Expense Fund |                          |   | 243.57            |                               |
| <b>1104</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>MICHAEL BOONE</b>                    | <b>66.51</b>      | <b>EMS Reimbursement</b>      |

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|-------------|-------------------|----------------|------------------------|-------|----------------------|--------------------------|-----------------------------------|-----------------|---|
|             |                   | 589 00 00 1000 | Ambulance Refunds:     | 001   | General Expense Fund |                          |                                   | 66.51           |   |
| <b>1105</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>CASCADE HEALTHCARE SERVICE</b> | <b>434.00</b>   |   |
|             |                   | 522 45 31 0007 | Community Outreach     | 001   | General Expense Fund |                          |                                   | 434.00          |   |
| <b>1106</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>CASCADE NATURAL GAS</b>        | <b>20.59</b>    |   |
|             |                   | 522 10 47 1000 | Station 21 & 21-2 U    | 001   | General Expense Fund |                          |                                   | 20.59           |   |
| <b>1107</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>CBS REPORTING INC.</b>         | <b>74.50</b>    |   |
|             |                   | 522 10 49 2000 | Miscellaneous: PS      | 001   | General Expense Fund |                          |                                   | 74.50           |   |
| <b>1108</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>CENTURY LINK</b>               | <b>541.48</b>   |   |
|             |                   | 522 10 42 2000 | Station 27 Telephone   | 001   | General Expense Fund |                          |                                   | 135.62          |   |
|             |                   | 522 10 42 2000 | Station 27 Telephone   | 001   | General Expense Fund |                          |                                   |                 |   |
|             |                   | 522 10 42 4000 | Station 81 Telephone   | 001   | General Expense Fund |                          |                                   | 245.83          |   |
|             |                   | 522 10 42 3000 | Station 24 Telephone   | 001   | General Expense Fund |                          |                                   | 160.03          |   |
| <b>1109</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>COLLAMORE, ROBERT</b>          | <b>2,301.12</b> | <b>Medic School Costs; Fall Quarter<br/>Medic School</b>  |
|             |                   | 522 45 31 0004 | Career Staff Education | 001   | General Expense Fund |                          |                                   | 120.74          |   |
|             |                   | 522 45 31 0004 | Career Staff Education | 001   | General Expense Fund |                          |                                   | 245.16          |   |
|             |                   | 522 45 41 0004 | Career Staff Education | 001   | General Expense Fund |                          |                                   | 1,935.22        |   |
| <b>1110</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>COPIERS NORTHWEST, INC.</b>    | <b>41.81</b>    |   |
|             |                   | 522 10 45 1000 | Miscellaneous Expense  | 001   | General Expense Fund |                          |                                   | 41.81           |   |
| <b>1111</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>COPY THAT REPROGRAPHICS</b>    | <b>2,227.15</b> | <b>AFT parts returned - shipping; IFSAC<br/>Tests - Shipping; Fliers; Paramedic<br/>Probationary Book; IFSAC Test -<br/>Shipping; Return Duty Boots -<br/>Stumpf; Return Duty Boots - Stumpf;<br/>IFSAC Test - Shipping; Safety</b> |
|             |                   | 522 10 31 0514 | Station Supplies: OC   | 001   | General Expense Fund |                          |                                   | 11.85           |   |
|             |                   | 522 45 41 0001 | Fire (Training): PS    | 001   | General Expense Fund |                          |                                   | 36.28           |   |
|             |                   | 522 30 31 1000 | Community Outreach     | 001   | General Expense Fund |                          |                                   | 179.03          |   |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                   | 230.97          |   |
|             |                   | 522 45 49 3000 | Fire Academy: Misc     | 001   | General Expense Fund |                          |                                   | 36.47           |   |
|             |                   | 522 20 20 4000 | Class B Uniforms: P    | 001   | General Expense Fund |                          |                                   | 50.09           |   |
|             |                   | 522 20 20 4000 | Class B Uniforms: P    | 001   | General Expense Fund |                          |                                   | 38.14           |   |
|             |                   | 522 45 41 0001 | Fire (Training): PS    | 001   | General Expense Fund |                          |                                   | 36.96           |   |
|             |                   | 522 30 31 1000 | Community Outreach     | 001   | General Expense Fund |                          |                                   | 500.66          |   |
|             |                   | 522 20 31 0005 | Wildland Programs:     | 001   | General Expense Fund |                          |                                   | 1,106.70        |   |
| <b>1112</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>COSTCO MEMBERSHIP</b>          | <b>180.00</b>   |   |
|             |                   | 522 10 49 1000 | Memberships and Sub    | 001   | General Expense Fund |                          |                                   | 180.00          |   |
| <b>1113</b> | <b>09/14/2021</b> | <b>1</b>       | <b>Claims</b>          |       |                      |                          | <b>DALTON MOTOR GRAPHICS, INC</b> | <b>2,670.50</b> |   |
|             |                   | 594 22 64 4000 | Fire Engine Purchase   | 001   | General Expense Fund |                          |                                   | 2,670.50        |   |

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|-------------|-------------------|-----------------------|----------|-------|----------------------|--------------------------|---------------------------------------|------------------|----------------------|
| <b>1114</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>DEPT OF NATURAL RESOURCES</b>      | <b>1,647.59</b>  |                      |
|             | 522 20 31 0005    | Wildland Programs:    |          | 001   | General Expense Fund |                          |                                       | 1,647.59         |                      |
| <b>1115</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>EDCO AWARDS &amp; SPECIALITIES</b> | <b>82.46</b>     |                      |
|             | 522 10 31 4000    | Awards & Recogniti    |          | 001   | General Expense Fund |                          |                                       | 82.46            |                      |
| <b>1116</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>EF RECOVERY</b>                    | <b>1,517.75</b>  |                      |
|             | 522 77 41 0038    | Ambulance Billing F   |          | 001   | General Expense Fund |                          |                                       | 1,517.75         |                      |
| <b>1117</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>EHRESMAN, CARL</b>                 | <b>182.28</b>    | <b>Reimbursement</b> |
|             | 522 20 48 4000    | Wellness Equipment    |          | 001   | General Expense Fund |                          |                                       | 182.28           |                      |
| <b>1118</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>ELPIS COUNSELING, PLLC</b>         | <b>3,333.33</b>  |                      |
|             | 522 10 49 2000    | Miscellaneous: PS     |          | 001   | General Expense Fund |                          |                                       | 3,333.33         |                      |
| <b>1119</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>GALLS, LLC</b>                     | <b>1,351.30</b>  |                      |
|             | 522 20 20 4000    | Class B Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 331.38           |                      |
|             | 522 20 20 4000    | Class B Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 335.78           |                      |
|             | 522 20 20 4000    | Class B Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 167.12           |                      |
|             | 522 20 20 4000    | Class B Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 354.74           |                      |
|             | 522 20 20 3000    | Class A Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 111.96           | Class A Severance    |
|             | 522 20 20 4000    | Class B Uniforms: P   |          | 001   | General Expense Fund |                          |                                       | 50.32            | Sweatshirt           |
| <b>1120</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>GILMORES AUTOMOTIVE SERVIC</b>     | <b>4,165.00</b>  |                      |
|             | 522 60 48 6000    | Vehicle Repairs and   |          | 001   | General Expense Fund |                          |                                       | 1,268.60         |                      |
|             | 522 60 48 6000    | Vehicle Repairs and   |          | 001   | General Expense Fund |                          |                                       | 1,262.91         |                      |
|             | 522 60 31 0144    | Vehicle Repairs: OO   |          | 001   | General Expense Fund |                          |                                       | 1,633.49         |                      |
| <b>1121</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>GRAINGER</b>                       | <b>203.27</b>    |                      |
|             | 522 20 35 0050    | Hand Tools            |          | 001   | General Expense Fund |                          |                                       | 165.74           |                      |
|             | 522 10 49 0519    | Station Supplies: Mi  |          | 001   | General Expense Fund |                          |                                       | 37.53            |                      |
| <b>1122</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>HOOD CANAL COMMUNICATIONS</b>      | <b>485.79</b>    |                      |
|             | 522 10 42 1000    | Station 21 Telephone  |          | 001   | General Expense Fund |                          |                                       | 485.79           |                      |
| <b>1123</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>HRA VEBA TRUST</b>                 | <b>14,060.89</b> |                      |
|             | 522 10 20 0040    | Admin Staff- HRA, J   |          | 001   | General Expense Fund |                          |                                       | 2,172.21         |                      |
|             | 522 20 20 0040    | Firefighter/EMT- HF   |          | 001   | General Expense Fund |                          |                                       | 5,492.98         |                      |
|             | 522 71 20 0040    | Firefighter/Paramedi  |          | 001   | General Expense Fund |                          |                                       | 6,395.70         |                      |
| <b>1124</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>HUTTER, CHRISTY</b>                | <b>850.00</b>    |                      |
|             | 522 10 41 1000    | IT Support Service: : |          | 001   | General Expense Fund |                          |                                       | 850.00           |                      |
| <b>1125</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>KCDA</b>                           | <b>248.94</b>    |                      |
|             | 522 10 31 0100    | Office & Operating :  |          | 001   | General Expense Fund |                          |                                       | 248.94           |                      |
| <b>1126</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>KENT D. BRUCE CO. LLC KDBCO</b>    | <b>290.47</b>    |                      |
|             | 522 60 48 6000    | Vehicle Repairs and   |          | 001   | General Expense Fund |                          |                                       | 290.47           |                      |

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| <b>1127</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>KITSAP BANK - VISA</b>          | <b>1,918.35</b> | <b>QFC; Amazon; GotPrint; Wildland - Gas Receipts; Wildland - Gas Receipts; Zoom; Good-to-Go; Pier House 60 Marina Hotel</b> |
|             |                   | 522 30 31 1000 | Community Outreach     | 001   | General Expense Fund |                          |                                    | 38.78           |  |
|             |                   | 522 10 31 0100 | Office & Operating     | 001   | General Expense Fund |                          |                                    | 51.20           |  |
|             |                   | 522 10 31 3000 | Miscellaneous Expense  | 001   | General Expense Fund |                          |                                    | 37.87           | CPR cards-FF Assoc. (reimbursed)   |
|             |                   | 522 20 31 0005 | Wildland Programs:     | 001   | General Expense Fund |                          |                                    | 344.99          |  |
|             |                   | 522 20 31 0005 | Wildland Programs:     | 001   | General Expense Fund |                          |                                    | 193.48          |  |
|             |                   | 522 10 49 1000 | Memberships and Sub    | 001   | General Expense Fund |                          |                                    | 162.64          |  |
|             |                   | 522 10 31 3000 | Miscellaneous Expense  | 001   | General Expense Fund |                          |                                    | 150.00          |  |
|             |                   | 522 45 43 1000 | Admin Staff Training   | 001   | General Expense Fund |                          |                                    | 939.39          |  |
| <b>1128</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>L.N. CURTIS &amp; SONS, INC</b> | <b>3,822.41</b> |  |
|             |                   | 594 22 64 4000 | Fire Engine Purchase   | 001   | General Expense Fund |                          |                                    | 1,336.45        |  |
|             |                   | 594 22 64 4000 | Fire Engine Purchase   | 001   | General Expense Fund |                          |                                    | 1,675.79        |  |
|             |                   | 522 20 35 0090 | Miscellaneous Items    | 001   | General Expense Fund |                          |                                    | 579.39          |  |
|             |                   | 522 20 35 0090 | Miscellaneous Items    | 001   | General Expense Fund |                          |                                    | 35.81           |  |
|             |                   | 522 20 35 0020 | Small Engine Equipm    | 001   | General Expense Fund |                          |                                    | 194.97          |  |
| <b>1129</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>LEOFF SYS - P/2</b>             | <b>2,187.78</b> |  |
|             |                   | 522 20 20 0030 | Firefighter/EMT- W     | 001   | General Expense Fund |                          |                                    | 2,187.78        |  |
| <b>1130</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>LIFE ASSIST</b>                 | <b>959.04</b>   |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 147.70          |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 182.53          |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 17.06           |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 242.95          |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 368.80          |  |
| <b>1131</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>MASON COUNTY GARBAGE, INC.</b>  | <b>320.15</b>   |  |
|             |                   | 522 10 47 1000 | Station 21 & 21-2 U    | 001   | General Expense Fund |                          |                                    | 98.77           | St. 21 Recycle   |
|             |                   | 522 10 47 1000 | Station 21 & 21-2 U    | 001   | General Expense Fund |                          |                                    | 103.48          | St. 21 Garbage   |
|             |                   | 522 10 47 6000 | Station 27 Utilities ( | 001   | General Expense Fund |                          |                                    | 25.01           | St. 27 Recycle   |
|             |                   | 522 10 47 6000 | Station 27 Utilities ( | 001   | General Expense Fund |                          |                                    | 57.29           | St. 27 Garbage   |
|             |                   | 522 10 47 8000 | Station 81 Utilities ( | 001   | General Expense Fund |                          |                                    | 35.60           | St. 81   |
| <b>1132</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>MED-TECH RESOURCE, INC</b>      | <b>201.96</b>   |  |
|             |                   | 522 72 31 1000 | EMS Supplies: OOS      | 001   | General Expense Fund |                          |                                    | 201.96          |  |
| <b>1133</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>MEDICARE BLUE RX</b>            | <b>66.40</b>    |  |
|             |                   | 522 20 20 2000 | Retirement Medical     | 001   | General Expense Fund |                          |                                    | 66.40           |  |
| <b>1134</b> | <b>09/14/2021</b> |                | <b>1</b>               |       | <b>Claims</b>        |                          | <b>LACEY E NEWMAN</b>              | <b>189.62</b>   | <b>Airport Parking</b>   |
|             |                   | 522 30 31 1000 | Community Outreach     | 001   | General Expense Fund |                          |                                    | 59.96           |  |
|             |                   | 522 45 43 0003 | Career Staff Educati   | 001   | General Expense Fund |                          |                                    | 129.66          |  |

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| <b>1135</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>NMRFA- REVOLVING FUND</b>       | <b>1,771.62</b> | <b>Wave; Stericycle; Belfair Water District #1; Mason County Garbage; PUD #3; Century Link</b> |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 72.10           |  |
|             | 522 72 31 1000    | EMS Supplies: OOS      |          | 001   | General Expense Fund |                          |                                    | 20.72           |  |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 163.74          |  |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 103.48          |  |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 98.77           |  |
|             | 522 10 47 6000    | Station 27 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 57.29           |  |
|             | 522 10 47 6000    | Station 27 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 25.01           |  |
|             | 522 10 47 8000    | Station 81 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 28.48           |  |
|             | 522 10 47 7000    | Station 21 New Hea     |          | 001   | General Expense Fund |                          |                                    | 153.29          | New Hdqtr  |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 529.21          | St. 21   |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 213.17          | St. 21-2   |
|             | 522 10 47 4000    | Station 24 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 146.45          | St. 24   |
|             | 522 10 42 2000    | Station 27 Telephon    |          | 001   | General Expense Fund |                          |                                    | 159.91          |  |
| <b>1136</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>PENINSULA COMMUNITY HEALTH</b>  | <b>7,867.05</b> | <b>Mason Cty MAT-FD QRT Program</b>  |
|             | 522 10 49 4000    | QRT Services           |          | 001   | General Expense Fund |                          |                                    | 7,151.86        |  |
|             | 522 10 49 4000    | QRT Services           |          | 001   | General Expense Fund |                          |                                    | 715.19          |  |
| <b>1137</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>PINTEY BOWES GLOBAL FINANCI</b> | <b>61.85</b>    |  |
|             | 522 10 42 0001    | Postage: OOS           |          | 001   | General Expense Fund |                          |                                    | 61.85           |  |
| <b>1138</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>PITNEY BOWES INC</b>            | <b>259.26</b>   |  |
|             | 522 10 31 0100    | Office & Operating     |          | 001   | General Expense Fund |                          |                                    | 259.26          |  |
| <b>1139</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>PUD #1</b>                      | <b>53.70</b>    |  |
|             | 522 10 47 4000    | Station 24 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 53.70           |  |
| <b>1140</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>PUD #3</b>                      | <b>1,427.48</b> |  |
|             | 522 10 47 6000    | Station 27 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 5000    | Station 25 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 3000    | Station 23 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 9000    | Station 82 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 1100    | Station 83 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 107.85          | St. 83   |
|             | 522 10 47 8000    | Station 81 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 203.73          | St. 81   |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 2000    | Station 22 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 127.12          | St. 22   |
|             | 522 10 47 6000    | Station 27 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 234.29          | St. 27   |
|             | 522 10 47 5000    | Station 25 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 44.30           | St. 25   |
|             | 522 10 47 3000    | Station 23 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 49.73           | St. 23   |
|             | 522 10 47 9000    | Station 82 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 49.20           | St. 82   |
|             | 522 10 47 1100    | Station 83 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |
|             | 522 10 47 8000    | Station 81 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |  |

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| Trans       | Date              | Redeemed               | Acct #   | Chk # | Type                 | Receipt #<br>InterFund # | Vendor                             | Amount          | Memo                      |
|-------------|-------------------|------------------------|----------|-------|----------------------|--------------------------|------------------------------------|-----------------|---------------------------|
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 450.85          | St. 21                    |
|             | 522 10 47 1000    | Station 21 & 21-2 U    |          | 001   | General Expense Fund |                          |                                    | 160.41          | St. 21-2                  |
|             | 522 10 47 2000    | Station 22 Utilities ( |          | 001   | General Expense Fund |                          |                                    |                 |                           |
| <b>1141</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>QUILL CORPORATION - PREFERR</b> | <b>216.77</b>   |                           |
|             | 522 10 31 0100    | Office & Operating :   |          | 001   | General Expense Fund |                          |                                    | 68.60           |                           |
|             | 522 10 31 0100    | Office & Operating :   |          | 001   | General Expense Fund |                          |                                    | 27.11           |                           |
|             | 522 10 31 0100    | Office & Operating :   |          | 001   | General Expense Fund |                          |                                    | 53.81           |                           |
|             | 522 10 31 0100    | Office & Operating :   |          | 001   | General Expense Fund |                          |                                    | 43.39           |                           |
|             | 522 10 31 0100    | Office & Operating :   |          | 001   | General Expense Fund |                          |                                    | 23.86           |                           |
| <b>1142</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>VICTOR QUIROZ JR</b>            | <b>359.98</b>   | <b>Medic school costs</b> |
|             | 522 45 31 0004    | Career Staff Educati   |          | 001   | General Expense Fund |                          |                                    | 359.98          |                           |
| <b>1143</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>RAINFOREST GUTTERS, LLC</b>     | <b>325.50</b>   |                           |
|             | 522 10 49 2000    | Miscellaneous: PS      |          | 001   | General Expense Fund |                          |                                    | 325.50          | 70 NE Lakeview Ln.        |
| <b>1144</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>SCOTT MCLENDONS HARDWARE</b>    | <b>479.83</b>   |                           |
|             | 522 10 31 0514    | Station Supplies: OC   |          | 001   | General Expense Fund |                          |                                    | 37.94           |                           |
|             | 522 60 48 7000    | Tire and Wheel Rep:    |          | 001   | General Expense Fund |                          |                                    | 48.98           |                           |
|             | 522 20 35 0060    | Hand Held Equipme      |          | 001   | General Expense Fund |                          |                                    | 34.17           |                           |
|             | 522 20 35 0090    | Miscellaneous Items    |          | 001   | General Expense Fund |                          |                                    | 16.99           |                           |
|             | 522 76 48 0452    | Small Tools and Mir    |          | 001   | General Expense Fund |                          |                                    | 192.37          |                           |
|             | 522 45 49 0001    | Miscellaneous: (Fire   |          | 001   | General Expense Fund |                          |                                    | 11.91           |                           |
|             | 522 50 49 0385    | Building Maintenanc    |          | 001   | General Expense Fund |                          |                                    | 47.84           |                           |
|             | 522 45 49 0001    | Miscellaneous: (Fire   |          | 001   | General Expense Fund |                          |                                    | 41.45           |                           |
|             | 522 10 31 0514    | Station Supplies: OC   |          | 001   | General Expense Fund |                          |                                    | 48.18           |                           |
| <b>1145</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>SEA-WESTERN, INC.</b>           | <b>1,756.40</b> |                           |
|             | 522 20 31 5000    | Miscellaneous PPE 1    |          | 001   | General Expense Fund |                          |                                    | 1,735.13        |                           |
|             | 522 20 31 5000    | Miscellaneous PPE 1    |          | 001   | General Expense Fund |                          |                                    | 21.27           |                           |
| <b>1146</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>SETCOM CORPORATION</b>          | <b>3,188.67</b> |                           |
|             | 594 22 64 2000    | Medic Unit Purchase    |          | 001   | General Expense Fund |                          |                                    | 3,188.67        |                           |
| <b>1147</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>SNURE LAW OFFICE, PSC</b>       | <b>375.00</b>   |                           |
|             | 522 10 41 2000    | Legal Services: PS     |          | 001   | General Expense Fund |                          |                                    | 375.00          |                           |
| <b>1148</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>TELEFLEX MEDICAL INCORPORA</b>  | <b>1,345.50</b> |                           |
|             | 522 72 31 1000    | EMS Supplies: OOS      |          | 001   | General Expense Fund |                          |                                    | 1,330.00        |                           |
|             | 522 72 31 1000    | EMS Supplies: OOS      |          | 001   | General Expense Fund |                          |                                    | 15.50           |                           |
| <b>1149</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>TRAILS END WATER DISTRICT</b>   | <b>50.47</b>    |                           |
|             | 522 10 47 3000    | Station 23 Utilities ( |          | 001   | General Expense Fund |                          |                                    | 50.47           |                           |
| <b>1150</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>TRUE NORTH EMERGENCY EQUI</b>   | <b>164.92</b>   |                           |
|             | 522 76 31 0451    | Small Tools and Mir    |          | 001   | General Expense Fund |                          |                                    | 164.92          |                           |
| <b>1151</b> | <b>09/14/2021</b> |                        | <b>1</b> |       | <b>Claims</b>        |                          | <b>TULAUONEONE L TUPOLO</b>        | <b>98.00</b>    | <b>NREMT</b>              |



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North Mason Regional Fire Authority

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| Trans       | Date              | Redeemed              | Acct #   | Chk # | Type                 | Receipt #<br>InterFund # | Vendor                                  | Amount          | Memo                    |
|-------------|-------------------|-----------------------|----------|-------|----------------------|--------------------------|---|-----------------|-------------------------|
|             | 522 21 49 0002    | Student Firefighter F |          | 001   | General Expense Fund |                          |   | 98.00           |                         |
| <b>1152</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>VECTOR SOLUTIONS</b>                 | <b>391.18</b>   |                         |
|             | 522 10 49 1000    | Memberships and St    |          | 001   | General Expense Fund |                          |   | 195.59          |                         |
|             | 522 10 49 1000    | Memberships and St    |          | 001   | General Expense Fund |                          |   | 195.59          |                         |
| <b>1153</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>VERIZON WIRELESS</b>                 | <b>892.76</b>   |                         |
|             | 522 10 42 1000    | Station 21 Telephone  |          | 001   | General Expense Fund |                          |   | 892.76          |                         |
| <b>1154</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>VFIS C/O M&amp;T BANK</b>            | <b>5,935.00</b> | <b>Added Rosenbauer</b> |
|             | 522 10 46 1000    | Authority General Li  |          | 001   | General Expense Fund |                          |   | 5,432.00        |                         |
|             | 522 10 46 1000    | Authority General Li  |          | 001   | General Expense Fund |                          |   | 503.00          |                         |
| <b>1155</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>WA FIRE COMMISSIONERS ASSOC</b>      | <b>370.00</b>   |                         |
|             | 522 45 41 2000    | Commissioner Train    |          | 001   | General Expense Fund |                          |   | 370.00          |                         |
| <b>1156</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>WA STATE PATROL BUDGET &amp; FIS</b> | <b>11.00</b>    |                         |
|             | 522 10 49 2000    | Miscellaneous: PS     |          | 001   | General Expense Fund |                          |   | 11.00           |                         |
| <b>1157</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>WAVE BROADBAND</b>                   | <b>124.83</b>   |                         |
|             | 522 10 47 1000    | Station 21 & 21-2 U   |          | 001   | General Expense Fund |                          |   | 124.83          |                         |
| <b>1158</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>WESTBAY AUTO PARTS INC</b>           | <b>159.64</b>   |                         |
|             | 522 60 35 0384    | Small Tools and Mir   |          | 001   | General Expense Fund |                          |   | 97.37           |                         |
|             | 522 10 35 0516    | Small Tools & Mino    |          | 001   | General Expense Fund |                          |   | 18.91           |                         |
|             | 522 76 48 0452    | Small Tools and Mir   |          | 001   | General Expense Fund |                          |   | 21.68           |                         |
|             | 522 20 35 0090    | Miscellaneous Items   |          | 001   | General Expense Fund |                          |   | 21.68           |                         |
| <b>1159</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>WILCOX &amp; FLEGEL INC.</b>         | <b>4,827.24</b> |                         |
|             | 522 20 32 0010    | Vehicle Fuel Consun   |          | 001   | General Expense Fund |                          |   | 2,774.16        |                         |
|             | 522 20 32 0010    | Vehicle Fuel Consun   |          | 001   | General Expense Fund |                          |   | 2,053.08        |                         |
| <b>1160</b> | <b>09/14/2021</b> |                       | <b>1</b> |       | <b>Claims</b>        |                          | <b>ZOLL MEDICAL CORP. GPO</b>           | <b>2,152.78</b> |                         |
|             | 522 72 31 1000    | EMS Supplies: OOS     |          | 001   | General Expense Fund |                          |   | 2,152.78        |                         |

Records Printed: 76

|                           |            |
|---------------------------|------------|
| Adjustments:              | 0.00       |
| Beginning Balance:        | 0.00       |
| Revenues:                 | 133,582.05 |
| Warrant Expenditures:     | 339,104.53 |
| Non Warrant Expenditures: | 0.00       |
| Interfund Transfers:      | 0.00       |
| Redemptions:              | 0.00       |
| Deposits:                 | 0.00       |
| Withdrawals:              | 0.00       |
| Stop Payments:            | 0.00       |

| Fund                     | Adjustments | Beg Bal | Revenues   | War Exp    | N War Exp | IT In | IT Out | Stop Pmts |
|--------------------------|-------------|---------|------------|------------|-----------|-------|--------|-----------|
| 001 General Expense Fund | 0.00        | 0.00    | 133,582.05 | 339,104.53 | 0.00      | 0.00  | 0.00   | 0.00      |

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| Trans | Date | Redeemed | Acct # | Chk # | Type | Receipt #<br>InterFund # | Vendor  | Amount     | Memo       |           |       |        |           |
|-------|------|----------|--------|-------|------|--------------------------|---------|------------|------------|-----------|-------|--------|-----------|
|       |      |          |        |       |      | Fund                     |         |            |            |           |       |        |           |
|       |      |          |        |       |      | Adjustments              | Beg Bal | Revenues   | War Exp    | N War Exp | IT In | IT Out | Stop Pmts |
|       |      |          |        |       |      | 0.00                     | 0.00    | 133,582.05 | 339,104.53 | 0.00      | 0.00  | 0.00   | 0.00      |

# TRANSACTION JOURNAL

North Mason Regional Fire Authority

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| Trans       | Date              | Redeemed         | Acct #   | Chk # | Type              | Receipt #<br>InterFund # | Vendor                               | Amount                    | Memo                    |  |
|-------------|-------------------|------------------|----------|-------|-------------------|--------------------------|--------------------------------------|---------------------------|-------------------------|--|
| <b>1042</b> | <b>09/13/2021</b> |                  | <b>4</b> |       | <b>Claims</b>     |                          | <b>KRAZAN &amp; ASSOCIATES, INC.</b> | <b>7,686.50</b>           |                         |  |
|             | 594 22 63 1002    | NM Emergency Mar | 200      |       | Construction Fund |                          |                                      | 7,686.50                  |                         |  |
| <b>1043</b> | <b>09/13/2021</b> |                  | <b>4</b> |       | <b>Claims</b>     |                          | <b>TRICO COMPANIES, LLC</b>          | <b>504,993.52</b>         | <b>Project #4424-20</b> |  |
|             | 594 22 63 1002    | NM Emergency Mar | 200      |       | Construction Fund |                          |                                      | 504,993.52                |                         |  |
|             |                   |                  |          |       |                   |                          |                                      | <hr/>                     |                         |  |
|             |                   | Records Printed: | 2        |       |                   |                          |                                      | Adjustments:              | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Beginning Balance:        | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Revenues:                 | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Warrant Expenditures:     | 512,680.02              |  |
|             |                   |                  |          |       |                   |                          |                                      | Non Warrant Expenditures: | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Interfund Transfers:      | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Redemptions:              | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Deposits:                 | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Withdrawals:              | 0.00                    |  |
|             |                   |                  |          |       |                   |                          |                                      | Stop Payments:            | 0.00                    |  |

| Fund                  | Adjustments | Beg Bal | Revenues | War Exp    | N War Exp | IT In | IT Out | Stop Pmts |
|-----------------------|-------------|---------|----------|------------|-----------|-------|--------|-----------|
| 200 Construction Fund | 0.00        | 0.00    | 0.00     | 512,680.02 | 0.00      | 0.00  | 0.00   | 0.00      |
|                       | <hr/>       | <hr/>   | <hr/>    | <hr/>      | <hr/>     | <hr/> | <hr/>  | <hr/>     |
|                       | 0.00        | 0.00    | 0.00     | 512,680.02 | 0.00      | 0.00  | 0.00   | 0.00      |

**NORTH MASON REGIONAL FIRE AUTHORITY  
HEADQUARTERS**

**PLYMOVENT DIESEL EXHAUST SYSTEM**

**AIR EXCHANGE**

**495 EDISON COURT SUITE A**

**FAIRFIELD, CA 94534**

**PH: 707-864-2700**

**7.1 PROPOSAL**

**7.2 QUALIFICATION OF BIDDER**

**7.3 REFERENCES**

**7.4 AVAILABILITY OF PARTS AND SERVICES**

**7.5 WARRANTY/REPAIR SERVICE**

**7.6 AUTHORITY**

**7.7 PRICE**

**AIR EXCHANGE, INC.**  
**The Clean Air Specialists**

495-A Edison Ct.  
Fairfield, CA 94534

WA Contractors Lic. AIREX1\*988DJ  
CA Contractors Lic. 664135

Phone: 800-300-2945  
DIR#: 1000011166

|  |  |                 |
|--|--|-----------------|
| Proposal submitted to: North Mason Regional Fire Authority | Phone: 360-275-6711  | Date: 8/26/2021 |
| Street: 460 NE Old Belfair Hwy.                            | Application Engineer: <b>Chris Koss</b>                      |                 |
| City, State and Zip Code: Belfair, WA 98528                | Job Location: <b>New HQ Station, 490 NE Old Belfair Hwy.</b> |                 |
| Customer Representative: <b>Scott Cooper</b>               | Title:   | Cell:           |

Thank you for allowing Air Exchange, Inc. the opportunity to provide the following quotation to you.

**SCOPE OF WORK: Supply and Install Plymovent Diesel Exhaust Removal System.**  
**Identical System match to Exhibit B Performance and Technical Specifications.**

|         |  |              |
|---------|--|--------------|
| Six (6) | Plymovent SBTA-21, Sliding Balancer Track Back-In System, 19' Track, 1 Hose. | \$ 29,503.50 |
| One (1) | Plymovent VSRX-75-2, VSRX Rail Drive-Thru System, 69' Rail, 2 Hoses.         | \$ 21,428.63 |
| One (1) | Plymovent TEV Fan, 10HP, 208/230V, 3 Phase with TEFC Motor.                  | \$ 4,703.35  |
| One (1) | Plymovent Control Panel, 10HP, 208/230V, 3 Phase.                            | \$ 1,927.72  |
| Lot     | Ducting, Supports, Wireless Sensor System and Installation Materials.        | \$ 6,626.00  |

**Complete turnkey job.**

|                             |                   |                      |
|-----------------------------|-------------------|----------------------|
|                             | Materials:        | \$ 64,189.20         |
|                             | Labor:            | \$ 40,614.00         |
|                             | Lifts:            | \$ 2,380.00          |
| (8) Tailpipe Modifications: |                   | \$ 1,440.00          |
| (Est.) Freight:             |                   | \$ 4,000.00          |
|                             | Electrical:       | By Others            |
|                             | Performance Bond: | \$ 4,505.00          |
|                             | Sales Tax:        | TBD                  |
|                             | <b>TOTAL:</b>     | <b>\$ 117,128.20</b> |

**Notes:**

*Terms and conditions attached.*  
*Freight will be pre-paid and freight bills will accompany invoice.*  
*Sales tax based on current rates. Actual rates in effect at billing.*

Delivery of system will be within 12 weeks of proposal acceptance.

Payment to be made as follows: Progressive Invoicing

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado, and other necessary insurance. Our workers are fully covered by Workman's compensation Insurance.

**Authorized Signature:**

  
**CHRIS KOSS**  
PROJECT MANAGER

Note: This proposal may be with-drawn by us if not accepted within 60 days.

**ACCEPTANCE OF PROPOSAL and TERMS AND CONDITIONS.** (Pages 1 and 2, inclusively.) The above prices, specifications and Terms and Conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. By signing where indicated, you, as agent for the organization proposed, hereby authorized Air Exchange, Inc. to perform the work as specified on Page 1 of 2 of this proposal and agree and accept the Terms and Conditions (Page 2 of 2) of this proposal. Payment will be made as outlined above.

**SIGNATURE:** \_\_\_\_\_

**DATE OF ACCEPTANCE:** \_\_\_\_\_

# TERMS AND CONDITIONS

## AIR EXCHANGE, INC.

495-A Edison Ct.  
Fairfield, CA 94534

WA Contractors Lic. AIREX1\*988DJ  
CA Contractors Lic. 664135

Phone: 800-300-2945  
DIR#: 1000011166

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**PROJECT PROPOSED:** North Mason Regional Fire Authority - Plymovent System

### EXCLUSIONS TO THE PROJECT PROPOSED:

1. Permits and fees of any kind are not included in this proposal; including but not limited to, any pertinent load calculations; technical drawings, submittals, shop drawings and permit drawings of any kind. Should any of these items be required, a separate quote will be required.
2. Outside services, not limited to but including, concrete work, exterior penetrations, fork or scissor lift rentals, etc. are not included, unless indicated on Page 1 of 2 of the proposal.
3. All work to be performed during normal business hours (M-F, 7:30 a.m. to 4:00 p.m.). Work done outside of normal business hours will be subject to additional charges (i.e., time and one-half, double time, etc.) unless indicated on Page 1 of 2 of the proposal.
5. Payments terms are noted on the proposal. Should you require different terms than noted, an addendum to this contract will need to be fully executed before revised terms will be accepted.
6. Freight is not included, unless indicated on Page 1 of 2 of the proposal. Please provide preferred carrier. If you authorize, Air Exchange, Inc. will pay for freight charges and invoice you, but you must include this provision in your purchase order to Air Exchange, Inc.
7. Any/all materials and labor not listed on this proposal.
8. Any other Fans or Interlocks.
9. Blocking, Roof Curbs, Roof Jacks.
10. Electrical labor and materials.
11. Air Testing, Air Balancing.
12. Painting.
13. Bonds and permit fees of any kind.
14. Engineered drawings or calc's.



Date: August 30<sup>th</sup>, 2021

Scott Cooper  
Assistant Chief  
North Mason RFA  
460 NE Old Belfair Hwy.  
Belfair, WA 98528  
360-275-6711

### **Bidder Qualifications**

Air Exchange has been the sole Plymovent representative for Northern CA since 1994. Successful installations and continued service for over 2000 Fire Stations remains in place. All installers and service technicians are factory trained and certified, due to the carcinogenic fumes from the Fire Department vehicles this is a safety issue (no exceptions). Installers and Service Technicians attend regular trainings provided by Plymovent to ensure installations done by Air Exchange will comply with specifications and parameters set by Plymovent. All service trucks are fully stocked with replacement parts and dispatched to Stations for service calls within 1-2 business days. The Air Exchange office and warehouse is located in Fairfield, CA. Key personnel from the Fairfield office are listed below. The Fairfield warehouse maintains a complete inventory of stock replacement parts.

### **Table of Key Personnel**

**Point of contact:** Chris Koss, 495-A Edison Ct, Fairfield, CA 94534. Mobile; 650-793-2505. Email; chris.koss@airexchange.com Chris Koss has been working at Air Exchange for 34 years, Air Exchange has focused primarily on Plymovent Vehicle Exhaust Removal Systems for Fire Stations located in Oregon, Washington, Alaska, Eastern Nevada and Idaho and Northern California. Chris is currently the lead sales representative, service manager and project manager for the Air Exchange office in Fairfield, CA.

Experience and skills include:

- 15 years at the position of foreman for installing and servicing Plymovent Vehicle Exhaust Systems.
- 17 years of project manager and service manager.
- 14 years of Plymovent design engineer and sales representative.
- 24 years of Plymovent equipment order entry and processing.
- 32 years of Plymovent inventory control manager for service parts .
- Full spectrum of knowledge for Plymovent Systems in Fire Stations.
- Top-tier customer service with long standing relationships with Fire Departments.





**Installer/Service Technician:** John Ponath, Mobile 360-601-5555.

- 21 years at the position of installer and service tech for Plymovent Vehicle Exhaust Systems.

**Installer/Service Technician:** Austin Johnson, Mobile 541-977-6076.

- New installer and service tech for Plymovent Vehicle Exhaust Systems.

**Installer/Service Technician:** Aaron Almadova, Mobile 650-430-2529.

- 16 years at the position of installer and service tech for Plymovent Vehicle Exhaust Systems.

**Installer/Service Technician:** Steve Gonzales, Mobile 650-861-0306.

- 18 years at the position of installer and service tech for Plymovent Vehicle Exhaust Systems.

**Administration:**

Lisa Ramsey; Office Administrator, 495-A Edison Ct, Fairfield, CA 94534. Office 800-300-2945.

Jennifer Anderson; Finance, 495-A Edison Ct, Fairfield, CA 94534. Office 800-300-2945.

Jason Hostetler; Invoice Processing, 495-A Edison Ct, Fairfield, CA 94534. Office 800-300-2945.

Thank you so much for the opportunity to serve your department.

Best Regards,

Chris Koss  
Air Exchange, Inc.  
800-300-2945  
chris.koss@airexchange.com

| <u>Name</u>                                   | <u>Address</u>             | <u>City</u>     | <u>State</u> | <u>Zip</u> | <u>Phone</u>   |
|---|----------------------------|-----------------|--------------|------------|----------------|
| ANDERSON ISLAND FIRE DEPT (1)                 | 10011 Lake Josephine Blvd. | Anderson Island | WA           | 98303      | (253) 884-4040 |
| BEAR CREEK FIRE DEPT                          | 22225 45th Avenue, S.E.    | Bothell         | WA           | 98021      |                |
| BLACK LAKE FIRE                               | 5911 Black Lake Blvd.      | Olympia         | WA           | 98512      | (360) 352-7288 |
| BOEING COMPANY FIRE DEPT (4)                  | 700 15th ST SW             | Auburn          | WA           | 98001      | (206) 713-4376 |
| BURIEN FIRE DEPARTMENT (3)                    | 15100 8TH Avenue S W       | Burien          | WA           | 98166      | (206) 242-2040 |
| CENTRAL PIERCE FIRE (11)                      | 17520 22nd Avenue East     | Tacoma          | WA           | 98445      | (253) 5386445  |
| CLALLAM COUNTY FIRE DIST. (2)                 | 54 Sophus Rd               | Sequim          | WA           | 98382      | (360) 983-7452 |
| COLFAX FIRE DEPT., STATION #2                 | 400 N. Mill St.            | Colfax          | WA           | 99111      | (509) 397-3416 |
| EAST JEFFERSON FIRE & RESCUE (2)              | 1256 Lawrence Street       | Port Townsend   | WA           | 98368      | (360) 344-4606 |
| EAST PIERCE FIRE & RESCUE (11)                | 1842 Old Buckley Highway   | Bonny Lake      | WA           | 98390      | (253) 863-1800 |
| EAST SIDE FIRE & RESCUE (2)                   | 175 NW Newport Way         | Issaquah        | WA           | 98027      | (425) 392-3433 |
| GRAHAM FIRE STATION #6 (PIERCE CO FD #21) (4) | 12827 224th Street, East   | Graham          | WA           | 98338      | (253) 445-4104 |
| GRAHAM FIRE STATION #5 (PIERCE CO FD #21) (2) | 18721 78th Avenue, East    | Puyallup        | WA           | 98373      | (253) 445-4104 |
| HENRY MILLER FIRE DEPARTMENT (1)              | 3850 Cape George Road      | Port Townsend   | WA           | 98368      | (360) 697-5402 |
| KENT FIRE DEPARTMENT (8)                      | 24611 116th Avenue SE      | Kent            | WA           | 98031      | (253) 856-4309 |
| KICKITAT COUNTY FIRE DEPT                     | 110 Main Street            | Husum           | WA           | 98623      | (509) 493-2996 |
| KING COUNTY, MOUNTAIN VIEW FD (7)             | 32316 148 Ave SE           | Auburn          | WA           | 98092      | (253) 735-0284 |
| LOST LAKE FIRE                                | 13725 Lost Lake Rd         | Snohomish       | WA           | 98296      |                |
| LAKEWOOD FIRE                                 | 9410 39th Avenue CT SW     | Lakewood        | WA           | 98499      |                |
| MASON COUNTY FD (3)                           | 460 Old Belfair Hwy.       | Belfair         | WA           | 98528      | (360) 275-6711 |
| McCHORD AIR FORCE BASE (1)                    | Building 6-GST 62 CES/CEF  | McChord AFB     | WA           | 98438      | (707) 795-6011 |
| MERCER ISLAND FIRE DEPT (1)                   | 9601 S.E. 36th Street      | Mercer Island   | WA           | 98040      | (206) 236-3569 |
| MILLWOOD FIRE STATION (1)                     | 9111 East Frederick        | Spokane         | WA           | 99206      | (509) 924-0960 |
| MONROE FIRE DEPARTMENT (1)                    | 163 Village Court          | Monroe          | WA           | 98272      | (360) 794-3497 |
| MOUNTAINVIEW FIRE AND RESCUE (2)              | 31204 124th Avenue SE      | Auburn          | WA           | 98092      | (253) 735-0284 |
| NORTH KITSAP FIRE & RESCUE (1)                | 26642 Mitler Bay Road      | Kingston        | WA           | 98346      | (360) 363-5115 |
| NORTH OLYMPIA FIRE                            | 5046 Boston Harbor Rd., NE | Olympia         | WA           | 98506      | (360) 705-0235 |
| NORTHSHORE FIRE (1)                           | 17020 Brookside Blvd.      | Kenmore         | WA           | 98028      | (206) 484-7179 |
| OKANOGAN FIRE DEPARTMENT (4)                  | 2254 Hwy 153               | Carlton         | WA           | 98814      | (509) 997-2981 |
| ORCAS ISLAND FIRE DEPARTMENT (1)              | 382 Prune Alley            | Eastsound       | WA           | 98245      | (360) 376-2331 |
| PIERCE DIST 12 (2)                            | 10515 234th Avenue         | Buckley         | WA           | 98321      | (253) 891-0313 |
| PUYALLUP FIRE STATION (2)                     | 311 Pioneer Road           | Puyallup        | WA           | 98371      | (253) 845-6666 |
| SNOHOMISH FIRE DEPARTMENT (2)                 | 8010 180th Street S.E.     | Snohomish       | WA           | 98296      | (360) 668-5357 |
| SNOHOMISH CO. FD # 19 (2)                     | 2720 212th Street NW       | Snohomish       | WA           | 98296      | 360-652-8277   |
| SNOQUALMIE FIRE DEPARTMENT (1)                | 37600 Snoqualmie Parkway   | Snoqualmie      | WA           | 98065      | (425) 888-1551 |
| SO. PIERCE DIST 20 (1)                        | 18421 Old Buckley Hwy.     | Bony Lake       | WA           | 98390      | (253) 863-1800 |
| SOUTH KITSAP FIRE DEPARTMENT (8)              | 1974 Firecrest Dr. S.E.    | Port Orchard    | WA           | 98366      | (360) 871-2411 |
| SPOKANE COUNTY FIRE DEPT (3)                  | 12100 East Palouse Highway | Valleyford      | WA           | 99036      | (509) 926-6699 |
| SPOKANE FIRE DEPARTMENT (14)                  | 44 West Riverside Avenue   | Spokane         | WA           | 99201      | (509) 625-7160 |
| SPOKANE COUNTY FIRE DISTRICT #9               | 3801 E. Farwell Road       | Mead            | WA           | 99021      |                |
| STEILACOOM FIRE DEPT                          | 1030 Roe Street            | Steilacoom      | WA           | 98388      | (253) 581-1912 |
| VALLEY REGIONAL FIRE AUTHORITY (6)            | 133 3rd Avenue             | Pacific         | WA           | 98047      | (253) 931-3060 |
| SUMNER FIRE DEPARTMENT (1)                    | 800 Harrison Street        | Sumner          | WA           | 98390      | (253) 863-1800 |
| UPPER KITTITAS CO. HOSPITAL DISTRICT #2       | 505 Power Street           | Cle Elum        | WA           | 98922      | 509-674-4507   |
| VASHON ISLAND FIRE & RESCUE (2)               | 10020 Southwest Bank Road  | Vashon Island   | WA           | 98070      | (206) 463-7946 |
| WESTPORT FIRE DEPT (1)                        | P.O. Box 505               | Westport        | WA           | 98959      | (360) 268-9235 |
| WHITE SALMON FIRE STATION                     | 119 NE Church Avenue       | White Salmon    | WA           | 98672      | (509) 493-1133 |
| WOODINVILLE FIRE #33                          | 19401 NE 133RD Road        | Woodinville     | WA           | 98072      | (425) 483 2131 |

| <u>Name</u>                              | <u>Address</u>                           | <u>City</u>                         | <u>State</u> | <u>Zip</u> | <u>Phone</u>   |
|--|--|-------------------------------------|--------------|------------|----------------|
| <b>49ER FIRE PROTECTION (1)</b>          | 10135 Coyote Street                      | Grass Valley                        | CA           | 95959      | (916) 787-1218 |
| <b>ALAMEDA COUNTY FIRE DEPT * (8)</b>    | 1426 164th Avenue                        | San Leandro                         | CA           | 94578      | (510) 670-5878 |
| <b>ALAMEDA FIRE DEPT (1)</b>             | 635 Pacific Avenue                       | Alameda                             | CA           | 94501      | (510) 522-9109 |
| <b>ALTO RICHARDSON BAY FIRE DEPT (1)</b> | 308 Reed Boulevard                       | Mill Valley                         | CA           | 94941      | (415) 388-8182 |
| <b>AMERICAN CANYON FIRE DEPT</b>         | 911 Donaldson Way East                   | American Canyon                     | CA           | 94503      |                |
| <b>AMERICAN CANYON FIRE DEPT (1)</b>     | 225 James Road                           | American Canyon                     | CA           | 94589      | (707) 642-2747 |
| <b>APTOS/LA SELVA FIRE DEPT (3)</b>      | 6934 Sequel Drive                        | Aptos                               | CA           | 95003      | (408) 685-6690 |
| <b>ARCATA FIRE DEPARTMENT (1)</b>        | 2149 Central Avenue                      | McKinley Ville                      | CA           | 95521      | (707) 822-5984 |
| <b>AROMAS TRI-COUNTY FIRE DEPT (1)</b>   | 492 Carpenteria Road                     | Aromas                              | CA           | 95004      | (831) 726-3130 |
| <b>ATWATER FIRE DEPT</b>                 | 2004 Avenue Two                          | Atwater                             | CA           | 95301      |                |
| <b>BENICIA FIRE (2)</b>                  | 150 Military                             | Benicia                             | CA           | 94510      |                |
| <b>BATTERSON FIRE STATION</b>            | 38333 Road 223                           | Oakhurst                            | CA           | 93644      |                |
| <b>BENNETT VALLEY FIRE RESCUE (1)</b>    | 6161 Bennett Valley Road                 | Santa Rosa                          | CA           | 95404      | 707-578-7761   |
| <b>BERKELEY FIRE #1</b>                  | 2442 8th Street                          | Berkeley                            | CA           | 94704      | (510) 981-5520 |
| <b>BOLINAS FIRE DEPT</b>                 | 100 Mesa Road                            | Bolinas                             | CA           | 94924      |                |
| <b>BRISBANE FIRE DEPARTMENT (1)</b>      | 3443 Bayshore Boulevard                  | Brisbane                            | CA           | 94005      | (415) 467-1123 |
| <b>BURLINGAME FIRE DEPARTMENT (3)</b>    | 799 California Drive                     | Burlingame                          | CA           | 94010      | (650) 343-4545 |
| <b>CAL FIRE (3)</b>                      | 17140 McAdams Creek Rd                   | Fort Jones                          | CA           | 96032      | (530) 468-2235 |
| <b>CALIFORNIA DEPT OF FORESTRY (2)</b>   | 20 Tower Road                            | San Mateo                           | CA           | 94402      | (650) 312-5310 |
| <b>CAMP PARKS FIRE DEPARTMENT (2)</b>    | Building 796 – 5th and Davis Street      | Dublin                              | CA           | 94568      | (925) 803-5612 |
| <b>CARMEL BY-THE-SEA FIRE DEPT (1)</b>   | 6th & Mission Street                     | Carmel-By-The-Sea                   | CA           | 93921      | (831) 624-1718 |
| <b>CARMEL HIGHLANDS FIRE DEPT (1)</b>    | 73 Fern Canyon Road                      | Carmel Highlands                    | CA           | 93922      | (831) 625-8127 |
| <b>CDF – ALAMEDA COUNTY (1)</b>          | 113345 Pleasanton - Sunol Road           | Sunol                               | CA           | 94586      | (925) 862-2197 |
| <b>CDF – AUBURN (1)</b>                  | 13760 Lincoln Way                        | Auburn                              | CA           | 95603      |                |
| <b>CDF – BIG CREEK FIRE (1)</b>          | 240 Swanton Road                         | Davenport                           | CA           | 95017      |                |
| <b>CDF – CARMEL HILL (1)</b>             | 4180 17 Mile Drive                       | Pebble Beach                        | CA           | 93953      | (831) 625-6415 |
| <b>CDF – ELK CREEK STATION (1)</b>       | In foothills West of I-5 and Willows     |                                     |              |            |                |
| <b>CDF – FLEET MAINTENANCE (1)</b>       | 13760 Lincoln Way                        | Auburn                              | CA           | 95603      |                |
| <b>CDF – FOREST RANCH STATION (1)</b>    | 20 Miles NE of Chico Hwy 32              | 4.5 miles past Town of Forest Ranch |              |            |                |
| <b>CDF – NAPA COUNTY (4)</b>             | 1820 Monticellto Road                    | Napa                                | CA           | 94558      | (707) 253-4340 |
| <b>CDF – REDDING (4)</b>                 | 6105 Airport Road                        | Redding                             | CA           | 96002      | (530) 224-2449 |
| <b>CDF – REDWOOD CITY (1)</b>            | 300 Edmonds Road                         | Redwood City                        | CA           | 95062      | (650) 366-7416 |
| <b>CDF - SHASTA COUNTY (4)</b>           | Dept of Public Works, 1958 Placer Street | Redding                             | CA           | 96001      | (530) 225 5659 |
| <b>CDF - SANTA CRUZ (8)</b>              | 120 Eureka Canyon Rd.                    | Watsonville                         | CA           | 95076      |                |
| <b>CDF – WILLITS (1)</b>                 | 17501 North Highway 101                  | Willits                             | CA           | 95490      | (707) 459-7414 |
| <b>CENTRAL FIRE – THURBER LANE (1)</b>   | 3445 Thurber Lane                        | Santa Cruz                          | CA           | 95056      | (831) 479-6855 |
| <b>CENTRAL FPD – SANTA CRUZ (2)</b>      | 930 17th Avenue                          | Santa Cruz                          | CA           | 95062      | (831) 818-8766 |
| <b>CHESTER FIRE DEPARTMENT (1)</b>       | 198 Main Street                          | Chester                             | CA           | 96020      | (530) 258-3456 |
| <b>CHEVRON FIRE STATION</b>              | 525 Castro St                            | Richmond                            | CA           | 94530      | (510) 234-0926 |
| <b>CLOVERDALE FIRE</b>                   | 451 S. Cloverdale Blvd.                  | Cloverdale                          | CA           | 95425      |                |
| <b>CLOVERDALE FOREST FIRE STATION</b>    | 1001 S. Cloverdale Blvd.                 | Cloverdale                          | CA           | 95425      |                |
| <b>CONTRA COSTA COUNTY (1)</b>           | 2951 Treat Boulevard                     | Concord                             | CA           | 94518      | (925) 930-5560 |
| <b>CONTRA COSTA COUNTY FPD (30)</b>      | 2010 Geary Road                          | Pleasant Hill                       | CA           | 94523      | (925) 941-3300 |
| <b>CORTE MADERA FIRE (2)</b>             | 342 Tamalpais Drive                      | Corte Madera                        | CA           | 94925      | (415) 927-5082 |
| <b>COUNTY OF MARIN FIRE DEPT * (4)</b>   | 850 Drake Avenue                         | Marin City                          | CA           | 94903      |                |
| <b>CROCKETT – CARQUINEZ FPD (1)</b>      | 1423 Lillian Street                      | Crockett                            | CA           | 94525      | (916) 761-7032 |
| <b>CUPERTINO FIRE STATION (1)</b>        | 20215 Stevens Creek Boulevard            | Cupertino                           | CA           | 95030      | (408) 920-3079 |
| <b>CYPRESS FPD (1)</b>                   | 2221 Garden Road                         | Monterey                            | CA           | 93940      | (831) 647-6208 |
| <b>COLFAX FOREST FIRE STATION</b>        | 24020 Fowler Ave.                        | Colfax                              | CA           | 95605      |                |
| <b>DALY CITY FIRE STATION #95</b>        | 10 Wembley Drive                         | Daly City                           | CA           | 94015      |                |
| <b>DAVIS FIRE DEPARTMENT (3)</b>         | 23 Russell Boulevard                     | Davis                               | CA           | 95616      | (916) 757-5626 |
| <b>DEER PARK VOLUNTEER FIRE DEPT (1)</b> | P.O. Box 35                              | Deer Park                           | CA           | 94576      | (707) 963-7677 |
| <b>DINUBA FIRE DEPARTMENT (1)</b>        | 496 East Tulare Street                   | Dinuba                              | CA           | 93618      | (559) 591-5931 |
| <b>DRY CREEK FIRE STATION #100</b>       | 8350 Cook Riolo Road                     | Roseville                           | CA           | 95747      |                |
| <b>DUBLIN FIRE STATION (3)</b>           | 7494 Donohue Drive                       | Dublin                              | CA           | 94568      | (925) 766-0754 |
| <b>EAST CONTRA COSTA COUNTY (7)</b>      | 201 John Muir Pkwy.                      | Brentwood                           | CA           | 94513      |                |
| <b>EL CERRITO FIRE DEPARTMENT (1)</b>    | 10900 San Pablo Avenue                   | El Cerrito                          | CA           | 94530      | (510) 527-0875 |
| <b>EL DORADO HILLS FIRE DEPT (5)</b>     | 990 Lassen Lane                          | El Dorado Hills                     | CA           | 95762      | (916) 933-3471 |

|  |                               |                  |    |                      |
|--|-------------------------------|------------------|----|----------------------|
| <b>EL CERRITO FIRE DEPARTMENT (1)</b>      | 10900 San Pablo Avenue        | El Cerrito       | CA | 94530 (510) 527-0875 |
| <b>EL DORADO HILLS FIRE DEPT (5)</b>       | 990 Lassen Lane               | El Dorado Hills  | CA | 95762 (916) 933-3471 |
| <b>ELK GROVE FLEET MAINTENANCE</b>         | 10573 E. Stockton Blvd.       | Elk Grove        | CA | 95624                |
| <b>ELK GROVE FIRE (7)</b>                  | 8760 Elk Grove Blvd           | Elk Grove        | CA | 95624 (916) 685-1545 |
| <b>EMERYVILLE FIRE DEPARTMENT (2)</b>      | 2333 Powell Street            | Emeryville       | CA | 94608 (510) 596-4337 |
| <b>ESCALON FIRE DEPARTMENT (1)</b>         | 1749 Coley Ave                | Escalon          | CA | 95320 (209) 838-7500 |
| <b>FAIR OAKS FIRE PROTECTION (1)</b>       | 5148 Main Avenue              | Orangevale       | CA | 95828 (916) 988-9501 |
| <b>FAIRFIELD FIRE DEPARTMENT (5)</b>       | 1633 Union Avenue             | Fairfield        | CA | 94553 (707) 728-7375 |
| <b>FALLEN LEAF FIRE DISTRICT</b>           | 241 Fallen Leaf Road          | So. Lake Tahoe   | CA | 96150 (530) 542-1343 |
| <b>FEDERAL FIRE DEPART. # 26 CONCORD</b>   | 410 Norman Avenue, BLDG. 542  | Concord NWSC     | CA | 94520                |
| <b>FOOTHILL COLLEGE FIRE DEPT (1)</b>      | 12355 El Monte Road           | Los Altos        | CA | 94022                |
| <b>FOREST GROVE FIRE DEPT (1)</b>          | 5148 Main Avenue              | Orangevale       | CA | 95828 (503) 992-3240 |
| <b>FORT ORD FIRE DEPARTMENT (1)</b>        | General Jim Moore Boulevard   | Monterey         | CA | 93943                |
| <b>FOSTER CITY FIRE DEPARTMENT (1)</b>     | 1040 East Hillsdale Boulevard | Foster City      | CA | 94404 (650) 286-3352 |
| <b>FREMONT FIRE STATION (12)</b>           | 4200 Mowry Avenue             | Fremont          | CA | 94538 (510) 494-4822 |
| <b>FRESNO NATIONAL AIR GUARD (1)</b>       | 5323 East McKinley Avenue     | Fresno           | CA | 93727                |
| <b>GALT FIRE STATION #45 (1)</b>           | 229 5th St                    | Galt             | Ca | 95632 (916) 685-1748 |
| <b>GARDEN VALLEY FPD</b>                   | 4860 Marshall Road            | Garden Valley    | CA | 95633 (530) 333-1240 |
| <b>GEORGETOWN FIRE DEPARTMENT (2)</b>      | 6281 Main Street              | Georgetown       | CA | 95634 (530) 333-4111 |
| <b>GEYSERVILLE FIRE DEPARTMENT (1)</b>     | 20975 Geyserville Avenue      | Geyserville      | CA | 95441 (707) 857-3848 |
| <b>GILROY FIRE DEPARTMENT (3)</b>          | 7070 Chestnut Street          | Gilroy           | CA | 95020 (831) 846-0370 |
| <b>GLEN ELLEN FIRE DEPARTMENT (1)</b>      | 13445 Arnold Drive            | Glen Ellen       | CA | 95442 (707) 996-9266 |
| <b>GOLDRIDGE FIRE DEPT (2)</b>             | 4500 Hessel Road              | Sebastopol       | CA | 95472                |
| <b>GRASS VALLEY FIRE DEPT (3)</b>          | 139 East Main Street          | Grass Valley     | CA | 95945 (530) 274-4399 |
| <b>GREENWOOD RANCH (1)</b>                 | Airport Blvd Aviation Way     | Napa             | CA | 94558                |
| <b>HALF MOON BAY FIRE DEPARTMENT (1)</b>   | 531 Olispo Rd.                | Half Moon Bay    | CA | 94019 (650) 726-5213 |
| <b>HAYWARD FIRE DEPARTMENT (6)</b>         | 27836 Loyola Avenue           | Hayward          | CA | 94545 (510) 293-8614 |
| <b>HICKS VALLEY FIRE DEPARTMENT (1)</b>    | 7330 Red Hill Road            | Petaluma         | CA | 94952 (707) 662-2503 |
| <b>HIGHLANDS FIRE STATION</b>              | 9100 Highlands View Road      | Truckee          | CA | 96160                |
| <b>HILLS FIRE STATION (1)</b>              | 3000 Shasta Road              | Berkeley         | CA | 94708                |
| <b>HILLSBOROUGH FIRE DEPARTMENT (4)</b>    | 1600 Floribunda Avenue        | Hillsborough     | CA | 94010 (650) 579-3822 |
| <b>HOLLISTER FIRE DEPARTMENT (2)</b>       | 110 5th Street                | Hollister        | CA | 95023 (408) 636-4327 |
| <b>HUMBOLDT FIRE DISTRICT (2)</b>          | 3455 Harris St.               | Eureka           | CA | 95503 707-445-4900   |
| <b>KENSINGTON FIRE DEPARTMENT (1)</b>      | 215 Arlington Avenue          | Kensington       | CA | 94707 (510) 527-8855 |
| <b>KING CITY FIRE DEPARTMENT (1)</b>       | 422 Bassett Street            | King City        | CA | 93930 (408) 385-3430 |
| <b>KINGSBURG FIRE STATION (3)</b>          | 1880 Bethel St.               | Kingsburg        | CA | 93286                |
| <b>LAKE VALLEY FIRE DEPARTMENT (3)</b>     | 2211 Keetak Srect.            | South Lake Tahoe | CA | 96150 (530) 577-3737 |
| <b>LARKSPUR FIRE DEPARTMENT (2)</b>        | 420 Magnolia Street           | Larkspur         | CA | 94939 (415) 927-5007 |
| <b>LAS CUMBRES FIRE</b>                    | 6059 Highway 9                | Felton           | CA | 95018                |
| <b>LAWRENCE BERKELEY LABORATORY FIRE I</b> | One Cyclotron Road            | Berkeley         | CA | 94720 (510) 486-6360 |
| <b>LAWRENCE LIVERMORE LAB (1)</b>          | 7000 East Avenue              | Livermore        | CA | 94550 (925) 422-7977 |
| <b>LIBERTY FIRE STATION</b>                | 24124 North Bruellard Road    | Acampo           | CA | 95220                |
| <b>LITTLE LAKE FIRE PROT DIST (1)</b>      | 74 East Commercial Street     | Willits          | CA | 95490 (707) 459-6271 |
| <b>LIVERMORE/PLEASANTON FIRE DEPT (10)</b> | 4550 East Avenue              | Livermore        | CA | 94550 (925) 373-5463 |
| <b>LOS ALTOS FIRE DEPARTMENT (2)</b>       | 10 Almond Avenue              | Los Altos        | CA | 94022 (650) 948-2404 |
| <b>LOS BANOS FIRE DEPARTMENT (1)</b>       | P.O. Box 31                   | Los Banos        | CA | 93635 (209) 827-7025 |
| <b>LOS ROBLES CYA (1)</b>                  | 4735 Airport Road             | Paso Robles      | CA | 93446 (559) 222-3714 |
| <b>LUCAS FILM LTD (1)</b>                  | P.O. Box 2009                 | San Rafael       | CA | 94912 (415) 662-1704 |
| <b>MADERA FIRE DEPARTEMENT (2)</b>         | 317 North Lake Street         | Madera           | CA | 93638 (209) 661-5497 |
| <b>MANTECA FIRE DEPARTMENT (4)</b>         | 290 South Powers Avenue       | Manteca          | CA | 95336 (209) 825-2338 |
| <b>MENLO PARK FIRE DEPARTMENT * (7)</b>    | 2290 University Avenue        | East Palo Alto   | CA | 94303 (650) 688-8406 |
| <b>MERCED FIRE DEPARTMENT</b>              | 1425 East 21st Street         | Merced           | CA | 95430                |
| <b>MERCED FIRE STATION (3)</b>             | 99 East 16th Street           | Merced           | CA | 95340 (209) 385-4777 |
| <b>MID CARMEL VALLEY FIRE DEPT (1)</b>     | 8455 Carmel Valley Road       | Carmel           | CA | 93923 (408) 625-2941 |
| <b>MILLBRAE FIRE DEPARTMENT (2)</b>        | 511 Magnolia Avenue           | Millbrae         | CA | 94030 (650) 259-2400 |
| <b>MILL VALLEY FIRE DEPARTMENT * (3)</b>   | 1 Hamilton Drive              | Mill Valley      | CA | 94942 (415) 389-4135 |
| <b>MILPITAS FIRE DEPARTMENT (1)</b>        | 777 South Main Street         | Milpitas         | CA | 95159 (408) 506-2805 |
| <b>MOFFETT FIELD FIRE STATION (2)</b>      | Dugan & South Akron Road      | Moffett Field    | CA | 94035 (650) 604-5416 |
| <b>MONO VILLAGE FIRE DEPT (1)</b>          | 19500 Hillsdale Drive         | Sonora           | CA | 95370 (209) 532-5983 |

|  |                               |                 |    |                      |
|--|-------------------------------|-----------------|----|----------------------|
| <b>MOUNT VIEW FIRE (3)</b>                 | 251 Shoreline Blvd.           | Mt View         | CA | 94039                |
| <b>MOUNTAINVIEW FIRE AND RESCUE (4)</b>    | 31204 124th Avenue SE         | Auburn          | WA | 98092                |
| <b>MONTE VISTA FIRE STATION (1)</b>        | 22620 Stevens Creek Boulevard | Cupertino       | CA | 95014 (408) 395-4779 |
| <b>MONTEREY AIRPORT FIRE STATION</b>       | 150 Olinstead Way             | Monterey        | CA | 93940 (831) 648-7008 |
| <b>MONTEREY FIRE DEPARTMENT * (3)</b>      | 7 Ryan Ranch Road             | Monterey        | CA | 93940 (831) 646-3927 |
| <b>MORAGA-ORINDA FIRE DEPARTMENT (5)</b>   | 33 Orinda Way                 | Orinda          | CA | 94563 (925)258-4599  |
| <b>MOUNTAIN HOUSE FIRE STATION (1)</b>     | 3123 Tracy Blvd               | Tracy           | CA | 95376 (415) 291-4925 |
| <b>MT. REST FIRE DEPARTMENT (1)</b>        | 34911 Tollhouse Road          | Auberry         | CA | 93602                |
| <b>NAPA FIRE DEPARTMENT (5)</b>            | 1199 Big Tree Road            | St. Helena      | CA | 94574 (707) 657-6222 |
| <b>NAPA STATE HOSPITAL (1)</b>             | 2100 Napa Vallejo Highway     | Napa            | CA | 94558 (707) 253-5235 |
| <b>NAS LEMOORE FIRE DEPARTMENT (1)</b>     | 930 Franklin Avenue           | Lemoore         | CA | 93246 (559) 998-1704 |
| <b>NAVAL POSTGRADUATE SCHOOL (1)</b>       |                               | Monterey        | CA | 93943 (831) 656-2334 |
| <b>NAVAL SUPPLY CENTER (1)</b>             | Building 541 North            | Oakland         | CA | 94625 (510) 302-5516 |
| <b>NAVY PUBLIC WORKS (2)</b>               | P.O. Box 24003                | Oakland         | CA | 94623 (510) 302-5543 |
| <b>NEWARK FIRE DEPARTMENT (1)</b>          | 39039 Cherry Street           | Newark          | CA | 94560 (510) 745-1160 |
| <b>NORTH COUNTY FIRE DEPT (4)</b>          | 11200 Speegle Street          | Castroville     | CA | 95012 (831) 633-2578 |
| <b>NORTHSTAR FIRE DEPARTMENT (1)</b>       | 910 Northstar Drive           | Truckee         | CA | 96160 (510) 562-1212 |
| <b>NORTH TAHOE FIRE STATION</b>            | 221 Fairway Dr.               | Tahoe City      | CA | 96145                |
| <b>NOVATO FIRE DEPARTMENT (6)</b>          | 95 Rowland Way                | Novato          | CA | 94945 (415) 878-2690 |
| <b>OAKDALE FIRE DEPARTMENT (1)</b>         | 450 S Willwood Dr             | Oakdale         | CA | 95361                |
| <b>OAKLEY FIRE STATION #93</b>             | 530 O'Hara                    | Oakley          | CA | 94561                |
| <b>OLIVEHURST FIRE DEPARTMENT (1)</b>      | 1962 9th Avenue               | Olivehurst      | CA | 95951 (530) 743-7117 |
| <b>PAJARO VALLEY FPD (1)</b>               | 562 Casserly Road             | Watsonville     | CA | 98065 (831) 638-1328 |
| <b>PALO ALTO FIRE DEPARTMENT * (7)</b>     | 2575 Sand Hill Road           | Menlo Park      | CA | 94025 (650) 926-3179 |
| <b>PALO CEDRO FIRE</b>                     | 9418 Deschutes                | Palo Cedro      | CA | 96073                |
| <b>PEARDALE-CHICAGO PARK STA. #19</b>      | 18934 Colfax Hwy.             | Chicago Park    | CA | 95712                |
| <b>PEBBLE BEACH FIRE DEPARTMENT (3)</b>    | Forest Lake and Lopez Roads   | Pebble Beach    | CA | 93953 (831) 375-4204 |
| <b>PETALUMA FIRE DEPARTMENT (2)</b>        | 198 D Street                  | Petaluma        | CA | 94952 (707) 778-4390 |
| <b>PIERCE DIST 22 (3)</b>                  | 1605 210 Avenue               | SE Tapps Island |    | (253) 863-1800       |
| <b>PITTSBURG FIRE #84 AND #85</b>          | 2331 Loveridge Road           | Pittsburg       | CA | 94565                |
| <b>PLACER CONSOLIDATED FPD (2)</b>         | 11645 Atwood Road             | Auburn          | CA | 95603 (530) 823-4155 |
| <b>PLEASANT VALLEY STATE PRISON (3)</b>    | 24863 West Jayne Avenue       | Coalinga        | CA | 93210 (559) 935-4900 |
| <b>PLEASANTON FIRE DEPARTMENT (5)</b>      | 1600 Oak Vista Way            | Pleasanton      | CA | 94566 (925) 454-2344 |
| <b>POINT REYES FIRE STATION (1)</b>        | 4th and B Streets             | Point Reyes     | CA | 94956 (415) 663-1018 |
| <b>PRESIDIO FIRE DEPARTMENT (2)</b>        | 218 Lincoln Blvd.             | San Francisco   | CA | 94129 (415)561-4221  |
| <b>RANCHO ADOBE FPD (2)</b>                | 11000 Main Street             | Pengrove        | CA | 94951                |
| <b>RED BLUFF FIRE DEPARTMENT (1)</b>       | 555 Washington Street         | Red Bluff       | CA | 96080 (916) 527-2605 |
| <b>REDDING AIRPORT FIRE DEPT</b>           | 3775 Flight Avenue            | Redding         | CA | 96002                |
| <b>REDDING FIRE DEPARTMENT (9)</b>         | 1050 Parkview Avenue          | Redding         | CA | 96001 (530) 225-4141 |
| <b>REDWOOD CITY FIRE DEPARTMENT (4)</b>    | 755 Marshall Street           | Redwood City    | CA | 94063 (650) 780-7450 |
| <b>RICHMOND FIRE DEPARTMENT (1)</b>        | 5201 Valley View Road         | Richmond        | CA | 94803 (510) 307-8031 |
| <b>RINCON VALLEY FIRE DEPT (3)</b>         | 91 Middle Rincon Road         | Santa Rosa      | CA | 95409 (707) 539-0180 |
| <b>ROCKLIN FIRE DEPARTMENT (4)</b>         | 4060 Rocklin Road             | Rocklin         | CA | 95677 (916) 625-5300 |
| <b>ROSEVILLE FIRE DEPARTMENT (6)</b>       | 2005 Hilltop Circle           | Roseville       | CA | 95747 (916) 774-5741 |
| <b>ROSS FIRE STATION (3)</b>               | 33 Sir Francis Drake Blvd.    | Ross            | CA | 94957 (415) 453-1453 |
| <b>ROSS VALLEY FIRE DEPARTMENT (3)</b>     | 777 San Anselmo Avenue        | San Anselmo     | CA | 94960 (415) 258-4686 |
| <b>RUMSEY RACHERIA FIRE DEPT (1)</b>       | 14170 Golf Course Drive       | Brooks          | CA | 95606 (530) 796-2500 |
| <b>RUSSIAN RIVER FIRE DEPARTMENT (1)</b>   | 14100 Armstrong Woods Road    | Guerneville     | CA | 95446                |
| <b>SACRAMENTO COUNTY AIRPORT F.D. (1)</b>  | 6900 Airport Blvd             | Sacramento      | CA | 95837 (916) 874-0617 |
| <b>SACRAMENTO METRO FIRE DEPT (18)</b>     | 3121 Gold Canal               | Rancho Cordova  | CA | 95670 (916) 636-1800 |
| <b>SALINAS RURAL FIRE DEPARTMENT (3)</b>   | 19900 Portola Drive           | Salinas         | CA | 93908 (831) 455-1828 |
| <b>SAN CARLOS FIRE</b>                     | 600 Elm Street                | San Carlos      | CA | 94070                |
| <b>SAN MATEO COLLEGE</b>                   | 1700 W. HILLSDALE BLVD        | San Mateo       | CA | 94403                |
| <b>SAN MATEO CO / CAL FIRE (2)</b>         | 17290 Skyline Blvd.           | Woodside        | CA | 94062 (650) 851-1860 |
| <b>SAN MATEO COUNTY FIRE DEPT (7)</b>      | 120 East Ellsworth Avenue     | San Mateo       | CA | 94401 (650) 377-4465 |
| <b>SAN BRUNO FIRE DEPARTMENT (2)</b>       | 555 El Camino Real            | San Bruno       | CA | 94066 (650) 616-7096 |
| <b>SAN LEANDRO FIRE DEPARTMENT (5)</b>     | 14903 Catalina Street         | San Leandro     | CA | 94577                |
| <b>SAN LUIS OBISPO FIRE DEPARTMENT (2)</b> | 74 Pismo Street               | San Luis Obispo | CA | 93401                |
| <b>SAN RAMON VALLEY FIRE DEPT (9)</b>      | 1500 Bollinger Canyon Road    | San Ramon       | CA | 94583 (925) 838-6618 |

|   |                                |                     |    |                       |
|---|--------------------------------|---------------------|----|-----------------------|
| <b>SANGER FIRE DEPARTMENT (1)</b>           | 1700 Seventh Street            | Sanger              | CA | 93657 (559) -875-6568 |
| <b>SANTA CLARA FIRE DEPARTMENT (5) *</b>    | 3495 Benton Street             | Santa Clara         | CA | 95050 (408) 984-3166  |
| <b>SANTA CRUZ FIRE STATION (5)</b>          | 405 Capitola Avenue            | Capitola            | CA | 95010 (408) 479-6842  |
| <b>SANTA ROSA FIRE DEPARTMENT (12)</b>      | 205 Calistoga Road             | Santa Rosa          | CA | 95405                 |
| <b>SAUSALITO FIRE DEPARTMENT (2)</b>        | 333 Johnson Street             | Sausalito           | CA | 94965 (415) 289-4150  |
| <b>SCOTTS VALLEY FIRE DEPARTMENT (1)</b>    | 7 Erba Lane                    | Scotts Valley       | CA | 95110                 |
| <b>SEA RANCH FIRE DEPARTMENT (1)</b>        | 2300 County Center Drive       | Santa Rosa          | CA | 95403 (707) 785-2775  |
| <b>SEASIDE FIRE DEPARTMENT (1)</b>          | 1635 Broadway Avenue           | Seaside             | CA | 93955 (831) 899-6262  |
| <b>SEBASTOPOL FIRE DEPARTMENT (2)</b>       | 7425 Bodega Avenue             | Sebastopol          | CA | 95472 (707) 823-8061  |
| <b>SELMA FIRE DEPARTMENT (2)</b>            | 2861 "A" Street                | Selma               | CA | 93667 (209) 896-7536  |
| <b>SEWARD FIRE DEPT</b>                     | 316 4th Avenue                 | Seward              | CA | 99664 (907) 224-3445  |
| <b>SHARP ARMY DEPOT (3)</b>                 | S 135 1ST Avenue               | Lathrop             | CA | 95296                 |
| <b>SHASTA FIRE DEPT. (2)</b>                | 27990 Spring Creek Road        | Fall River Mills    | CA | 96028                 |
| <b>SO. SAN FRANCISCO FIRE DEPT (5)</b>      | 400 Grand Avenue               | South San Francisco | CA | 94080 (650) 877-8950  |
| <b>CLOVERDALE FIRE</b>                      | 525 Monterey Street            | Soledad             | CA | 93960 (831) 678-2054  |
| <b>SONOMA DEVELOPMENTAL CTR (1)</b>         | 1500 Arnold Drive              | Eldridge            | CA | 95431 (707) 938-6333  |
| <b>SONOMA FIRE STATION (2)</b>              | 630 2nd Street West            | Sonoma              | CA | 95476 (707) 996-2102  |
| <b>SOUTH BAY FIRE DEPARTMENT (1)</b>        | 2315 Bayview Heights Drive     | Los Osos            | CA | 93402 (805) 528-1053  |
| <b>SOUTH COUNTY FIRE DEPARTMENT (7)</b>     | 525 Laurel Street              | San Carlos          | CA | 94070                 |
| <b>SOUTH LAKE COUNTY FIRE DEPT (4)</b>      | 21095 Hwy, 175                 | Middletown          | CA | 95461 (707) 987-2953  |
| <b>SOUTH LAKE TAHOE FIRE DEPT (2)</b>       | 1252 Ski Run Boulevard         | South Lake Tahoe    | CA | 96150 (530) 542-6167  |
| <b>SOUTH PLACER FIRE STATION #19</b>        | 5300 Olive Branch Road         | Granite Bay         | CA | 95146 916-791-7059    |
| <b>STINSON BEACH FIRE DEPARTMENT (2)</b>    | 3410 Highway One               | Stinson Beach       | CA | 94970 (415) 868-0622  |
| <b>SOUTHERN MARIN FPD (2)</b>               | 308 Reed Boulevard             | Mill Valley         | CA | 94941 (415) 388-8182  |
| <b>SUNNYOAKS FIRE</b>                       | 485 W. Sunnyoaks Avenue        | Sunnyoaks           | CA | 95008 (408) 378-3948  |
| <b>TEHAMA COUNTY FIRE (2)</b>               | 727 Oak Street                 | Red Bluff           | CA | 96080 (530) 528-5115  |
| <b>THROCKMORTON RIDGE FIRE (1)</b>          | 816 Panoramic Highway          | Mill Valley         | CA | 94941 (415) 388-5414  |
| <b>TIBURON FIRE PROTECTION DISTRICT (2)</b> | 1679 Tiburon Blvd.             | Tiburon             | CA | 94920 (415) 435-7200  |
| <b>TOMALES BAY FIRE DEPT (1)</b>            | P.O. Box 213                   | Tomaes Bay          | CA | 94971 (707) 878-2464  |
| <b>TOWN OF CORTE MADERA (1)</b>             | 342 Tamalpais Drive            | Corte Madera        | CA | 94925 (415) 927-5077  |
| <b>TRACY ARMY DEPOT (1)</b>                 | Building 234 A Street          | Tracy               | CA | 95376                 |
| <b>TRACY FIRE STATION (6)</b>               | 16502 W. Schulte Road          | Tracy               | CA | 95337                 |
| <b>TRUCKEE FIRE PROT DIST (5)</b>           | 11473 Donner Pass Road         | Truckee             | CA | 96161 (530) 582-7850  |
| <b>TUOLUMNE COUNTY FIRE DEPT (1)</b>        | 19500 Hillsdale Road           | Sonora              | CA | 95370 (209) 533-5548  |
| <b>UKIAH FIRE DEPARTMENT (1)</b>            | 300 Seminary Avenue            | Ukiah               | CA | 95482 (707) 463-6200  |
| <b>UKIAH FIRE DEPARTMENT (1)</b>            | 300 Seminary Avenue            | Ukiah               | CA | 95482 (707) 463-6276  |
| <b>UNION CITY FIRE STATION (2)</b>          | 35000 Easton Court             | Union City          | CA | 94587 (510) 675-5474  |
| <b>UNIVERSITY OF CA. SANTA CRUZ (1)</b>     | 1156 High Street               | Santa Cruz          | CA | 95064 (831) 637-5544  |
| <b>UNIVERSITY OF CAL. DAVIS (1)</b>         | Facilities Services Department | Davis               | CA | 95616                 |
| <b>VALLEJO FIRE DEPARTMENT (8)</b>          | 1220 Marin Street              | Vallejo             | CA | 94590 (707) 648-4413  |
| <b>VALLEY FORD FIRE DEPARTMENT (1)</b>      | 14445 Highway 1                | Valley Ford         | CA | 94972 (707) 876-3080  |
| <b>VALLEY OF THE MOON FIRE DIST (1)</b>     | 16900 Sonoma Highway           | Sonoma              | CA | 95476 (707) 996-1002  |
| <b>WATSONVILLE FIRE (2)*</b>                | 115 Second Street              | Watsonville         | CA | 95076 (831) 728-6060  |
| <b>WEED FIRE DEPARTMENT</b>                 | 128 Roseburg Phwy              | Weed                | CA | 96094 (530) 938-5030  |
| <b>WEST SACRAMENTO FIRE DEPT (8)</b>        | 132 15th Street                | West Sacramento     | CA | 95691 (916) 373-5840  |
| <b>WHITE SALMON FIRE STATION</b>            | 119 NE Church Avenue           | White Salmon        | WA | 98672 (509)493-1133   |
| <b>WINDSOR FIRE DEPARTMENT (4)</b>          | 444 Windsor River Road         | Windsor             | CA | 95492 (707) 838-1170  |
| <b>WOODSIDE FIRE DEPARTMENT (3)</b>         | 3111 Woodside Road             | Woodside            | CA | 94062 (650) 851-1594  |
| <b>YOUNTVILLE FIRE STATION (1)</b>          | 7401 Solano Avenue             | Yountville          | CA | 94599 (707) 253-4351  |
| <b>YUBA CITY FIRE DEPT (2)</b>              | 824 Clark Avenue               | Yuba City           | CA | 95991 (530) 822-4686  |



Date: August 30<sup>th</sup>, 2021

Scott Cooper  
Assistant Chief  
North Mason RFA  
460 NE Old Belfair Hwy.  
Belfair, WA 98528  
360-275-6711

**Availability of Parts and Services**

All installers and service technicians are factory trained and certified, due to the carcinogenic fumes from the Fire Department vehicles this is a safety issue (no exceptions). Installers and Service Technicians attend regular trainings provided by Plymovent to ensure installations done by Air Exchange will comply with specifications and parameters set by Plymovent. All service trucks are fully stocked with replacement parts and dispatched to Stations for service calls within 1-5 business days. The Air Exchange Washington parts facility is located at 6301 NE 88<sup>th</sup> St, Vancouver, WA 98665. The Vancouver, WA facility maintains a complete inventory of stock replacement parts, current inventory is at \$16,853.42. We started installing Plymovent systems in WA in 1999 and continue to grow thus parts will be available for the extended future. We also have the ability to draw from the stock of Plymovent parts in our Fairfield and Ontario CA warehouses. In the unlikely scenario that we do not have a component at any of our WA or CA locations Plymovent has a fully stocked warehouse at our manufacturing facility in Cranbury, NJ.

Best Regards,

Chris Koss  
Air Exchange, Inc.  
800-300-2945  
chris.koss@airexchange.com

## WARRANTY/GUARANTEE

Written Warranty: Plymovent/Air Exchange, Inc.

Specification Section: Plymovent Vehicle Exhaust Removal System

Project: North Mason new HQ Fire Station  
 490 NE Old Belfair Hwy.  
 Belfair, WA 98528

We hereby warrant and guarantee that the workmanship and materials, which we have provided, have been completed in accordance with the drawings, specification section and all other contract document requirements.

Plymovent systems and parts are warranted by Plymovent, for a period of one (1) year against defects in material and workmanship of the product. Any defective part in the product, will be, at Plymovent's option, either replaced or repaired. The defective part must be returned to or picked up by your local representative (Air Exchange, Inc.). The warranty on any repaired or replacement part shall be, for the duration of no longer than the remaining or un-expired term of the original warranty. This warranty does not cover any labor or other service charge incurred by the purchaser without prior approval of Plymovent or their authorized representative.

Air Exchange will promptly replace or repair parts and any/all of our work, which is identified as defective within a period of one (1) year from the date of completion. Labor required after one year is not included. The warranty covers replacement parts and materials shown defective within the period of one (1) year, from the date of completion.

The sole purpose of the warranty is to provide the purchaser with repair and replacement of defective parts and workmanship. This warranty does not cover parts that have been misused or not operated as Plymovent intended system to be used.

Chris Koss /

Project Manager

**Name / Date**

**Title**



**CONSENT OF THE SOLE DIRECTOR  
IN LIEU OF A SPECIAL MEETING  
OF THE BOARD OF DIRECTORS OF  
AIR EXCHANGE, INC.**

The undersigned, being the sole member of the Board of Directors of Air Exchange, Inc., a California corporation (the "Corporation"), does hereby consent in writing to the adoption of the following resolutions in lieu of a special meeting of the Board of Directors of the Corporation:

RESOLVED, that the following be and they hereby are appointed to serve as the officers of the Corporation, subject to removal at any time by the Board of Directors of the Corporation, with or without cause:

| <u>Name</u>       | <u>Title</u>        |
|-------------------|---------------------|
| Friso Horstmeier  | President           |
| John Mora         | Vice President      |
| Bradley Pitzl     | Treasurer           |
| Laura Wyatt       | Secretary           |
| Jennifer Anderson | Assistant Secretary |
| Christopher Koss  | Assistant Secretary |
| Glennnda Ramos    | Assistant Secretary |
| Gary Graven       | Assistant Secretary |

RESOLVED, that the Bylaws of the Corporation be amended by adding the following new paragraph to Section 5.10 of the Bylaws:

"An Assistant Secretary, if any, shall have only the power to execute and deliver on behalf of the Corporation contracts with clients and surety bonds."

RESOLVED, that the registered agent of the Corporation shall be changed to Northwest Registered Agent and that the registered office of the Corporation shall be 906 West 2<sup>nd</sup> Avenue, Suite 100, Spokane, Washington 99201.

RESOLVED, that the officers of the Corporation are authorized and directed to execute all documents and take any action they consider necessary or advisable to carry out the purpose of these resolutions.

Consented, authorized, adopted and approved as of the 1st day of July, 2019.

  
\_\_\_\_\_  
Friso Horstmeier, Sole Director



**EXHIBIT A**

**BID FORM – HEADQUARTERS DIESEL EXHAUST REMOVAL SYSTEM**

The North Mason Regional Fire Authority is seeking bids for the purchase and installation of a diesel exhaust removal system at the new Headquarters Fire Station located at 490 NE Old Belfair Hwy, Belfair WA 98528.

Sealed bids will be accepted at the existing North Mason Regional Fire Authority Headquarters located at 460 NE Old Belfair Highway, Belfair, WA 98528 until 5:00 p.m. on Wednesday, September 8, 2021. The outside of the sealed envelope must be properly marked with "Bid for North Mason Regional Fire Authority, Headquarters Diesel Exhaust Removal System".

**NOTE TO ALL BIDDERS: NO BIDS RECEIVED AFTER CLOSING WILL BE ACCEPTED**

No bid may be withdrawn for a period of thirty (30) days after the bid closing date. The Authority reserves the right to reject any and all bids and to accept the bid it feels is in the best interest of the Authority.

| Equipment                        | Quantity              | Unit Price            | Total               |
|----------------------------------|-----------------------|-----------------------|---------------------|
| Plymovent Tracks, Rail and Hoses | 6-SBTA21 / 1-VSRX-752 | 29,503.50 / 21,428.63 | 50,932.13           |
| Plymovent Fan and Control Panel  | 1-10HP TEV-585, 1-OS3 | 4,703.35 / 1,927.72   | 6,631.07            |
| Electrical                       | By others             | N/A                   | N/A                 |
| Miscellaneous/Labor              | Miscellaneous/Labor   |                       | 59,565.00           |
| <b>Total</b>                     |                       |                       | <b>\$117,128.20</b> |

**PREVAILING WAGES:** This is a public works project and, as such, is subject to prevailing wages. The contractor shall pay prevailing wages as currently published by the Washington State Department of Labor and Industries and shall comply with Chapters RCW 39.12 and RCW 49.28. The State of Washington prevailing wage rates applicable for this public works project, which is located in Mason County, may be found at the following website address of the Washington State Department of Labor and Industries:

<https://lni.wa.gov/licensing-permits/public-works-projects/prevailing-wage-rates/>

Any questions concerning the bid specifications shall be in writing, and any exceptions must be approved by the Fire Authority.

Signature: 

Printed Name: Chris Koss

Company Name: Air Exchange

Title: Project Manager

Company UBI: 602-161-778



# North Mason Fire



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Company Address: 495-A Edison Ct. \_\_\_\_\_

Fairfield, CA 94534 \_\_\_\_\_

Phone: 800-300-2945 \_\_\_\_\_

Fax: 707-306-7565 \_\_\_\_\_

Email: [chris.koss@airexchange.com](mailto:chris.koss@airexchange.com) \_\_\_\_\_



# **NORTH MASON REGIONAL FIRE AUTHORITY**

Strategic Plan 2022-2026

*We Safeguard North Mason Communities.*

## **Strategic Planning Committee**

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Fire Chief Beau Bakken  
Assistant Fire Chief Scott Cooper  
Executive Assistant Renee Wassenaar  
Administrative Assistant Sarah Morgan  
Captain Ryan Cleveland  
Captain Carl Ehresman  
Captain Jordan Reese  
Commissioner Brooke Quigley  
Commissioner Dan Kewish

## **Board of Fire Commissioners**

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Kelley McIntosh – Board Chair  
Brooke Quigley  
Dan Kewish  
Paul Severson  
Robert Miller

## **Stakeholders**

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Members of the Fire Authority's A, B and C Shifts  
Volunteer Firefighters and Emergency Medical Technicians, Student Firefighters and  
Community Response Team  
Fire Authority Administration and Management  
North Mason Residents and Business Owners

# Letter from the Fire Chief

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It is an honor to be able to present the North Mason Regional Fire Authority's 2022-2026 Strategic Plan. This plan was crafted with input from internal and external stakeholders who share in the desire for the Fire Authority to proactively address our community's continuously changing service needs. For nearly a year, the Fire Authority's Strategic Planning Steering Committee has worked to define the Authority's mission, vision and core values, and they have developed planning goals and objectives that prioritize community and responder safety and wellbeing.



North Mason has undergone considerable change in recent years, headlined by the impacts of the COVID-19 pandemic. Plans for future growth and change will continue to transform North Mason even more. The purpose of this plan is to focus on efforts that will enhance the level of the Fire Authority's public safety service that stands ready to protect North Mason. The plan is designed to ensure the future success of the organization by strategically plotting a roadmap that connects resource allocation with identifiable community and Fire Authority needs. The goal of the strategic plan is to provide a medium for the development and implementation of processes and programs that meet and exceed the expectations of our citizens and fulfill our mission to *Safeguard Our North Mason Communities*.

Just as our community continues to change and evolve, so must our plans. Therefore, this plan is a living document that will be continually reviewed, assessed for accuracy and relevance, and subsequently revised and adapted. As your Fire Chief, I am extremely proud of the effort, ideas and cooperation that went into the development of this plan, and I am excited to lead the charge in making the plan's goal and objectives a reality for our community.

A handwritten signature in black ink, appearing to read 'Beau Bakken'. The signature is stylized and fluid.

Beau Bakken  
Fire Chief

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# Introduction: Past, Present and Future



**HISTORY:** North Mason Regional Fire Authority began operation on January 1, 2014, following the combination of resources of Mason County Fire Districts 2 and 8. Mason County Fire District 2, originally known as the Belfair Volunteer Fire Department, was created in 1946, when the citizens of Belfair recognized the need to provide fire and emergency protection for their neighbors. At the time of its formation, the Fire District served a

community of approximately 400 citizens. The District was able to provide both fire and emergency medical services to the area for over 20 years, operated exclusively by volunteer firefighters.

**PRESENT:** Today, North Mason Regional Fire Authority spans 136 square miles, encompassing the majority of the northeast portion of Mason County and serving approximately 25,000 part and full-time residents in the communities of Belfair, Dewatto, Collins Lake, Trails End Lake, Tahuya, Maggie Lake and both the north and south shores of Hood Canal. The Fire Authority provides around the clock firefighter staffing at Collins Lake Fire Station 27 and Belfair Fire Station 21, as well as daytime weekday staffing at Tahuya Fire Station 81. There are an additional six volunteer fire stations located throughout the remainder of the Authority.

The Fire Authority includes both professional and volunteer firefighters, emergency medical technicians (EMT), paramedics and a Community Response Team (CRT), and proudly serves the community as an all-hazards response agency, as it responds to any type of emergency – fire, emergency medical and rescue operations. In 2020, the Fire Authority responded to over 2,400 calls for assistance. Of the 2,400 alarms answered annually, nearly 85 percent are emergency medical responses. Advanced Life Support (Paramedics) and Basic Life Support (Emergency Medical Technicians) are available to respond to emergency incidents 24 hours a day.

In addition to responding to emergencies, the Fire Authority is pleased to offer a variety of non-emergency services through the Emergency Prevention and



Community Outreach Programs. Some of the services offered include home safety inspections, free smoke detectors and address signs, first aid and CPR classes, disaster preparedness and fire extinguisher training.

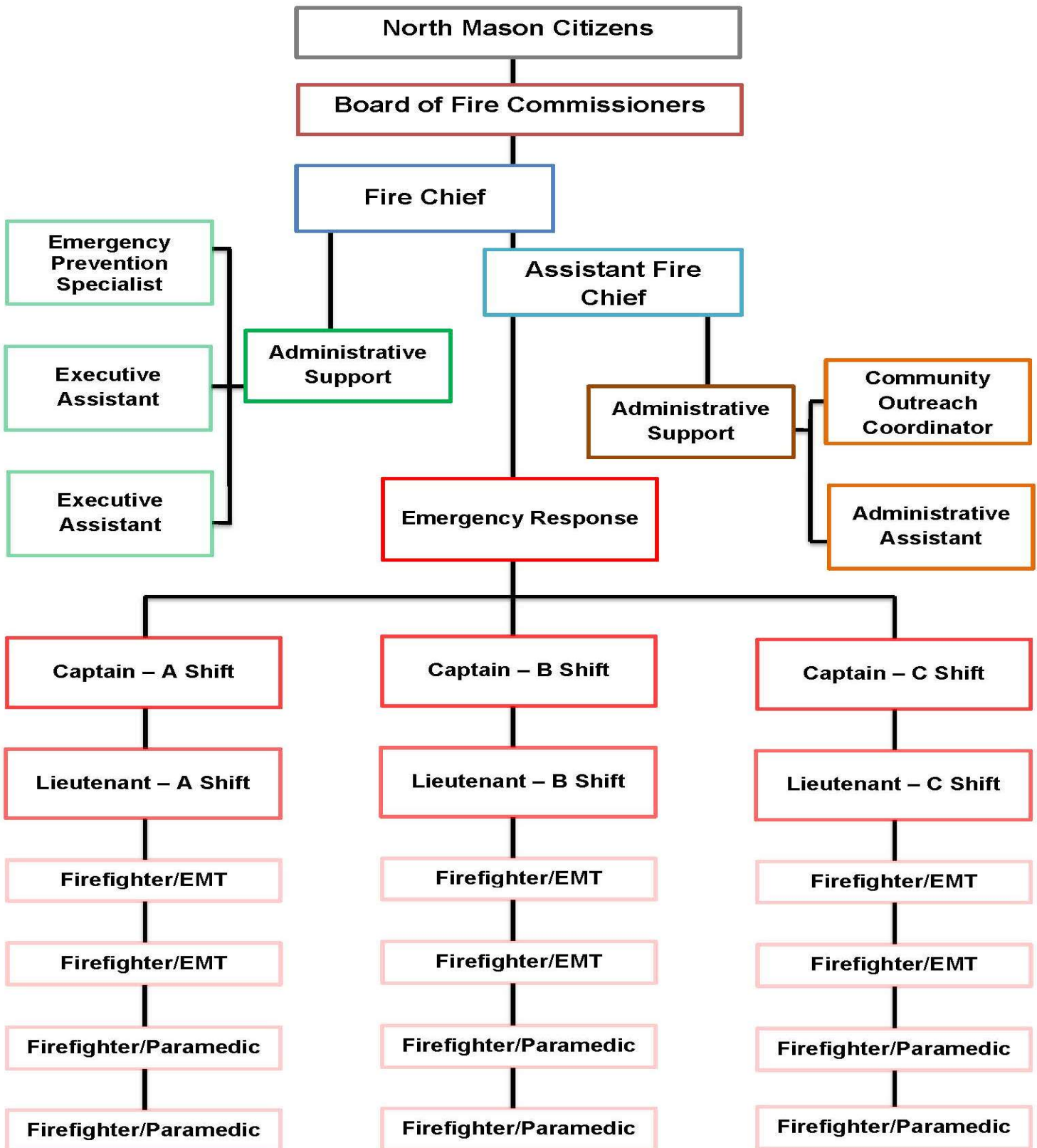
The North Mason Regional Fire Authority represents the very best efforts of community volunteers and dedicated career staff working together to protect life and property and ensure the well-being and safety of our citizens. We are proud to continue the tradition of “neighbors helping neighbors” and are fortunate to be able to **Safeguard North Mason Communities!**

It is pertinent to note that during the strategic planning process, the Fire Authority had been immersed in a worldwide pandemic resulting from the COVID-19 virus. At the time the plan was drafted, the pandemic had been ongoing for more than twelve months, with no anticipated end date. It is evident that the impact of the pandemic will permanently alter a number of Fire Authority functions and operations. Additionally, many of the long-term impacts are yet to be determined but are certain to affect the future strategic direction of the Fire Authority.

**FUTURE:** The future is very bright for the North Mason Regional Fire Authority. The North Mason community is expected to grow at an unprecedented rate, as local and regional projects impact the area. Notable community projects include multi-story, high-density residential complexes, housing subdivisions and additional commercial development. A freight-corridor through the East end of the Authority will bring additional commercial expansion in the near future. At the current growth rate, the Fire Authority's call volume is expected to increase by nearly 50 percent, as it is projected to respond to over 4,000 calls in 2028. It should also be noted that at the time of Strategic Plan draft, the Fire Authority has been constructing a state of the art 20,000 square foot headquarters fire station facility and is implementing a new four-shift work schedule.



# Organizational Structure



# Strategic Planning Process

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A Strategic Plan is a living management tool that provides the Fire Authority with short and long-term direction, builds a shared vision, documents goals and objectives and optimizes the use of resources. The strategic planning process involves developing an organization's purpose and goals beyond the immediate future, identifying actions necessary to achieve those goals and evaluating the results of plan execution.

The North Mason Regional Fire Authority's strategic planning process incorporated feedback from Fire Authority stakeholders including employees, volunteers, members of the Board of Fire Commissioners. The Fire Authority organized a series of internal meetings to identify planning goals and form a framework for the Strategic Plan. Major steps in the planning process included:

**Formation of the Strategic Planning Steering Committee:** The North Mason Regional Fire Authority's Board of Fire Commissioners authorized the formation of the Strategic Planning Steering Committee. The Steering Committee was created to facilitate and guide the planning process, assuming the tasks of soliciting stakeholder input and using that input to establish draft goals and objectives for consideration of the Board of Fire Commissioners. Steering Committee membership included two Fire Authority Commissioners, Authority Chief Officers and Captains and members of the Authority's Administrative Staff. The Steering Committee met on a monthly basis, for a period of eleven (11) months throughout the plan development process.

**Stakeholder Group Sessions:** The Steering Committee organized work sessions for each of the three operating shifts, the Board of Fire Commissioners, Fire Authority volunteers and Community Response Team (CRT) members. These work sessions, facilitated by Fire Chief Beau Bakken, challenged individuals to evaluate the organization through multiple perspectives. Discussions focused on the Fire Authority's mission, vision, values and core services. During initial group sessions, a SCOT Analysis was performed to formally identify the organization's perceived **S**trengths, **C**hallenges, **O**pportunities and **T**hreats. The target of later sessions was goal and objective development, utilizing input obtained from the SCOT Analysis. These group sessions provided stakeholders with an opportunity to participate in

the development of the Fire Authority's long-term direction and focus. Members of the Fire Authority's stakeholder groups demonstrated commitment to this important project and remain committed to the document's completion. Furthermore, stakeholders are vital to the plan's execution.

**Themes Identification:** Following the evaluation of SCOT Analysis results, the Strategic Planning Steering Committee met to determine collective themes across the Fire Authority's stakeholder groups. These themes were used to provide further guidance toward identification of strategic initiatives and ultimately develop the Strategic Plan's goals, objectives and action strategies.

**Strategic Plan Draft:** The Strategic Planning Steering Committee utilized input received from the Fire Authority's stakeholder groups and the resulting themes to prepare a draft Strategic Plan in July 2021. This plan draft was delivered to the Board of Fire Commissioners for review and approval.

**Board of Fire Commissioners Review and Adoption:** The Fire Authority's Board of Fire Commissioners serve as the formal legislative body of the North Mason Regional Fire Authority. The Fire Authority's Board has the formally delegated responsibility of establishing policy for the Fire Authority. The Board was presented with a draft Strategic Plan by the Steering Committee, which was reviewed by the Board in August 2021. The final Strategic Plan was adopted by the North Mason Regional Fire Authority's Board of Fire Commissioners in August 2021, establishing its implementation as formal Authority policy.

# Mission, Vision, Core Services and Core Values

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## Mission

We Safeguard North  
Mason Communities

## Vision

We are an essential, trusted  
and valued community  
partner. We continuously  
improve and evolve with the  
communities we serve.

## Core Services

Emergency Services: Fire response,  
rescue and emergency medical  
services

Non-Emergency Services:  
Community risk reduction, public  
education and emergency  
management preparations

## Core Values

- Safety
- Professionalism and Excellence
- Operational Readiness
- Customer Service and Patient Care
- Trust and Integrity within Organization
- Fire Authority Membership
- Fire Authority Member Wellbeing

# Core Values

An organization's values appear as guiding principles, a code of conduct or a culture code that explain how the organization intends to operate in accordance with those values; our values make a promise. The following values describe who we are and how we operate:

- **Safety!** We place our top priority on the safety and wellbeing of our members and the public we serve.
- **Professionalism and Excellence:** We hold ourselves to extremely high standards and strive to be a well-managed, high performing organization. We are committed to continuous improvement, and we recognize that we are on an evolving path where expectations are high and excellence is the standard.
- **Operational Readiness:** We realize that we work in a profession that allows no room for error, as the slightest oversight can have devastating results. We are committed to being prepared for any situation we may encounter while in pursuit of our mission.
- **Customer Service and Patient Care:** We exist to serve the residents, businesses and visitors of North Mason County. We put their needs before our preferences, and we center every aspect of the organization around customer service, protection and patient care.
- **Trust and Integrity:** We value our role as public servants, and we value the requirement to be held to the highest of standards. Trust and integrity amongst Fire Authority staff and members and maintaining trust and integrity with the community are essential to our continued success.
- **Fire Authority Membership:** We place the highest value on the members that form the North Mason Regional Fire Authority. With pride, determination and professionalism, Authority membership carries out every aspect of the organization's mission. Fire Authority members are the very best of what the public safety profession has to offer.
- **Fire Authority Member Wellbeing:** We understand that the constant demands of our emergency service work take a tremendous toll on our members' physical and mental health. We will take all steps necessary to help our members prepare for and cope with these demands.

# Current Topics and Critical Issues

## **S**trengths

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It is imperative that an organization take an introspective look to identify its organizational strengths. Organizational strengths are the cornerstones on which the Fire Authority's Strategic Plan is built. Our Strategic Plan ensures that our strengths are not taken for granted and that they are fully capitalized on in our planning process. Our organizational strengths are a direct reflection of our core values, and they are celebrated with tremendous pride by all members of the Fire Authority. The North Mason Regional Fire Authority has prioritized the following strengths as being paramount to our current and future success:

- **Professionalism:** We conduct ourselves as leaders in the community, and we constantly strive to be the very best.
- **Staff:** Our employees are our most valuable resource, and they are the essential core for carrying out our mission.
- **Leadership:** We have exceptional leadership throughout the organization that executes daily, while maintaining a constant vision towards the future.
- **Training and Dedication to Development:** Training and education are the foundation of a prepared and competent workforce. Training and personnel development receive top prioritization within the Fire Authority.
- **Community Relationship:** Our relationship with our North Mason community is outstanding and integral to our overall success.
- **Financial Stability and Financial Management:** We constantly promote and execute fiscal responsibility and accountability.
- **Customer Service:** We continually strive for performance that surpasses all expectations.

# Challenges

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All organizations face challenges. The highest performing organizations take the steps necessary to identify these challenges and devise the strategies necessary for meeting these challenges head-on. The Fire Authority's Strategic Plan goals and objectives are structured in a way that position us to overcome many of our challenges. Our organizational challenges will change over time and often at a rapid pace. This will require the need for organizational flexibility and adaptation. The Fire Authority has prioritized the following challenges to be addressed in its planning processes:

- **Diverse Community:** The Fire Authority is fortunate to be able to serve a very diverse community. This wide diversity challenges the Fire Authority's ability to communicate and engage with all stakeholders in a meaningful and effective way.
- **Growth Management:** Community growth in North Mason is a near certainty. This growth will increase the demand for the Fire Authority's services and challenge both financial and operational planning.
- **Staff Retention:** The Fire Authority is located in a region where there is high demand for highly qualified emergency response personnel. As larger surrounding agencies move to fill additional positions, we are challenged with retaining our personnel.
- **Communication:** There is a continuous need for improved communication amongst all members in the organization. Communication is one of the most challenging and complex elements in any organization.
- **Aging Equipment and Facilities:** The Fire Authority's equipment and facilities continue to age and will challenge capital investment and planning operations.
- **Training and Development:** The Fire Authority's training and development will be challenged to sustain constant evolution to properly prepare personnel for the ever-changing work environment they must operate in.
- **Personnel Physical and Mental Health:** Requirements of the job place constant demands on the physical and mental health of our personnel. These demands challenge our responders' ability to perform at the highest levels.



- **Staff Levels:** As the Fire Authority continues to grow, limited staffing levels challenge our ability to plan, direct and respond effectively.
- **Environmental Impact:** The need to mitigate environmental harm from escalating risks such as wildfire, chemical harm and energy use, will challenge the Fire Authority's operations and response capacity.

## ppportunities

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High performing organizations take the time to identify and explore the opportunities that can propel them forward. Opportunity identification can focus on immediate service delivery, or it can help to position the organization for future success. Much like organizational challenges, organizational opportunities can present themselves and/or change in rapid fashion. It is essential that the Fire Authority constantly search for and explore opportunities, whether within or outside formal planning processes. The Fire Authority has prioritized the following opportunities that it wishes to take advantage of:

- **Grant Funding:** The Fire Authority has the opportunity to identify and capitalize on significant grant funding opportunities in many different areas (emergency and non-emergency) to help support the Authority's operations.
- **Neighboring Agency Resource Sharing and Relationship Building:** The Fire Authority has the opportunity to build and maintain relationships with other public safety partners and identify available resources for joint operations and innovative training.
- **Community Risk Reduction and Outreach to Diverse Communities:** The Fire Authority has the opportunity to reduce community risk and build collaborative partnerships for marketed outreach and engagement to minority communities.
- **Non-Emergency Medical Care and Prevention Programs:** The Fire Authority has the opportunity to target risk-reduction efforts with at-risk populations and increase community outreach and education. Develop and implement a community paramedicine program that can assist emergency work and position the Authority to meet increasing service demand.
- **Technology:** The Fire Authority has the opportunity to leverage technology and implement technology best practices to augment all aspects of Authority operations.
- **Increased Staffing and Staff Retention:** The Fire Authority has the opportunity to increase staffing in order to safely and effectively meet service demands and take the necessary steps to retain key personnel.
- **Communication:** The Fire Authority has the opportunity to improve organizational and public communication which includes the prioritized areas of operations, internal programming and training and development.

# T hreats

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Threats to an organization must be identified during the strategic planning process. Organizational threats can significantly impact any and all aspects of an organization. By identifying potential threats, an organization can greatly reduce the potential for impact and/or loss. Fundamental to the success of any Strategic Plan is the understanding that threats are not in the direct control of the organization. The Fire Authority has prioritized the following potential threats:

- **Community Growth and Infrastructure:** Rapid community growth and changes in community infrastructure can threaten our ability to safely and effectively meet service demands.
- **Change in Community Demographics:** An inability to identify and respond to changes in community demographics can threaten our operations significantly by altering service and resource needs.
- **Staff Retention:** The potential loss of key personnel threatens our ability to operate in a safe and effective way.
- **Economic Climate:** Adverse changes in the local and national economic climate threatens Fire Authority funding and financial support.
- **Physical and Mental Health and Wellbeing:** The increased potential for detrimental impact on the physical and mental health and wellbeing of our responders and the public threatens the Fire Authority's effectiveness and response capacity.
- **Community Support:** A loss of community support, for any reason, will significantly threaten our ability to carry out our mission.
- **Climate/Weather:** Short- and long-term changes in climate and weather threatens the Fire Authority's operations and capacity.
- **Pandemics:** Pandemics threaten the health and safety of our emergency responders and the public.
- **Lack of Volunteers:** A national trend in the declining number of fire and EMS volunteer personnel threatens the Fire Authority's human resource capacity to handle both emergency and non-emergency service needs.
- **Aging Fleet and Facilities:** The continued aging of Fire Authority equipment, apparatus and facilities, without proper attention and planning, threatens the Fire Authority's operations and capacity.

# Managing from this Plan

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The objective of the Strategic Plan is to give direction to the organization in guiding its future path. As the community changes, the North Mason Regional Fire Authority must stay proactive in our approach to providing essential and effective non-emergency and emergency services. Being fiscally responsible is also essential to continually improving our service delivery. By developing and initiating this Strategic Plan, the Fire Authority can move forward and remain proactive.

This new, concise five-year Strategic Plan identifies Vision and Mission statements of the Fire Authority and defines leadership expectations and organizational core values. This plan also establishes five (5) long-term goals, with objectives and action strategies relative to each. It is a roadmap to goal attainment and allocation of resources and assets for goal achievement.

Every action and investment contained in this document is important to protecting the safety, well-being and prosperity of the communities we serve. The Fire Authority has the capacity to advance all the action items contained in the Strategic Plan, allocating existing resources when possible and requesting additional resources when necessary.

Given the fluid nature of our operating environment and the need to continue to be flexible and adaptive, once adopted, the Fire Authority's Strategic Plan will be in a constant state of both informal and formal evaluation. Fire Authority leadership will establish workgroups to meet regularly and manage progress toward accomplishing the goals and objectives. Timelines for completion of goals will be inserted as the organization begins implementation of the Strategic Plan and adjusted as needs and the environment change. Using the plan tracking matrix provided in [Appendix A](#) the Fire Authority will document responsibility assignments and target completion dates. The matrix will also be used to continually track progress and notate changes in planning or conditions.

The plan and the matrix will be evaluated by the Fire Authority's Board of Fire Commissioners on a semi-annual basis. Any changes to the planning document will be approved by the Board of Fire Commissioners during its regular review. As a result of incremental implementation, the Fire Authority should celebrate

successes and share progress reports throughout the organization. Post-implementation updates should also be shared with the community using the Fire Authority's website.

# Summary of Goals, Objectives and Implementation Steps

To achieve the North Mason Regional Fire Authority's mission to Safeguard North Mason Communities, realistic goals and objectives must be established. These will serve to enhance strengths, address identified challenges, provide clear direction and address the concerns of Fire Authority stakeholders and the community at-large. These should become the focus of the Fire Authority's efforts, as they will direct the organization to its desired future, while reducing obstacles along the way.

## 1

### **PROVIDE EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE**

- 1.1. Continue to provide a high level of service.
- 1.2. Make use of formal planning processes to address all potential risks to the community.
- 1.3. Continue to develop programs and strategies to mitigate an increase in non-emergency medical calls.
- 1.4. Ensure an optimal state of readiness with specific considerations for high-risk, low-frequency events.

## 2

### INVEST IN OUR EMPLOYEES AND EXPERTISE

- 2.1. Develop and implement an Authority-wide succession plan, through leadership training and development.
- 2.2. Focus Authority training activities on core and emerging areas of need.
- 2.3. Formally celebrate and recognize successes and achievements within the Authority.
- 2.4. Improve the internal distribution of information to the Authority through a streamlined, efficient and timely line of communication.
- 2.5. Develop and maintain a workforce that is psychologically equipped to provide services in a safe and effective manner.
- 2.6. Place top-priority on employee retention to meet the long-term needs of the Authority.

## 3

### MAINTAIN APPROPRIATE INFRASTRUCTURE

- 3.1. Ensure that the Authority's capital facilities meet current and future Authority needs.
- 3.2. Ensure all Authority apparatus and equipment are safe and operationally effective.
- 3.3. Modernize Authority facilities, vehicles and equipment to provide efficiencies and improve services.
- 3.4. Identify technology, systems and products to establish efficient service delivery and communication.

# 4

## PLAN FOR AND PREPARE FOR FUTURE GROWTH

- 4.1. Identify current and future operational practices to determine if service demands are being met and make adjustments based on analysis.
- 4.2. Complete standards of cover deployment analysis to determine appropriate distribution of resources and ensure a safe and effective response force for fire suppression, EMS and specialty response situations.
- 4.3. Maintain consistent funding and strong budgeting to proactively provide for the growing safety needs of the community.

# 5

## ENHANCE EXTERNAL COMMUNICATION AND INCREASE COMMUNITY RESILIENCY

- 5.1. Continue to develop and expand our comprehensive outreach program.
- 5.2. Prioritize resources for prevention activities to reduce the frequency and severity of fires, disasters and medical emergencies in the communities we serve.
- 5.3. Actively participate in and foster relationships with other public safety organizations throughout the region.
- 5.4. Build the Fire Authority's multicultural connections and capabilities to target and communicate with groups facing the highest risks from fires, disasters and health emergencies.



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## **GOAL 1: PROVIDE EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE**

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The Authority's primary focus is to protect life and property, whether from fire, natural or human-caused disasters or medical emergencies. We are recognized as a leader in the region because of our excellence in providing these services, and the residents of the communities we serve depend on our expertise and responsiveness. To maintain this high level of effectiveness and efficiency in the delivery of emergency services, it is important first to prepare for and second to respond to, the full range of events that may occur. Through Goal 1, we will maintain a strong level of service delivery and strengthen our planning processes and procedures to ensure that the Authority and community at large are prepared for a variety of disasters, no matter how big or small.



### **1.1. Continue to provide a high level of service.**

- 1.1.1. Establish a systematic approach for the continuous review and revision of Authority policies and procedures.
  - Develop and implement a comprehensive set of standardized emergency operating guidelines.
- 1.1.2. Develop and deliver a training methodology that standardizes the distribution of new and revised policies amongst all personnel.

### **1.2. Make use of formal planning processes to address all potential risks to the community.**

- 1.2.1. Increase pre-planning efforts by reviewing historical data, including but not limited to clusters of calls and high call volume areas.
- 1.2.2. Partner with Mason County in using building codes and inspections to ensure that new and existing buildings in the area are minimized from the threat of fire and/or other emergencies.
- 1.2.3. Engage in public and private sector partnerships to augment Authority service-delivery. Service areas may include QRT, mental health, prevention, volunteers, etc.
- 1.2.4. The Authority will maintain a leadership role in proactively addressing substance abuse throughout Mason County.

### **1.3. Continue to develop programs and strategies to mitigate an increase in non-emergency medical calls.**

- 1.3.1. Evaluate the feasibility of developing a community paramedicine program that will foster improved patient care while reducing the burden on the emergency response system.
  - In collaboration with hospitals and other EMS systems, identify gaps in community healthcare;
  - Establish priorities for Authority involvement in improving healthcare for area citizens.
- 1.3.2. Engage in efforts to reduce emergency service demand, specifically addressing low acuity medical calls, false alarms and service needs that can be better served by an outside agency.
- 1.3.3. Develop and implement a follow-up program for patients and families who suffer traumatic injuries, illnesses, aid calls and loss of life.

**1.4. Ensure an optimal state of readiness with specific considerations for high-risk, low-frequency events.**

1.4.1. Increase wildfire preparedness.

- Continue and expand research and predictive wildfire modeling;
- Determine how to enhance recruitment and protect firefighters who frequently deploy to wildfires;
- Evaluate the potential for additional resources for wildfire response;
- Develop a public educational outreach program for wildfire prevention and response.

1.4.2. Develop and implement a procedure for conducting pre-incident plans of target hazards within the service area.

- Identify or re-affirm target hazards;
- Create a standard operating guideline that covers the process for pre-incident plans of target hazards;
- The Authority will conduct a target-hazard identification and mapping process.

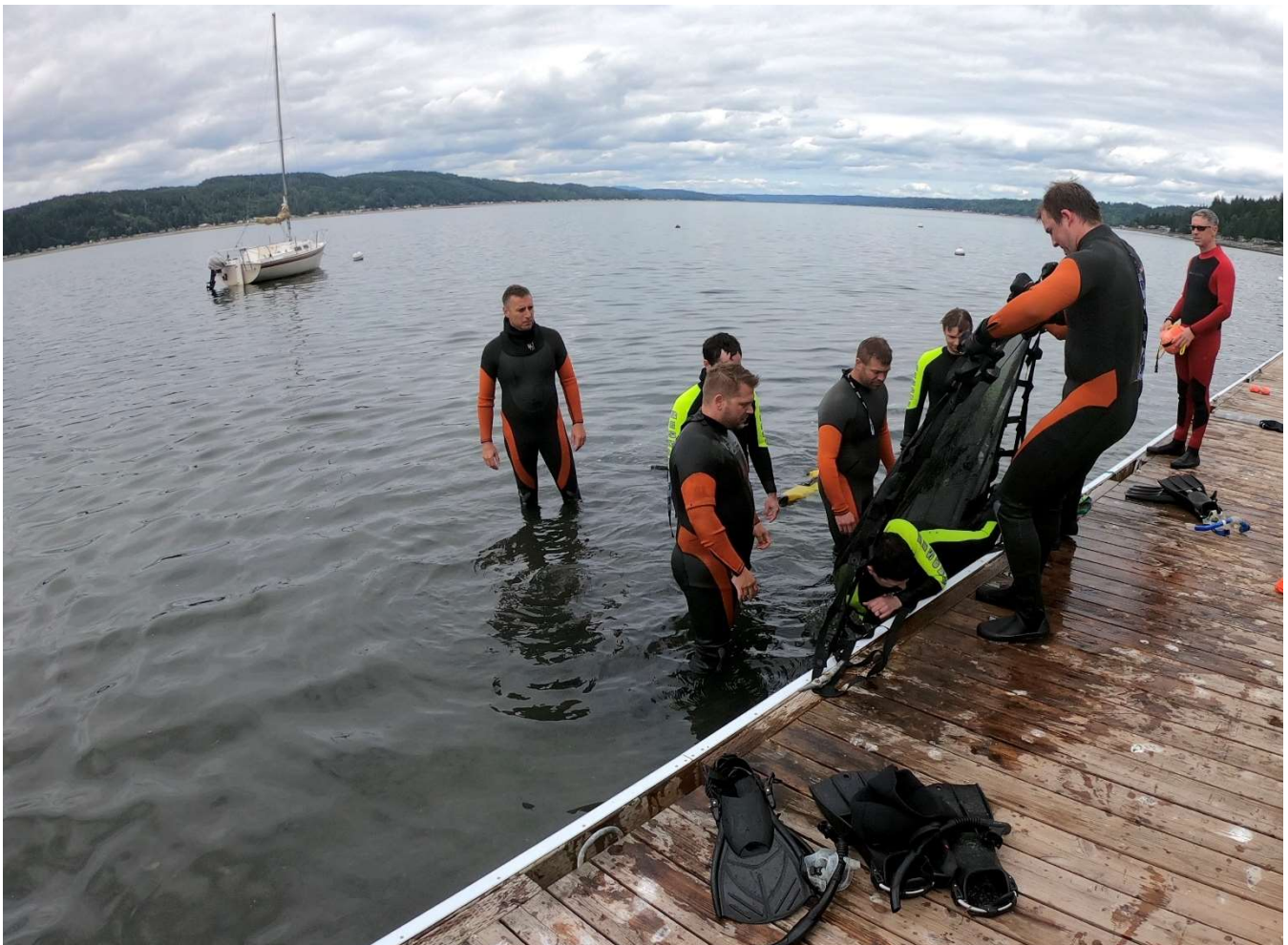
1.4.3. Conduct Authority-wide training for identified high-risk incidents.

1.4.4. Utilize available mobile data terminal (MDT) and record management system (RMS) technology for recording, sharing, accessing and distributing critical response information to Authority personnel.



## GOAL 2: **INVEST IN OUR EMPLOYEES AND EXPERTISE**

As the communities we serve continue to change in demographic makeup and urban development occurs, we require a diverse workforce that is best able to meet today's challenges. To ensure firefighters and administrative staff are equipped for these challenges, it is critical that the Fire Authority cultivates the next generation of department leadership to lessen the impact of pending retirements of current leadership and focuses on hiring staff that reflects the changing communities that we serve. Additionally, to grow our organization and increase institutional knowledge, the Authority must focus on expanding professional development opportunities and providing clear paths for career advancement for interested staff members. Goal 2 affirms our commitment to our employees and prepares the Authority for the future.



## **2.1. Develop and implement an Authority-wide succession plan, through leadership training and development.**

2.1.1. Develop and implement a model for officer training and key position succession management.

- Identify and document key leadership positions that will need replacement due to potential retirement or promotion;
- Develop key leadership position succession manuals that contain job descriptions, position work assignments, responsibilities and current projects;
- Identify potential Authority leaders and support them in their personal and professional growth;
- Assist future leaders with the development and implementation of a mentoring program;
- Develop and implement a job shadowing program that prepares members entering a job vacancy.

2.1.2. Develop and implement leadership training that is essential for improving emergency services and individual career advancement.

- Create task books for Authority positions and program assignments that will aid in personnel development;
- Provide adequate training and testing opportunities for members to pursue higher level certifications;
- Provide pathways, assistance and incentives to firefighters to further their professional education as it relates to their position.

2.1.3. Develop and implement a comprehensive recruiting campaign to attract a candidate pool that is a reflection of the growing diversity of the region.

- Continue to recruit, engage and retain quality personnel;
- Develop an outreach program to recruit personnel of diverse backgrounds;
- Establish an applicant profile system that maintains a roster of applicants ready to fill potential vacancies.

2.1.4. Increase individual engagement of personnel with key organizational roles and responsibilities.

- Encourage individual participation in workgroups and committees.
- Assign line firefighters and paramedics with developing and implementing training programs for operational personnel.

## **2.2. Focus Authority training activities on core and emerging areas of need.**

2.2.1. Increase the efficiency and impact of training and training resources.

- Develop and implement key performance indicators that will be used to monitor training standards and goals;

- Utilize internal and external subject matter experts to provide the highest level of training;
- Develop and implement hands-on training opportunities that supplement the Authority's Ongoing Training and Evaluation Program (OTEP);
- Develop and implement hands-on and manipulative firefighter and rescue training that supplements the Authority's training program;
- Identify and implement specialized training opportunities that target high and low frequency hazards (wildland, water rescue, use of all-terrain vehicles).

2.2.2. Develop and implement a standardized Authority training plan.

- Develop and document a baseline training standard for all personnel;
- Develop and document minimum training requirements for new personnel;
- Develop and document ongoing training requirements for all personnel.

2.2.3. Develop and implement a plan for the use of a training facility and training equipment/props.

2.2.4. Identify and engage in regional training opportunities to improve interagency coordination, gain operational efficiencies and reduce unnecessary redundancies where appropriate.

**2.3. Formally celebrate and recognize successes and achievements within the Authority.**

2.3.1. Develop and implement a plan to recognize Authority members with consistency.

- Utilize Commissioner meetings to celebrate awards;
- Use the Authority's Friday email updates to acknowledge individual and team accomplishments;
- Develop a communication methodology that informs Authority leadership about line-level accomplishments that deserve formal recognition;
- Use the Authority's annual dinner to acknowledge individual and team accomplishments;
- Schedule smaller dinner celebrations as a tool for the Authority to provide appropriate recognition.
- Utilize multiple outlets (i.e. social media, website, newspaper) to inform external parties of successes and achievements and ensure public recognition for Authority members;
- Develop and implement recognition activities and actions that all officers can take to recognize their career, volunteer and support staff throughout the year.

**2.4. Improve the internal distribution of information to the Authority through a streamlined, efficient and timely line of communication.**

2.4.1. Develop and implement standardized methods to disseminate information to all members of the Authority.

- Identify and analyze the current communication procedures, applications and systems;
- Evaluate, update and prioritize all forms of internal communication used;
- Identify and implement technological solutions for improving communication within workgroups and/or different shifts;
- Eliminate ineffective forms of internal communication;
- Evaluate and revise as needed the Authority's communication policy.

2.4.2. Identify and implement methodologies that can increase communication between administration and line personnel.

- Conduct an Authority-wide meeting of personnel semi-annually;
- Provide training instruction and direction on communication within a Chain of Command structure.

**2.5. Develop and maintain a workforce that is psychologically equipped to provide services in a safe and effective manner.**

2.5.1. Develop and implement a comprehensive internal mental health program that will provide mental health care.

- Ensure Authority members are informed about the existing mental health services available within the department.

2.5.2. Confirm Authority policies and procedures relevant to mental health are designed to meet national standards.

2.5.3. Conduct continuous and ongoing evaluation to ensure the mental health of members is consistently addressed.

**2.6. Place top-priority on employee retention to meet the long-term needs of the Authority.**

2.6.1. Continue to develop a culture that fosters trust by building upon a safe, friendly and positive work environment.

2.6.2. Maintain competitive compensation and benefits for career members by evaluating surrounding departments regularly.

2.6.3. Evaluate, standardize and revise as needed the Authority's volunteer programs.

- Establish training requirements and standards for volunteer positions;
- Identify and implement incentives that can assist with the recruitment and retention of volunteer personnel;

- Evaluate and revise as needed incentives and requirements for the Authority's student volunteer firefighter program.

2.6.4. Standardize and document the Authority's onboarding process.

- Develop and implement an employee orientation program;
- Help employees understand and navigate the culture of the Authority;
- Provide new members with support mechanisms that can assist with integration into the organization.

2.6.5. Maintain the Authority's Retention Committee as a vehicle for communication and input.

2.6.6. Develop and implement a four-shift schedule to help recruit and retain Authority personnel.





## GOAL 3: **MAINTAIN APPROPRIATE INFRASTRUCTURE**

The Authority's facilities, apparatus and equipment are essential to our ability to perform our duties. Without proper, well-functioning equipment, staff members are unable perform their jobs at the high level expected of them. Maintaining appropriate infrastructure involves ensuring our facilities, such as fire stations, are ready and well-positioned to support timely responses to changing call patterns, as well as making sure that the apparatus used to respond to calls and the equipment needed to respond to medical emergencies, fight fires, perform rescues and other actions are in working order. Goal 3 serves to solidify planning efforts for new construction and purchases before there is a deficiency and to maintain existing structures and equipment to make them last for their full expected lifespan. Through Goal 3 we will also ensure department staff have effective technology and communication tools to allow them to act in a more coordinated and efficient way and achieve better results.



### **3.1. Ensure that the Authority's capital facilities meet current and future Authority needs.**

3.1.1. Maintain and replace as needed capital facilities to ensure a safe and livable work environment.

- Provide an annual report on the status of the Authority's capital facilities;
- Develop, implement and annually review a preventative maintenance plan for all capital facilities;
- Develop and implement a major maintenance project schedule based on need, funding and staffing levels.

3.1.2. Continually evaluate community service demands and ensure that Authority capital facilities can meet those demands.

- Develop and implement a methodology for evaluating service demand to include: location, number and type of calls for service and response times;
- Continually evaluate Mason County land use policies and projected development.

3.1.3. Ensure all facilities are designed and equipped in a way that minimizes impacts on the environment and surrounding neighborhoods.

- Determine and implement, in each station, the best ways to conserve energy, reduce waste and institute environmentally safe and sustainable practices and products.

### **3.2. Ensure all Authority apparatus and equipment are safe and operationally effective.**

3.2.1. Continue to inspect and evaluate apparatus and equipment annually.

- Develop a method for maintaining service records for all Authority apparatus;
- Develop and implement a maintenance schedule to ensure that all apparatus and equipment continue to be inspected annually;
- Involve internal and external specialists in the annual evaluation of apparatus and equipment to determine additional maintenance needs and assist with apparatus replacement scheduling;
- Establish an effective method to report apparatus and equipment needs and requests.

3.2.2. Develop and implement a formal apparatus and equipment evaluation plan.

- Analyze the current Authority apparatus and equipment data to ensure response sustainability (i.e. forecasting);
- Annually review the Authority's Apparatus Replacement Plan and provide an annual report to the Board of Commissioners;
- Continuously evaluate the potential need for specialty apparatus and equipment.

3.2.3. Optimize personal protective equipment (PPE) acquisition and distribution.

**3.3. Modernize Authority facilities, vehicles and equipment to provide efficiencies and improve services.**

3.3.1. Identify and complete construction and remodeling projects that update Authority facilities.

- Invest in capital projects that minimize future facility repairs and operating costs;
- Invest in capital projects that are environmentally sustainable.

3.3.2. Standardize systems and equipment of staffed facilities for efficiency.

- Consider where renewable energy resources and hybrid technology can be relevant and useful when purchasing or replacing equipment;
- 
- Utilize internal and external specialists to evaluate apparatus for potential improvements that will increase patient comfort.

**3.4. Identify technology, systems and products to establish efficient service delivery and communication.**

3.4.1. Establish an information and technology workgroup to identify, review and analyze current technology systems.

- Develop and implement a software solution for remote patient care reporting;
- Develop and implement the use of mobile data terminal (MDT) technology.



## GOAL 4: PLAN FOR AND PREPARE FOR FUTURE GROWTH

The proper deployment of resources is essential to providing efficient and effective emergency services. The outcome of responses that we make is dependent on response time of apparatus, the equipment available for the incident and the proper number of personnel arriving on the scene. The deployment of resources is determined by identifying the risk that our community is exposed to and matching the correct resources to mitigate the risk. This results in developing an effective response force to be deployed based on the critical task needing to be accomplished. This process moves further to establish a standards of cover, which is the distribution and concentration of resources to meet the risk of the community. Goal 4 identifies the steps necessary to ensure our community is properly protected through the appropriate distribution of Authority resources. This Goal also addresses the importance of leveraging regional partnerships and constant innovation to be as effective and efficient as possible.



**4.1. Identify current and future operational practices to determine if service demands are being met and make adjustments based on analysis.**

4.1.1. Identify, develop and implement an operating schedule that maximizes the operational efficiency and safety of emergency response personnel.

4.1.2. Develop and implement key performance indicators that ensure Authority staffing meets current and future operating demands.

4.1.3. Evaluate day-to-day workload and capacity.

- Evaluate the use of additional assistance positions for non-emergency work.

**4.2. Complete standards of cover deployment analysis to determine appropriate distribution of resources and ensure a safe and effective response force for fire suppression, EMS and specialty response situations.**

4.2.1. Develop and implement standard deployment practices that improve service delivery and maximize a safe operating environment for emergency responders.

4.2.2. Evaluate and revise as needed the use of volunteer, CRT and student firefighters in providing emergency and non-emergency service delivery.

4.2.3. Continue to examine opportunities to combine resources and training with outside agencies to minimize costs and improve service delivery.

- Explore outside agency collaboration for optimization of the following: regional training, regional purchasing, regional provision of specialized equipment and teams and fire services;
- Continuously evaluate and capitalize on regional partnerships for ways to improve operating efficiency and service delivery.

4.2.4. Communicate response standards and expectations with the community based on existing staffing models, addressing any potential barriers to hiring additional staff.

**4.3. Maintain consistent funding and strong budgeting to proactively provide for the growing safety needs of the community.**

4.3.1. Develop and implement a strong financial check and balance system that oversees the budgeting process.

4.3.2. Continuously monitor and forecast short, medium and long-term Authority financial needs.

4.3.3. Provide the Board of Commissioners and leadership personnel with training on Authority budgeting and financial processes.

4.3.4. Continue to seek out and utilize multiple sources of funding beyond taxpayer dollars to enhance service delivery.



## **GOAL 5:    ENHANCE EXTERNAL COMMUNICATION AND INCREASE COMMUNITY RESILIENCY**

Public engagement is critical to prevention and preparedness, as well as to effective responses during a fire, medical emergency or disaster. As our population continues to expand, we are challenged to meet increasing demands by the public for outreach activities, including safety events, visits to schools, public presentations and CPR training. As the communities we serve grow more diverse, we recognize the need to better convey our messages to individuals from different backgrounds, including an increasing number of non-native English speakers. Goal 5 prioritizes the need to increase the effectiveness of the tools and techniques we use to engage with and to protect the public.



## **5.1. Continue to develop and expand our comprehensive outreach program.**

5.1.1. Maintain a proactive and highly visible presence in the community.

- Develop and implement a formal media use strategy for the Authority (utilization of the website, social media, reader boards, handouts, etc.);
- Expand the components of our core community outreach programming;
- Use the Authority's strategic planning process to publicly communicate department goals, objectives and achievements;
- Develop and implement communication strategies that facilitate public feedback and input concerning organizational goals, objectives and potential projects to be considered.

5.1.2. Develop, implement and monitor key performance indicators that evaluate the effectiveness of the Authority's outreach efforts.

5.1.3. Develop and implement strategies for issuing alerts and notifications as well as distributing information to all populations during a disaster.

- Identify and document methods to push Authority messaging;
- Annually review and update the list of tools and technology used to communicate with the public.

5.1.4. Develop and foster community relationships to increase visibility and capacity to inform and serve the public.

5.1.5. Develop and implement strategies to engage typically underserved populations in addressing emergency and non-emergency service needs.

## **5.2. Prioritize resources for prevention activities to reduce the frequency and severity of fires, disasters and medical emergencies in the communities we serve.**

5.2.1. Expand the reach of the Authority's public education programs to incorporate all populations.

- Expand outreach of all Authority's public education and safety programs (CPR, first aid, wellness, fire prevention and safety, bike helmets, life jackets);
- Annually evaluate community outreach programs, such as Safety Days, for effectiveness and delivery optimization.

5.2.2. Increase targeted outreach to high-risk and vulnerable populations through formal Community Risk Reduction activities.



5.2.3. Explore opportunities to leverage community volunteers, local partnerships and grant funding to enhance planning capabilities and public outreach opportunities.

**5.3. *Actively participate in and foster relationships with other public safety organizations throughout the region.***

5.3.1. Increase communication capabilities and information sharing between agencies throughout Mason County.

- Explore the potential to install more radio repeaters throughout Mason County;
- Advocate for the introduction of a comprehensive record management and dispatching system in Mason County;
- Implement the use of mobile data terminals (MDTs) in all front-line apparatus;
- Use MDTs for the sharing of information amongst partnering agencies.

5.3.2. Appoint an Authority liaison to maintain engagement with local agencies including Mason County, Mason County Sheriff's Office and Washington State Patrol.

- Identify opportunities to improve radio coverage and communication throughout Mason County.

**5.4. *Build the Fire Authority's multicultural connections and capabilities to target and communicate with groups facing the highest risks from fires, disasters and health emergencies.***

5.4.1. Engage community member participation in Authority prevention outreach planning efforts to define community concerns, increase the effectiveness of our efforts, and grow trust between the Authority and the diverse communities that we serve.

- Improve access to public safety information through partnerships with community-specific media;
- Support and engage in external public safety programs that provide outreach to vulnerable populations including the elderly, disabled and isolated communities;
- Review and evaluate Authority materials and outreach events to ensure that they are culturally appropriate and engaging with the Authority's target audiences.

5.4.2. Identify and engage with trusted community leaders who can help the Authority communicate effectively with underserved populations.

- 5.4.3. Establish a list of all languages being spoken within the community and identify Authority personnel and/or community partners who are available to translate as needed.
- 5.4.4. Increase the cultural competency of all staff through specialized training in multicultural connections and capabilities.
- 5.4.5. Leverage technology to improve communication with diverse communities when unable to deploy specialized personnel with relevant expertise.



## Appendix A - Strategic Plan Tracking Matrix

### GOAL 1: Provide Exceptional Public Safety and Emergency Service

#### OBJECTIVE 1.1: Continue to provide a high level of service.

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 1.1.1.               | Establish a systematic approach for the continuous review and revision of Authority policies and procedures.                     |                |             |        |      |       |
| 1.1.2.               | Develop and deliver a training methodology that standardizes the distribution of new and revised policies amongst all personnel. |                |             |        |      |       |

#### OBJECTIVE 1.2: Make use of formal planning processes to address all potential risks to the community.

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 1.2.1.               | Increase pre-planning efforts by reviewing historical data, including but not limited to clusters of calls and high call volume areas.  |                |             |        |      |       |
| 1.2.2.               | Partner with Mason County in using building codes and inspections to ensure that new and existing buildings in the area are minimized from the threat of fire and/or other emergencies. |                |             |        |      |       |
| 1.2.3.               | Engage in public and private sector partnerships to augment Authority service-delivery. Service areas may include QRT, mental health, prevention, volunteers, etc.                      |                |             |        |      |       |
| 1.2.4.               | The Authority will maintain a leadership role in proactively addressing substance abuse throughout Mason County.  |                |             |        |      |       |

#### OBJECTIVE 1.3: Continue to develop programs and strategies to mitigate an increase in non-emergency medical calls.

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 1.3.1.               | Evaluate the feasibility of developing a community paramedicine program that will foster improved patient care while reducing the burden on the emergency response system.             |                |             |        |      |       |
| 1.3.2.               | Engage in efforts to reduce emergency service demand, specifically addressing low acuity medical calls, false alarms and service needs that can be better served by an outside agency. |                |             |        |      |       |
| 1.3.3.               | Develop and implement a follow-up program for patients and families who suffer traumatic injuries, illnesses, aid calls and loss of life.  |                |             |        |      |       |

#### OBJECTIVE 1.4: Ensure an optimal state of readiness with specific considerations for high-risk, low-frequency events.

| Implementation Steps |                                 | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---------------------------------|----------------|-------------|--------|------|-------|
| 1.4.1.               | Increase wildfire preparedness. |                |             |        |      |       |

|        |   |  |  |  |  |  |
|--------|---|--|--|--|--|--|
| 1.4.2. | Develop and implement a procedure for conducting pre-incident plans of target hazards within the service area.  |  |  |  |  |  |
| 1.4.3. | Conduct Authority-wide training for identified high-risk incidents.   |  |  |  |  |  |
| 1.4.4. | Utilize available mobile data terminal (MDT) and record management system (RMS) technology for recording, sharing, accessing and distributing critical response information to Authority personnel. |  |  |  |  |  |

**GOAL 2: Invest in Our Employees and Expertise**

**OBJECTIVE 2.1: Develop and implement an Authority-wide succession plan, through leadership training and development.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 2.1.1.               | Develop and implement a model for officer training and key position succession management.   |                |             |        |      |       |
| 2.1.2.               | Develop and implement leadership training that is essential for improving emergency services and individual career advancement.                    |                |             |        |      |       |
| 2.1.3.               | Develop and implement a comprehensive recruiting campaign to attract a candidate pool that is a reflection of the growing diversity of the region. |                |             |        |      |       |
| 2.1.4.               | Increase individual engagement of personnel with key organizational roles and responsibilities.  |                |             |        |      |       |

**OBJECTIVE 2.2: Focus Authority training activities on core and emerging areas of need.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 2.2.1.               | Increase the efficiency and impact of training and training resources.   |                |             |        |      |       |
| 2.2.2.               | Develop and implement a standardized Authority training plan.  |                |             |        |      |       |
| 2.2.3.               | Develop and implement a plan for the use of a training facility and training equipment/props.  |                |             |        |      |       |
| 2.2.4.               | Identify and engage in regional training opportunities to improve interagency coordination, gain operational efficiencies and reduce unnecessary redundancies where appropriate. |                |             |        |      |       |

**OBJECTIVE 2.3: Formally celebrate and recognize successes and achievements within the Authority.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 2.3.1.               | Develop and implement a plan to recognize Authority members with consistency. |                |             |        |      |       |

**OBJECTIVE 2.4: Improve the internal distribution of information to the Authority through a streamlined, efficient and timely line of communication.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
|----------------------|--|----------------|-------------|--------|------|-------|

|        |   |  |  |  |  |  |
|--------|---|--|--|--|--|--|
| 2.4.1. | Develop and implement standardized methods to disseminate information to all members of the Authority.          |  |  |  |  |  |
| 2.4.2. | Identify and implement methodologies that can increase communication between administration and line personnel. |  |  |  |  |  |

**OBJECTIVE 2.5: Develop and maintain a workforce that is psychologically equipped to provide services in a safe and effective manner.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 2.5.1.               | Develop and implement a comprehensive internal mental health program that will provide mental health care.   |                |             |        |      |       |
| 2.5.2.               | Confirm Authority policies and procedures relevant to mental health are designed to meet national standards. |                |             |        |      |       |
| 2.5.3.               | Conduct continuous and ongoing evaluation to ensure the mental health of members is consistently addressed.  |                |             |        |      |       |

**OBJECTIVE 2.6: Place top-priority on employee retention to meet the long-term needs of the Authority.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 2.6.1.               | Continue to develop a culture that fosters trust by building upon a safe, friendly and positive work environment.  |                |             |        |      |       |
| 2.6.2.               | Maintain competitive compensation and benefits for career members by evaluating surrounding departments regularly. |                |             |        |      |       |
| 2.6.3.               | Evaluate standardize and revise as needed the Authority's volunteer programs.                                      |                |             |        |      |       |
| 2.6.4.               | Standardize and document the Authority's onboarding process.   |                |             |        |      |       |
| 2.6.5.               | Maintain the Authority's Retention Committee as a vehicle for communication and input.                             |                |             |        |      |       |
| 2.6.6.               | Develop and implement a four-shift schedule to help recruit and retain Authority                                   |                |             |        |      |       |

**GOAL 3: Maintain Appropriate Infrastructure**

**OBJECTIVE 3.1: Ensure that the Authority's capital facilities meet current and future Authority needs.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 3.1.1.               | Maintain and replace as needed capital facilities to ensure a safe and livable work environment.                                  |                |             |        |      |       |
| 3.1.2.               | Continually evaluate community service demands and ensure that Authority capital facilities can meet those demands.               |                |             |        |      |       |
| 3.1.3.               | Ensure all facilities are designed and equipped in a way that minimizes impacts on the environment and surrounding neighborhoods. |                |             |        |      |       |

**OBJECTIVE 3.2: Ensure all Authority apparatus and equipment are safe and operationally effective.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 3.2.1.               | Continue to inspect and evaluate apparatus and equipment annually.         |                |             |        |      |       |
| 3.2.2.               | Develop and implement a formal apparatus and equipment evaluation plan.    |                |             |        |      |       |
| 3.2.3.               | Optimize personal protective equipment (PPE) acquisition and distribution. |                |             |        |      |       |

**OBJECTIVE 3.3: Modernize Authority facilities, vehicles and equipment to provide efficiencies and improve services.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 3.3.1.               | Identify and complete construction and remodeling projects that update Authority facilities. |                |             |        |      |       |
| 3.3.2.               | Standardize systems and equipment of staffed facilities for efficiency.                      |                |             |        |      |       |

**OBJECTIVE 3.4: Identify technology, systems and products to establish efficient service delivery and communication.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 3.4.1.               | Establish an information and technology workgroup to identify, review and analyze current technology systems. |                |             |        |      |       |

**GOAL 4: Plan For and Prepare For Future Growth**

**OBJECTIVE 4.1: Identify current and future operational practices to determine if service demands are being met and make adjustments based on analysis.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 4.1.1.               | Identify, develop and implement an operating schedule that maximizes the operational efficiency and safety of emergency response personnel. |                |             |        |      |       |
| 4.1.2.               | Develop and implement key performance indicators that ensure Authority staffing meets current and future operating demands.                 |                |             |        |      |       |
| 4.1.3.               | Evaluate day-to-day workload and capacity.  |                |             |        |      |       |

**OBJECTIVE 4.2: Complete standards of cover deployment analysis to determine appropriate distribution of resources and ensure a safe and effective response force for fire suppression, EMS and specialty response situations.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 4.2.1.               | Develop and implement standard deployment practices that improve service delivery and maximize a safe operating environment for emergency responders. |                |             |        |      |       |
| 4.2.2.               | Evaluate and revise as needed the use of volunteer, CRT and student firefighters in providing emergency and non-emergency service delivery.           |                |             |        |      |       |
| 4.2.3.               | Continue to examine opportunities to combine resources and training with outside agencies to minimize costs and improve service delivery.             |                |             |        |      |       |
| 4.2.4.               | Communicate response standards and expectations with the community based on   |                |             |        |      |       |

**OBJECTIVE 4.3: Maintain consistent funding and strong budgeting to proactively provide for the growing safety needs of the community.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
|----------------------|--|----------------|-------------|--------|------|-------|

|        |   |  |  |  |  |  |
|--------|---|--|--|--|--|--|
| 4.3.1. | Develop and implement a strong financial check and balance system that oversees the budgeting process.                    |  |  |  |  |  |
| 4.3.2. | Continuously monitor and forecast short, medium and long-term Authority financial needs.                                  |  |  |  |  |  |
| 4.3.3. | Provide the Board of Commissioners and leadership personnel with training on Authority budgeting and financial processes. |  |  |  |  |  |
| 4.3.4. | Continue to seek out and utilize multiple sources of funding beyond taxpayer dollars to enhance service delivery.         |  |  |  |  |  |

**GOAL 5: Enhance External Communication and Increase Community Resiliency**

**OBJECTIVE 5.1: Continue to develop and expand our comprehensive outreach program.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 5.1.1.               | Maintain a proactive and highly visible presence in the community.  |                |             |        |      |       |
| 5.1.2.               | Develop implement and monitor key performance indicators that evaluate the effectiveness of the Authority's outreach efforts.                   |                |             |        |      |       |
| 5.1.3.               | Develop and implement strategies for issuing alerts and notifications as well as distributing information to all populations during a disaster. |                |             |        |      |       |
| 5.1.4.               | Develop and foster community relationships to increase visibility and capacity to   |                |             |        |      |       |
| 5.1.5.               | Develop and implement strategies to engage typically underserved populations in addressing emergency and non-emergency service needs.           |                |             |        |      |       |

**OBJECTIVE 5.2: Prioritize resources for prevention activities to reduce the frequency and severity of fires, disasters and medical emergencies in the communities we serve.**

| Implementation Steps |  | Responsibility | Target Date | Status | Date | Notes |
|----------------------|--|----------------|-------------|--------|------|-------|
| 5.2.1.               | Expand the reach of the Authority's public education programs to incorporate all   |                |             |        |      |       |
| 5.2.2.               | Increase targeted outreach to high-risk and vulnerable populations through formal Community Risk Reduction activities.   |                |             |        |      |       |
| 5.2.3.               | Explore opportunities to leverage community volunteers, local partnerships and grant funding to enhance planning capabilities and public outreach opportunities. |                |             |        |      |       |

**OBJECTIVE 5.3: Actively participate in and foster relationships with other public safety organizations throughout the region.**

| Implementation Steps |   | Responsibility | Target Date | Status | Date | Notes |
|----------------------|---|----------------|-------------|--------|------|-------|
| 5.3.1.               | Increase communication capabilities and information sharing between agencies throughout Mason County. |                |             |        |      |       |

|  |  |                |             |        |      |       |
|--|--|----------------|-------------|--------|------|-------|
| 5.3.2.   | Appoint an Authority liaison to maintain engagement with local agencies including Mason County, Mason County Sheriff's Office and Washington State Patrol.   |                |             |        |      |       |
| <b>OBJECTIVE 5.4: Build the Fire Authority's multicultural connections and capabilities to target and communicate with groups facing the highest risks from fires, disasters and health emergencies.</b> |  |                |             |        |      |       |
| Implementation Steps   |  | Responsibility | Target Date | Status | Date | Notes |
| 5.4.1.   | Engage community member participation in Authority prevention outreach planning efforts to define community concerns, increase the effectiveness of our efforts, and grow trust between the Authority and the diverse communities that we serve. |                |             |        |      |       |
| 5.4.2.   | Identify and engage with trusted community leaders who can help the Authority communicate effectively with underserved populations.  |                |             |        |      |       |
| 5.4.3.   | Establish a list of all languages being spoken within the community and identify Authority personnel and/or community partners who are available to translate as needed.   |                |             |        |      |       |
| 5.4.4.   | Increase the cultural competency of all staff through specialized training in multicultural connections and capabilities.  |                |             |        |      |       |
| 5.4.5.   | Leverage technology to improve communication with diverse communities when unable to deploy specialized personnel with relevant expertise.   |                |             |        |      |       |



# Appendix B – Stakeholder Input

## VALUES/SCOT ANALYSIS

### Core Values

Safety  
Employee well-being  
Trust and communication  
Feeling valued as a team member and employee  
Tools to do job  
Dedication to the community trust in my brothers and sisters  
Selfless service to the community  
Love in the duties we perform  
I value doing God's work by helping people in the community that may be having the worst moment and making it better  
Professional  
Great conversation with crew members  
Making the station look better than how I started shift  
Training becoming a better firefighter  
EMS experience  
Teamwork  
Relevancy  
Individual growth into a team function  
Skill mastery  
I value that everyone is treated equal regardless of rank, time or experience  
Value fairness and willingness  
Compassion and understanding  
Teamwork! Alone we are average, together we are a force!  
Professionalism  
Work hard/get better  
Provide the best service we can  
Have fun, make every day a great day!  
Make a positive impact  
Honesty  
Respect  
Trust  
Community

Integrity #1  
Professional appearance  
Crew cohesion  
Every 48 – I leave the community better than I found it; my crew is better for me having been on duty; I am better after my 48  
Emergency mitigation, community service, training, etc.  
Solid rig checks  
Ready to work attitude  
Patient care  
Positive contact with the community  
Being on time  
Physical fitness  
Having each other's backs  
Being prepared for any situation  
Student involvement with the service and not having to sit back and watch  
No dumb questions  
Learn something new every day  
Safety  
Wellness and preparation of the team and myself  
Professional mindset, demeanor, behavior and aesthetic  
Clear expectations of the mission/job and latitude to accomplish that mission how I/we need to  
Open and transport communication with everyone (internal and external)  
Efficiency  
Eagerness to learn and ask questions  
Accountability  
Adaptability to certain situations  
Being self-sufficient  
Preparedness  
Health – mental/physical wellness

Operational readiness/training  
Shift cohesion  
Professionalism  
Provide excellent patient care  
Safety – everyone goes home  
Leadership – be example, people depend on me  
Accountability – pressure is a privilege  
Courage – through faith I will boldly move forward  
Learning – train every day, seek knowledge to gain wisdom over time  
A sense of commitment to the RFA and to the community  
An interest in fairness and in helping others  
A willingness to strive for excellence  
A curiosity about the fire service  
A willingness to learn  
Decades of successful Leadership experience  
As a strong advocate of Equal Opportunity coupled with Accountability and Transparency, I do value and depend on the public's trust extended to us as stewards of public resources. It is paramount that we maintain and communicate transparently about the choices and investments we make as we engage community stakeholders in determining how best to deliver services. (Includes internal as well as external stakeholders)  
I know the community  
Some firefighting experience as a volunteer  
I believe solidly in doing what is best for our community  
I've been involved with the Fire Authority for a few years and further, through years in Tahuya too  
I like to see the successful challenges and feel I'm not a lot of help (very smart people) but I always support positive growth  
Professional standard  
Honesty and respect for open communication and transparency  
Happily support the goals and vision of NMRFA

Enthusiasm and willingness to learn new skills that support and enhance the agency  
Caring and compassionate; stemming from 30+ years supporting patients and families facing life limiting illness, death, grief and bereavement  
Strong commitment to health and safety of personnel through enhanced Rehabilitation Program as found in the CERT and NFPA Rehabilitation courses  
Knowledge of the geographic and demography of the area I live in  
Realistic understanding of my capabilities and limitations in emergency situations  
Positive acceptance of neighbors of diverse backgrounds; I try to get along with people  
Integrity  
Commitment to improving my skills for emergency situations  
Positive attitude  
Optimism  
Enthusiasm  
Gratitude and sincere appreciation that compels generosity/sharing  
Honesty/Integrity  
Some humility, but working on more  
Persistence and confidence – knowing that giving up is not an option and the power of belief can accomplish amazing goals  
I care about our community  
I do what I say I'm going to do  
Can be trusted and I care  
Will do what it takes when needed  
Longtime resident in the community I know it well and many of its citizens  
Willing to learn  
The value of assessing and mitigation of risks  
The value of volunteer service for something I love deeply – the fire service  
The honor to be involved as a senior citizen and contribute what I can  
The joy of involving others in serving, as I did at SKFR years ago, until my folks required my 24/7 as a caregiver  
Using all that experience to the good of NMRFA

Serving God by helping others however I can  
Contributing to the good of the order  
As a CRT member the values that I personally bring are values instilled in me as

a youth and still guide me as an adult. These values are expressed in the Scout Law: Trustworthy, Loyal, Helpful, Friendly, Kind, Obedient, Cheerful, Thrifty, Brave, Clean, Reverent

### Strengths

Adaptability  
Current plan continues to be relevant in terms of strengths  
Resilience  
Great EMS customer service  
Strong focus on training  
Incredible volunteer/resident program (provides extra staffing)  
Great at accomplishing tasks, sometimes with minimal staffing  
Great leadership  
Strong focus on fire prevention  
Good community outreach  
Able to maximize on limited financing (equipment/grants)  
Good focus on planning  
Provide experience for residents  
Respond to 911 calls in a timely fashion  
Provide opportunities for volunteers  
Elevate volunteers with no fire experience into professional firefighters  
Staff is generous and professional  
Great relationship with the public  
Great leadership  
Family-like atmosphere  
Constant drive to grow as an Authority  
Flexibility for volunteers to have other jobs and time for family  
Training (especially for the first few years of employment)  
Limit bureaucracy in most decision-making  
Stable finances  
Community support  
Capital purchases and facilities (compared to similar sized/funded)  
Beginning to incorporate emerging technologies into day-to-day operations  
Empowerment/free range to explore new opportunities

Great relationship with community  
Stay on top of up-to-date training – both fire and medical  
Eager to get personnel to training  
Keep personnel informed  
Amazing staff  
Relationships with community (interaction)  
Able to adapt on any call  
Training opportunities  
Good communication within department  
Handle call volume appropriately  
Stay professional  
Financial security/lack of debt (and fiscal management)  
Community trust/community support  
Risk reduction programs  
Equipment  
Trained/educated crews  
Experienced crews – competent, tribal knowledge, ownership  
Overall leadership and organized focus on “doing the right thing”  
Customer service is balanced between internal and external  
Patient contact/care  
Versatility  
Training sessions  
Relationships with hospital, M51, A31  
Relationship with community  
Trust in students  
Treating staff with kindness and consideration  
Patience with one another  
Having each other’s backs/comradery  
Strong community support  
Strong leadership  
Desire to improve  
Community support/involvement  
Financial stability

Commitment to training/development  
 Commitment to logistical support of operations  
 Successful resident program  
 Adaptability  
 Community involvement  
 Professional career staff  
 Solid leadership at all levels  
 Good community relationship  
 Great ability to adapt in tough situations  
 Giving opportunity for students to learn/get hands-on experience  
 Good community relations and trust  
 Ability to recruit/hire good quality people  
 Good/stable finances and financial management  
 High quality and quantity of training  
 Dedication to development of personnel – personal development and professional development  
 Progressive thinking and actions
 

- Strategic thinking/planning
- Modern practices utilized
- In-tune with available technologies

 The RFA's greatest strength is its crew members, administration and staff who maintain its commitment to high quality patient care and professionalism;  
 An earned, trusted relationship with the larger community;  
 The RFA's focus on service to the community is supported through its focus on education, training and preparedness of employees and on the health and wellbeing of all members;  
 A major strength is strong leadership at all levels;  
 The ability of members to come together to make bold plans;  
 A BOC that is able to openly discuss critical matters.  
 The high caliber staffers that serve the Regional Fire Authority and its community  
 Great people  
 Helping in times of need  
 Equipment

Highly trained crews  
 Very intelligent people  
 Community involvement and awareness (letting people know what's happening)  
 NMRFA Leadership Team  
 Respectful and supportive relationship with the community  
 Professional, caring, compassionate and extremely competent career and volunteer staff  
 Ability to identify and attract young potential team members  
 Strong emphasis on education and personal growth  
 Ability to identify individual strengths and aptitudes and encourage them  
 Overall caring attitude of staff  
 Community outreach, including CRT and special programs  
 High level of professional skills and training of paramedics, EMT/firefighters  
 Frequent communication with North Mason residents  
 Acknowledging the accomplishments of NMRFA permanent and volunteer staff  
 Providing training to all NMRFA personnel  
 Always soliciting ideas for improvement  
 Consistent professional, reliable, efficient, and timely 911 response service. The skill level of NMRFA personnel responding to 911 service calls is very unique in the sense that unlike a major metropolitan area, authority responders are very well cross trained to handle both in town and extremely remote location calls. This wide variety of call territory requires extra planning skills for insuring both qualified talent and apparatus arrive timely on scene.  
 Reduced 911 call volume allows for higher quality of service for each incident. In other words, I feel NMRFA personnel are able to spend more time with each service call, rather than being rushed and exhausted – which often reduces the quality and care as well as increases the risk of making mistakes and failing.

The ability to keep and hold the communities trust, respect and support consistently  
 The quality of leadership, ongoing training, and advancement opportunities  
 Transparency  
 Fiscal responsibility; ability to take advantage of grants that come up  
 Always looking at what future needs may be  
 Great personnel development and outstanding communications with the public  
 Training – continuous in nature to its staff; opportunities at the National Fire Academy in Emmittsburg, Maryland are a crucial part of the N. Mason RFA

### Challenges

Ability to respond to multiple calls  
 Staff retention  
 Communication  
 Managing change (moving stations & hwy 3 bypass)  
 Aging fleet in outlying stations  
 Staffing levels  
 Dealing with internal mental health  
 Retention & succession planning  
 Aging apparatus/equipment  
 Internal communication within department staff  
 Lack of staffing with increased call volume  
 Increased call volume with growing community  
 Planning for possible growth of urban communities  
 A standard on giving resident badge after graduating academy  
 Maintenance on transporting rigs for the comfort of patients  
 Lack of diversity  
 Giving experienced residents opportunities to work other shifts  
 Reimbursement for testing isn't enough  
 COVID-19 precaution not taken serious in the summer

The Authority has a unified approach to calls because of its ability to retain those in Leadership positions  
 Another strength would be flexibility it has demonstrated for college completion for its staff  
 Fast response  
 Good personnel  
 Good leadership and communication  
 CRT Program  
 Community Outreach – CPR instruction  
 Positive, caring people  
 The greatest strength is positive attitude displayed by members. Citizens can depend on them to provide immediate response and competent care.

Individualism/personal pride within leadership positions  
 Retention, succession planning  
 Individual development, strength exploitation  
 Communication – specifically intent, reasons, justifications  
 “The way we've always done it” mentality  
 “That's above your pay grade” or “that's why I have the bars/bugles” mentality  
 Lack of shared experiences (i.e. “27 is a vacation” vs. “27 is the BLS car responding to Twanoh at 3:00 a.m.”)  
 Blurred lines between friends and supervisor/subordinate when discipline is necessary  
 Technology – limited radios, reporting program, MDT  
 Equipment, PPE – difficult acquiring everything needed  
 Clear communication forums on day-to-day training, station evens  
 Organizational infrastructure – aging equipment  
 Need for improvement in communication (pretty darn good though)  
 Maintain career personnel  
 Increase staffing for each shift

Continue to provide training opportunities  
 Train residents the same on all shifts  
 Provide more department training as a whole  
 Organizational discourse – differing views on organizational culture  
 Leadership roles need to be better defined  
 Organizational efficiency – do we have more than one person working on a single-person project; conversely, do we have only one person working on a project that should have several. Should we consider having a full time maintenance person?  
 As the community grows in diversity, can we communicate (translate?)  
 Need technological updating for communications and logistical improvement  
     MDTs taking on comms function instead of just (over-burdened) radios  
     More radio repeater sites to enhance coverage  
     INTRA-net at NMRFA to communicate up/down/lateral in COC  
 Define our mission more proactively  
     EMS vs Fire vs tech rescue, etc.  
 Staffing – we need more people on the line  
     We need a dedicated training officers on days  
 Short-staffed on career positions  
 Outlying stations outdated/old  
 Available training classes for residents  
 CRT response  
 Retaining a well-trained and professional workforce  
 Achieving adequate staffing levels to facilitate the growing call volume  
 Dealing with the changing landscape due to the COVID-19 pandemic  
 Staying up to date with changing technology  
 Keeping training fresh and relevant  
 Finding new ways to integrate a volunteer force that compliments and supports operations

Continue to support mental and physical wellness  
 Being able to respond to more frequent, more intense wildfires and other events related to climate;  
 Being able to respond to population growth in the district and region;  
 Being able to respond to new health challenges. i.e. the pandemic, opioid crisis;  
 Determining how to be involved in non-emergency care;  
 Reaching out to diverse members of the community and to the homeless;  
 Maintaining strong communication internally and externally;  
 Recruiting and maintaining volunteers;  
 Maintaining a strong financial profile;  
 Creating and updating policies that reflect professionalism and support expert delivery of services  
 Retaining Experienced Staff  
 Resistance to positive change  
 Following our own policies: e.g., Annual Commissioner Board elections etc.  
 Maintaining transparency between the Board and the NMRFA  
 Growth  
 COVID  
 Drug users  
 Mental Health  
 Retention of outstanding and highly trained personnel.  
 Rapid growth resulting in “being spread too thin”  
 Continue to strengthen and enhance the “Rehabilitation Program” - emphasis on the health and safety of our firefighters and being proactive with preventative procedures  
 Continued laser focus on fiscal responsibility  
 Need to maintain and improve spirit of community involvement  
 Retaining responders  
 Increased staffing stations 27/81  
 Increasing higher levels of training and involvement of volunteers and CRT

Maintaining adequate budget to support outreach programs, personnel training, adequate staffing, facility upgrades and equipment repair/replacement  
Locating and retaining good personnel  
Managing best use of \$  
Communication and consumer data management  
Retention  
Keeping up with ever changing regulations and training and certification requirements  
Predicting what kind of growth North Mason may experience in the next few years  
More and more expectations of what the organization should provide and not provide  
Being prepared for major disasters  
All response during this pandemic  
Expansion of service in outer areas of North Mason County

### **Opportunities**

Still relevant from 15-20 plan  
Emphasis on partnerships (training, county-wide EMS)  
Improve response model (standardize A, B, C)  
Staffing, ability to respond/manage multiple calls  
Improving officer relationships/communication up and down the chain  
Retention of employees/creating positive culture  
Special ops (wildland, water rescue – increase participation; EOGs; create special programs for employee participation and engagement)  
Water rescue – department boat (more emphasis on training)  
Continue to strengthen relationships with neighboring agencies  
More emphasis on wildland training/deployment opportunities  
Possible merger of North and Central Mason  
More public education at schools/local businesses

Its biggest challenge is the geographical broadness of the fire district's boundaries  
Needing four-wheel and all-wheel drive vehicles to access some of the more remote areas, including the Department of Natural Resources lands  
If the nature of calls are water related, lack of access via watercraft is a factor; will the rescue swimmers eventually age out of the profession  
Managing and serve an increasing population, widely spread out, remote areas  
Language barriers  
Large amount of low income people in Mason County – second poorest population in WA state, next to Grays Harbor per NM Resources  
A big challenge is a small number of first responders compare to the population spread out in a large area

More fundraising events with community (like pancake breakfast at Taste of Hood Canal)  
Non-emergency care delivery  
Add another shift  
Program for volunteer to obtain paramedic license  
Training with other agencies  
Unique staffing (volunteer or part time paid BLS car, etc.)  
Resource sharing – partial responsibility toward response of high risk-low frequency incidents (SORT)  
Mergers/ILA  
Regional cooperation – joint Kitsap/Mason programs  
Stay ahead of felt equipment obsolescence  
Build and solidify an organizational identity/pride  
Community education (CPR classes; stop the bleed)  
Community paramedicine – community health check clinics  
Joint training (District 3, Central)

Monthly district training – every month  
volunteers, CRT and career train together for  
one day every month  
Figure out how to handle frequent fliers  
appropriately  
Continue building relationships with  
neighboring communities/departments  
Increase resident program to three years  
with last year going to medic school for  
those wanting to  
Explore increasing staffing  
Aid unit staffing during day  
Wildland  
Continued work on internal customer  
service  
Staffing  
Trust  
Communication of vision from top down  
Looking at other Districts (6, Central) to  
combine resources and work together  
Work/influence dispatch  
Leveraging grant opportunities for staffing  
and program expansion  
Reach out to and engage the  
Guatemalan/Latin American community in  
our district  
Capitalize on a growing community to  
increase staffing levels  
Continue to develop relationships with  
mutual aid partners to enhance operational  
capabilities  
Continue to promote and build our CRT and  
volunteer participation  
Technology upgrades such as MDTs for  
responding apparatus  
Partner with the Hispanic and Guatemalan  
population  
More public involved events to promote  
safety and proper 911 use  
Events like Safety Days for schools (more  
often?)  
More public interaction  
Partnering and combining with neighboring  
agencies to increase efficiency, service  
levels and reduce redundancy

Incorporate more technological upgrades  
to increase capabilities  
Fire inspections and pre-plan  
availability  
MDTs for dispatch info  
Rig check software and an overall  
INTRA-net for in-house communications  
Creating additional formal and informal  
agreements and relationships with  
neighboring fire districts, other community  
organizations, and regional organizations;  
Enhancing our relationship with non-native  
English speakers and liaisons;  
Maintain our outreach to high school  
students and other young people;  
Enhancing our cooperation with law  
enforcement, where appropriate, by  
sharing a campus;  
Increasing our knowledge of sustainable  
practices;  
Establishing more partnerships for non-  
emergency care;  
Exploring partnerships with Guatemalan  
religious and service organizations;  
Explore how the CAC might reach more  
people;  
Explore more ways to reach low tech  
households  
Partnerships with other agencies  
Strengthened diversity and inclusion  
Depends in President and economy  
Growth  
New fire department (blessings)  
Maybe more water rescue preparedness –  
Hood Canal and lakes  
Taking advantage of responsible growth  
opportunities for NMRFA  
Innovative “thinking outside the box”  
Never give up on a worthy goal, try another  
approach  
Gathering new ideas and programs from all  
over the country and embrace those that fit  
with our agency - why reinvent the wheel?  
Hispanic community involvement  
Use community “pride and positivity” over  
new station to be (81) in Tahuya to increase



interaction and support between community and NMRFA  
Research and apply for state/federal grants to improve operational methods, personnel training, and equipment  
Team/personnel recruiting of lifetime employment/service. Given the current employment marketplace, it appears a shift in lifestyle attitudes and habits will provide NMRFA with an employment advantage that most EMS/Fire Districts will not be able to provide due to geographic locations. The ability to expand in a positive way with the new facilities  
Grant applications for federal assistance

### Threats

COVID  
Economy  
By-pass  
Aging population  
Anti-tax groups  
Continuation of uncertainty with urban growth trends  
Unpredictable weather patterns due to climate change  
Continuation of keeping on community's good side to ensure levies and other community support  
Terrorism – bio/chemical (lack of hazmat in local area)  
Precaution for COVID  
Growth within the community  
Growing operational costs, limited revenue increases  
Reduction in volunteer involvement/overall benefit  
Growing anti-tax movement  
Potential community cultural shift  
Predicting/staying ahead of type and value of service requests/calls  
Rapid growth of North Mason  
Increased weather patterns and ability to handle with current resources  
Possible growth within community

An advantage of the department should be the planned new department building, with a presence of county emergency management division and the sheriff's division all on the same property  
Please consider the Tahuya Fire Station 81 old station remodel, phase II, as soon as possible so as to foster good and better relations with Tahuya residents  
More grant applications as available  
Continue to attract and recruit good people; volunteers too  
Education of adults and children on emergencies and prevention

Preparing for weather disasters (wind storms, snow storms, etc.)  
Central Mason continues to be the gigantic roadblock in the center of the County  
Mental health is underfunded and swept under the carpet – until they call 911  
Potential for explosive growth – we may get behind the eight ball  
People losing faith in the fire department, similar to law enforcement. Something in a different county affecting us.  
No pre-plan/inspection info available to response crews  
Better but still fragile radio communications during responses  
Budget changes or shortfalls in the community relative to COVID-19  
Aging fleet of response rigs (engines and tenders)  
Lack of volunteer spirit/ability within the community – creating a gap in our volunteer/CRT program ability and functions  
Belfair bypass, unknown when it will be finished  
Unknown how population growth will continue  
Paramedic staffing – 2<sup>nd</sup> PM unit

Being unprepared for a high risk, low frequency even such as an earthquake  
Loss of community trust and support  
Physical and mental health associated with an aging workforce  
Lack of depth in succession planning  
Future pandemics or a sustained fall out from COVID-19  
Increasing wildfire events/climate change  
Population growth  
Area infrastructure needs or changes  
Aging population  
Reduction in volunteers  
Misinformation sources  
Novel diseases  
Unpredictable North Mason growth trends create uncertainty in operational and financial planning especially during the COVID19 Pandemic  
Disease - COVID  
Drugs  
Fire – possible wildland fires in our community  
Floods  
Tornadoes?  
Economy collapse  
Losing highly trained personnel to other agencies  
Overwhelming leadership with increasing agency responsibility and community involvement

Gridlock on Highway 3 through Belfair, with the increased development that some want accompanied by lack of bypass  
Lack of planning on Highway 300/Union River bridge replacement before an unexpected failure of bridge  
“Poaching” of key personnel by other fire/emergency organizations  
Increasing population of both permanent residents and transient/homeless people who require more engagement of NMRFA services/equipment  
Internal discourse is always the biggest threat for any team or family. No matter how selective the leadership is in recruitment, they must always be alert to even the slightest signs of selfishness and be ready to take corrective action. The team chemistry is everything when it comes to implementing plans and achieving the NMRFA goals.  
Possible political/ideology differences that could cause the team to become fractured  
Too much growth too fast is always a challenge to any organization. Trying to keep all the great personal qualities a small organization has is delicate at best.  
Public mental health factors  
COVID-19  
A hypothetical threat would be a shortage of trained responders

## THEMES: VALUES/SCOT ANALYSIS

### Core Values

Safety  
Professionalism  
Community Interaction  
Learning (ongoing)  
Customer Service/Patient Care  
Operational Readiness  
Training/Performance  
Accountability

Adaptability  
Teamwork  
Trust/Integrity within Organization  
Employee Well-Being  
Work Ethic  
Personal Character  
Communication  
Value NMRFA Members (staff/volunteers)

### Strengths

Professionalism  
Staff  
Leadership  
Adaptability  
Training/Dedication to Development  
Internal Programs

Community Relationship/Community Support  
Volunteer/Resident Programs  
Financial Stability/Financial Management  
Customer Service  
Fire Prevention/Community Outreach  
Good Work Environment

### Challenges

Demand vs. Supply  
Diverse Community  
Aging Population  
Growth Management  
Staff Retention  
Communication  
Aging Equipment/Facilities  
Fleet Maintenance

Training/Development  
Technology/Supplies  
Physical/Mental Health  
Mentality/Perspective of Staff and Leadership  
Staff Diversity  
Staff Levels

### Opportunities

Grant Funding  
Training  
Training with Mutual Aid/Other Partners  
Resource Sharing/Building Relationships with Other Agencies  
Special Operations (water rescue, wildland)  
Technology  
Public Education/Outreach to Diverse Communities

Non-Emergency Care/Paramedicine  
Increased Staffing/Retention  
Public Interaction (community functions/fundraisers)  
Frequent Flyer Education/Mitigation  
Resident Paramedic School  
Communication (top down)  
CRT/Volunteer Programs  
Tahuya Community Relationship

### Threats

Community Growth/Infrastructure

Aging Community  
Staff Retention  
Economy/Finances/Anti-Tax  
Health/Mental Health (community and staff)  
Community Support  
Climate/Weather  
Service Preparedness  
COVID-19  
Lack of Volunteers  
Aging Fleet/Facilities  
Homelessness/Addiction

## MISSION, GOALS, STEPS

**The North Mason Regional Fire Authority's mission statement is "To Safeguard our North Mason Communities". Does this statement still adequately capture the Authority's mission?**

Yes

To me, it seems incomplete; not as comprehensive as we are, yet I have an appreciation for being concise. My thoughts: To Safeguard the Health, Safety and Well Being of our North Mason Communities.

Absolutely brilliant right to the point spot on!

Yes, but maybe add the word "Efficiently" or "Responsibly".

Yes

Yes

I am extremely impressed with the short mission statement that covers all contingencies and is a go to guide when making decisions on what to do

Yes

While adapting to the growth of our community

The mission statement is still relevant and appropriate

**To continue the Authority's organizational success what should the Authority work to accomplish over the next five years?**

Ensure the ability to communicate with all North Mason residents at all times

Continue to identify future agency leaders and support them in their personal and professional growth

Continue to acknowledge excellence and achievement in and out of the agency

Successful completion of construction/remodeling/beautification and updating of current NMRFA properties.

Plan for growth

Better retention if possible

Keep working on improving outlying stations, equipment and personnel

Keep training for leadership within the organization

Continual recruitment of like-minded "lifers" to the RFA; this is the most important task I see to maintaining success

Management of \$

Transparency of agency goals and spending to accomplish said goals

Outreach program to involve consumers in identifying and prioritizing goals, as well as being critical/auditing the NMRFA performance

The path is clear; we have a full plate of identified tasks

Accomplish prominence in the North Mason community for education and emergency response

Please continue the website updates and the social media, e.g. Facebook posts. There are many people who follow these posts

Recently there have been news "pieces" in the Mason County Journal

Consider more prevention involvement in community. Lacey does a great job. At SKFR, we installed smoke alarms in homes, not just handed them out to sit on shelf possibly.

Continue to build trust and credibility with staff, commissioners and the public

Overcome resistance to change

Increase wildfire preparedness

Increase environmental sustainability practices  
Maintain a leadership role in addressing substance abuse  
Develop a community medicine program  
Build a South Shore Apparatus bay or Station

**For each accomplishment listed, what actions steps must be completed in order to achieve each desired accomplishment?**

If not already existing, establish a list of all languages being spoken in North Mason with an "on-call list" of NMFRA (or other) personnel who can speak that language and be available on a "24/7" basis.

Event Team: Group specifically tasked with planning community events each year and putting in place a team of volunteers for each and does a written evaluation of the event for future years.

Community Safety team: Perhaps a group of retired builders or handy people who would provide a battery replacement service for smoke alarms. Senior citizens should not be climbing on ladders to do this task. Our Green Valley, AZ team works by appointment, has a pickup truck and ladders, charges \$20 for the service and provides the batteries. That could also be a donation program.

I continue to support the idea of a Nurse Practitioner who works with the agency and also can see people who need follow up, have limited mobility, at home as a service to the community. May be a good use of tele-medicine. We also offer that service in Green Valley, and I can do the research on how it works if interested.

I would love to see our "emergency address sign" program blanket the community, so we don't lose time trying to locate emergency aid calls. This might be a good team project for the "handy persons." I could see advertising for retired people who would like to serve their community.

Finally, I wonder if there is some way, within HIPPA guidelines, that we could have a follow up program for people with traumatic injuries, illnesses, aid calls and families of a death in the community. Could be done by phone, handwritten note or an in-person visit. You may already do something like this, and I am not aware of it. Just seems like a nice caring touch for the community.

Keep close tabs on upcoming housing developments coming to our area.

- Keep track of new business that are moving into the area and nearby.

- Speak with community leaders and economists about predicted growth.

Recognition for time served

- In-house promotion potential

- Leadership training

- Good quarters and working conditions.

- Pride in community

- I'm sure doing all of these and more

Keep up and inspect on a regular rotation

- Keep fiscally strong to take care of things as needed

- Always looking for grants

- Again, all things you already do

Continue to look for new opportunities to teach leadership skills

- Willingness to pay for high quality leadership training at all levels.

Continue to lead by example

Create and maintain a talent profile rating system that objectively assist in recruiting like-minded personnel.

Create and maintain an applicant profile system that continually provides AAA+ applicants ready to fill any vacancies. This includes all positions including the Chiefs. A good team will always have personnel – including CEO's, on the “practice squad” just in case the need arises. Regarding \$, the department needs to continue to budget as well as identify and forecast future financial needs. These budgets and forecast must continue to be transparent and when possible, advertised to the consumer for input.

Regarding agency goals and spending to accomplish said goals... It might make sense for the agency website to maintain a graph that depicts spending and the timelines as goals are progressively accomplished.

Finally, and this may be happening already, regarding an outreach program to involve the consumers in the identifying/prioritizing goals phase of planning, I think using the agency website and public meetings, it might make sense to have a section on the website – as well as during public meetings, for consumers to write and voice goals, objectives, projects to be considered by the agency. The website could also allow the agency to assign an approximate cost to the projects and rate them in the agencies priority system. The website and public meeting could also invite both praise and criticism as well.

On this same issue, I would recommend an annual audit to see how well the agency did at accomplishing it's goals. This internal audit then could be placed on the website and talked about during the annual public meeting. I currently use this process every year in two independent annual corporate meetings. During each annual corporate meeting, we review the ending years goals for accomplishment and use the information for establishing the next years goals. The meeting minutes kept, reflect our discussion and offer a satisfying document of accomplishments and future plans.

Press on with all personnel involved

Teach citizens on a regular basis in CPR, first aid, wellness, fire prevention, and safety. Train NMRFA members continually to be prepared for emergency response.

First aid/CPR training

Emergency (fire, flood, earthquake, windstorm) planning for home and interaction in NMRFA and MCSO and PUD3

Health, nutrition and exercise classes

Safety Days, picnics, potlucks, Tahuya Days, BBQ, open houses

Safety seminars on hazards on homefront

Outreach and involvement of Trails End, Maggie Lake, Haven/Wooten Lakes, Tiger and Panther Lakes, Dewatto, Belfair View communities

Continue providing bike helmets, life vests, smoke detectors, 911 signs

Consider a group to train, lead and send out to offer free home safety inspections and install free smoke alarms as needed

Consider procurement of strobe smoke alarms for hearing impaired residents (they used to cost around \$100 each early in this century; was a grant item possibly at SKFR), we installed a few of those

Transparency is essential to achieve all desired accomplishments.

The Fire District has successfully transitioned to a Regional Fire Authority. With that said, it's obvious that there are increased duties, responsibilities and accountability that should be reflected in relevant job descriptions coupled with annual performance evaluations.

Increase wildfire preparedness

- Continue and expand research and predictive modeling for our state
- Identify most likely ways to increase preparedness
- Partner with existing and new entities to enhance response
- Determine how to enhance recruitment and protect firefighters who frequently fight wildfires
- Earmark additional resources for wildfire response
- Increase education to the public on wildfire prevention and response

Increase environmental sustainability practices

- Define greater sustainability as a goal for the RFA to achieve and track progress toward achievement
- Identify current practices that now support sustainability
- Identify new efforts that can be made, i.e. use of energy saving practices and technology where feasible in construction and operations
- Share with the public the efforts the RFA is making and the progress made

Maintain a leadership role in addressing substance abuse

- Continue to play a role is bringing Mason County partners to the table to meet, share information and cooperate; others partners can sometimes convene the bi-monthly meeting
- Continue to bring new partners to the table
- Continue and enhance prevention efforts with the community using in-person and online formats

Develop a community medicine program

- Continue tracking and documenting the need for community medicine
- Develop goals for such a program
- Identify how a small version of a program could be implemented should grants or resources become available
- Determine what patient support for such a program would be
- Be prepared should appropriate health care partners emerge for such a program

Build a South Shore Apparatus bay or Station

- Research the need and benefit of such a station
- Identify possible partners in the effort
- Assess community interest and willingness to support



## OBJECTIVES: ACTION STEPS

**The NMRFA has set an objective to improve succession planning at all levels and for all functions in the organization. Succession planning would include identifying, preparing and developing personnel for their next “roles”, whether it be program/project management or taking on a formal leadership role. What specific action steps can the NMRFA take to improve succession planning?**

Identify people who are interested in the various roles/positions that need someone to take over  
The development of task books has been beneficial in the development of personnel; continue building upon this work and create books for career personnel based on paths they may want to take (medic school, officer, wildland, special operations, etc.)

Delegating more training to firefighters and paramedics, give them an opportunity to teach more classes, create training and provide training to the different shifts

Encourage committee participation at the firefighter and paramedic level

Create the same basic on-boarding process for each member career/student/CRT; new members especially, students seem to fall through the cracks with IT systems (PSTrax, Samepage, ERS etc.)

**The NMRFA is seeking to improve its formal recognition programming for its membership and take more of a formal opportunity to celebrate the organization's formal accomplishments and achievements. What specific action steps can the NMRFA take to improve its formal recognition and organizational success celebration programming?**

Continue yearly department dinner

Publish individual milestones publicly i.e. Facebook/insta, newspaper

Timing – not all recognition needs to be held for the department dinner, example: life-saving award could be given at a Commissioners meeting, recognition could be disseminated through Friday email updates, Samepage or other platforms; department dinner could be saved for bigger achievements like firefighter of the year

Line officers should take a more active role in recognizing their career, volunteer and support staff throughout the year

**The NMRFA wants to make sure that all its personnel are properly trained and prepared for accomplishing the NMRFA's mission? What specific action steps can the NMRFA take to improve its readiness training and development?**

Create a list of standard classes that everyone takes – common baseline training

Standard first weeks – week/two weeks of days.

Have a plan for members off probation (years 2 and 3)

Post-probation binder (five-year plan)

Create a plan for and fund a training ground plan/facility

Training props

Training facility

With our new station bring more outside training to NMRFA

Define what specialty training is beneficial to the Authority based on the potential for realistic hazards we face and mitigate on our own; example: water rescue, wildland, low angle rescue, vehicle extrication, ATV's – develop experts in these areas, define required training for the

experts and allow those employees to develop basic training levels, EOGs and annual training requirements for all employees, vetted through training committee  
Create task book for after probation on recommended training for employees' year 1-3  
OTEP is once a month but is more of a do-it-yourself system with short one-on-one practical;  
expand on that more and provide additional realistic training for crews (example traction splints, using specialized equipment, epi for anaphylaxis, CPAP, etc.)

**Internal communication is constantly being worked on at the NMRFA. Specifically, we are working on how we communicate messaging throughout the Authority (up and down the chain of command), how we provide members with feedback and how input is received from members of the organization and then properly shared. What are some specific action steps that the NMRFA can take to improve internal organization communication?**

Do not over app; too many apps/computer programs to communicate on/with  
Guidance/training on what is ok communication with open door/chain of command  
Through work completed in the last 5 years we developed a lot of systems through trial and error, some worked some have not. Here is a brief list of things we tried to improve communication:

- Friday breakfast
- Weekly video update
- Samepage
- Email updates
- Friday meetings
- Restructuring leadership groups
- Communication training
- Policy updates

Through this work we are constantly changing and improving the way we communicate. The systems we currently have in place seem to be working and should continue: Friday officer updates, Renee weekly updates, Capt/LT meeting, quarterly officer meeting, annual organizational meetings, Samepage has stuck but we should review and work to create more organizational buy-in, additionally, we should look at our communication policy and review and revise to best-practices.

**The NMRFA has worked hard over the past five years to retain its personnel (volunteers and career staff), however there is still more work to do in this area. What specific action steps can the NMRFA take to improve member retention?**

Increased incentive for volunteering i.e. stipend, per transport.  
Volunteer training program/requirements/standards; enforce for volunteers that do not meet the standards/training  
Increased resident stipend per transport; clearer expectations of the resident program how many days required; dedicated live-in resident station (81 or a new 23?)  
Maintain competitive compensation for career members  
Having on-boarding system dialed in i.e. new people have everything before they start  
Communicate to staff and public what the triggers are and the cost of hiring one more career staff member per shift  
Are ops bonds an option?  
With the strategic plan especially with the goal in mind of retaining employees we should regularly revisit and communicate changes we make to specifically decrease attrition; for

example, if we recreated a communication policy, we could survey crews based on the specific topic (in this case the policy) to seek more clarification if the system/policy we created is working

One thing we discussed several years ago was creating "The North Mason Way" this was taken from Phoenix Fire, it is a document that describes the positive aspects of the organization the union and volunteers and the work we do; it includes organizational expectations, the labor management relationship; it briefly describes what we take pride in, why we take pride in it and how we communicate with each other and solve problems.

Develop a safe way for employees to communicate suggestions. Could an anonymous email account be created? Suggestions that don't want to be shared openly could be moved up or down the chain privately. We recommend the information gets shared with the captain which then could be discussed and addressed up or down the chain based on the suggestion

Build upon a safe, positive and friendly work environment. Create a culture where trust can continue to be fostered and enhanced. We believe we have improved on this, but we still have a lot of work to do.

Create a "be nice" culture

On-boarding starts with students our future career members; bring them into a positive culture train them well, treat them well

**The NMRFA has been working for some time to do a thorough analysis and subsequent planning for its capital facilities (fire stations, training grounds, etc.). Are there any specific action steps that the NMRFA can take to help its capital facilities planning and analysis work?**

Put in trigger point (call volume/time management/new station) where NMRFA hires ground/facilities person part of full time (bring Lamb back)

Population triggers for new stations

Modernization plan of new station and other stations (when is it time to remodel)

When considering upgrades and new facilities the community's needs will be number one. We should also consider how capital improvements such as training grounds and props can have an equal or potentially greater impact when it comes to community needs.

With the purchase of the Trails property could we look to develop a facility that can meet the demands of multiple agencies such as: fire districts, law, PUD etc?

Some processes that get developed can be piecemealed in a way that creates frustration for the developers or the committee members. This could be due to communication, lack of buy-in, unclear expectations, etc. Can a process, template or policy can be developed that outlines the way capital projects are developed?

**The NMRFA has been working for some time to do a thorough analysis and subsequent planning for its vehicles and "significant" equipment. Are there any specific action steps that the NMRFA can take to help its vehicle and equipment planning and analysis work?**

Start buying two ambo at a time (one for 21 one for 27)

Start forecasting the need for specially equipment (air truck, ladder, boat rescue)

Review equipment needs, create fire engine equipment standards WRSB compliant for volunteer engines then the same for 21, 27, 81 and 21-2 all standard and make engine swaps easier.

Factors out of our control create apparatus issues. We buy an ambulance but are delayed by 6 months because it takes 1 year to receive the vehicle. Can we better forecast or plan for this?

**The NMRFA has been taking steps to modernize, improve, maintain and upgrade our facilities, vehicles and equipment. Are there specific action steps that the NMRFA can take in continuing this work?**

Seek ways to improve inputs. Create a standard that could be used for all new equipment (EMS, Fire equipment and apparatus) take advantage of survey monkey.

**Are there specific action steps that the NMRFA can take to improve is implementation and use of technology for Authority operations and functions? Are there specific action steps that NMRFA can take to implement technology to improve communication inside and outside the organization?**

Go digital – make a decision on ProPhoenix (let's go to ESO), no more paper reports, no more ERS

We need to improve the technology we carry on apparatus. Tough books on all apparatus (medic, aid engine 21, 27 and 81) crews are too busy to come back to the station and complete reports. A paperless template (off-line) system that can be used while on scene, transporting and returning to the station would be greatly appreciated. The current ERS system is very arduous for crews using both paper and computer. The data that ERS provides is good but there are better systems out there. We highly recommend looking at ESO which has really streamlined reports for CMFR. We understand this conflict with the potential of PRO Phoenix, but crews really desire a change to be more efficient.

**The NMRFA needs to conduct a comprehensive staffing analysis and then use that analysis to drive staffing planning. Are there specific action steps that the NMRFA can take to assist with staffing planning and analysis?**

Communicate to staff and public what the triggers are and the cost of hiring one more career staff member per shift

Communicate the barriers to hiring more people

There are several standards that exist through NFPA that show standards for response time and number of people required for specific calls. In order to meet those standards, the cost to the community is much higher than what they are accustomed too. Ideas for improvement:

- Engage community on standards and what they can currently expect from our staffing and what they could expect with an alternative model

- Analyze health and safety concerns for workers based on the expectations placed on them. Does staffing effect this?

- Tie staffing to budget increases to create a trigger mechanism (what is our current budget ratio to staffing? Is that normal? Once a budget/staffing ratio is established work to maintain it

- Analyze if the established ratio needs adjusting based on changes in call volume or other needs

- Analyze shift work/schedules to optimize worker health and reduce burnout and improve customer interaction and outcomes

- Analyze the best use of volunteer, CRT and student firefighters. Input versus output, cost efficiencies. How can we improve upon this? How can we best capitalize off the work provided by our volunteer staff.

- Mutual aid partners

Specialty positions can enhance our operations and ease workload on our operation staff, and this is appreciated. However, the operational work of fighting fire, training to fight fire, lifting people, transporting people etc. is manpower intensive. We can be proud of the work we do, efficient and lean but there is a toll this takes on the crews performing the work. A robust analysis of this work should be performed, and we should work to conform with the standards.

**The NMRFA needs to conduct a 'standards-of-cover' analysis and develop a desired 'standards-of-cover' objective to which it will work towards going forward. Are there specific action steps that can assist the Authority with conducting a 'standards-of-cover' analysis and determining a future 'standard-of-cover' towards which the NMRFA will work to achieve?**

Communicate run card – educate crews/officers on run cards; review run cards yearly to ensure accurate and up-to-date with staffing/department resources

Look at ways we can most effectively deploy resources that improves overall coverage, creates efficiencies, and reduces burnout. Can each station have an officer and a paramedic? They can cross-staff engine and medic and prevent swap outs or the 27 drivers from also being the m21 driver. This improves our ability to cover the authority and improves efficiency.

Can we look to always have a minimum of 5 on duty and leave an officer in District to make critical decisions without being consistently tied to a medic unit? This helps support both 21 and 27 during multiple calls. 6 on duty creates a third unit or an engine company. We are consistently relying on mutual aid for a medic unit or District 3 for an aid card. Those are not always guaranteed resources plus they have lengthy responses.

Look at future staffing and partnerships to increase staffing to the south shore.

**As the community and Authority evolves it seeks to take an "all-risks" approach to protecting the community. Essentially with "all-risk" the Authority can plan, prepare and adequately respond to any request for service. What are some specific action steps that the Authority can take to help it obtain an "all-risk" service delivery approach?**

Look at the past to predict the future: clusters of calls, high call volume areas, learning from past calls that did not go very well and how to improve/implement new training

Engage code enforcement for hazard houses/areas

Take the training recommendations previously highlighted under goal 1 question 3

Analyze staffing recommendations highlighted in goal 3 questions 1 and 2

Analyze and invest in what could happen versus what has already happened

How do we work with public and private sector partners to fill gaps in service the fire department can't deliver; QRT, mental health, prevention, etc.

Use of automatic callback for confirmed structure fires

Engage volunteers to assist after the emergency in returning apparatus back to service

**What are some specific action steps that the Authority can take to improve its work to address metal health and wellness for its emergency responders (volunteer and career)?**

Continue what we are doing and do not stall or lose site of objective

Steps are in progress to address mental health amongst providers

Organizationally continue to commit to this process

Seek out the workplace issues that add to workers burn-out and mental health

We think the recommendations we provided throughout this document helps in building up our employee base, reducing burnout and improving mental health

**The Authority has been investigating the implementation of a community paramedicine/crisis response program in North Mason/Mason County. What specific action steps can the Authority take to help implement this program?**

Focus on social work before community base paramedics

Look at PA/ARNP/RN based system

Ensure this is the right time to implement a new program versus focusing on current needs described in the staffing recommendations. Community paramedicine can work to positively impact the community and reduce workload but can it work in conjunction with current staffing needs?

What programs exist

Can this be self-funding?

Can we create a program where current members interested in PA or RN school can choose community medicine as a path?

**What specific action steps can the Authority take to increase its operational readiness and preparedness for 'high risk-low frequency' emergency incidents?**

Annual training/review for high-risk incidents/areas

Identifying our high-risk events that need training

Reference equipment, apparatus, training and staffing recommendations

Can the fire inspector be used for pre-planning?

Pre-plans on E21 haven't been updated in years, there is a large gap in knowledge for new responders.

What pre-plan programs exist?

Officers should have easy access to hydrant location, Knox, access issues, storage hazmat, building/construction types etc.

**What specific action steps can the Authority take to standardize its service delivery provision, (so that it's done the same way each time)?**

Too many captain's not enough sailors (standardized training/evaluation from shift to shift)

Consistent staffing models without needing to cross staff with different stations, keeping EOG's and SOP's updated, Uniformed shift to shift training and communication.

**What specific actions steps can the NMRFA take to improve its communication and marketing in the North Mason community?**

Engage typically underserved populations

Encourage/allow shifts to go out to dinner

Stay in tuned to new and changing social media platforms

Keep messaging funneled through a limited number of personnel

Reader boards

Regular Articles

Flyers

**What are some targeted and specific community risk reduction activities/campaigns that the NMRFA should engage in?**

Spring clean to clean your yard/house (a free load of trash for residents)

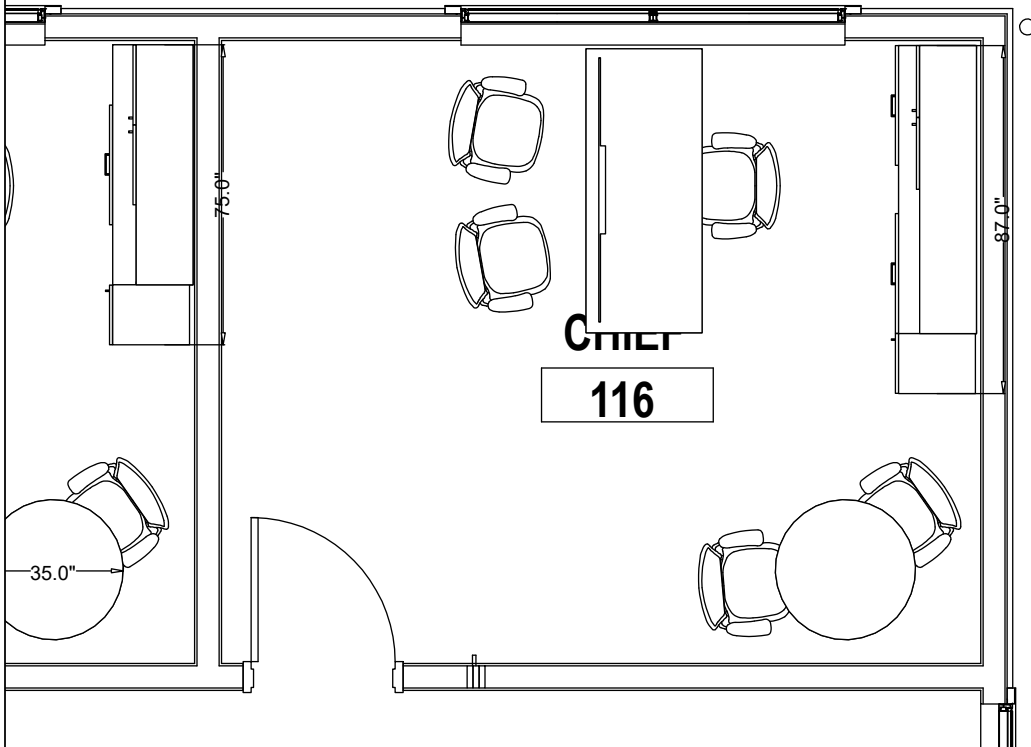
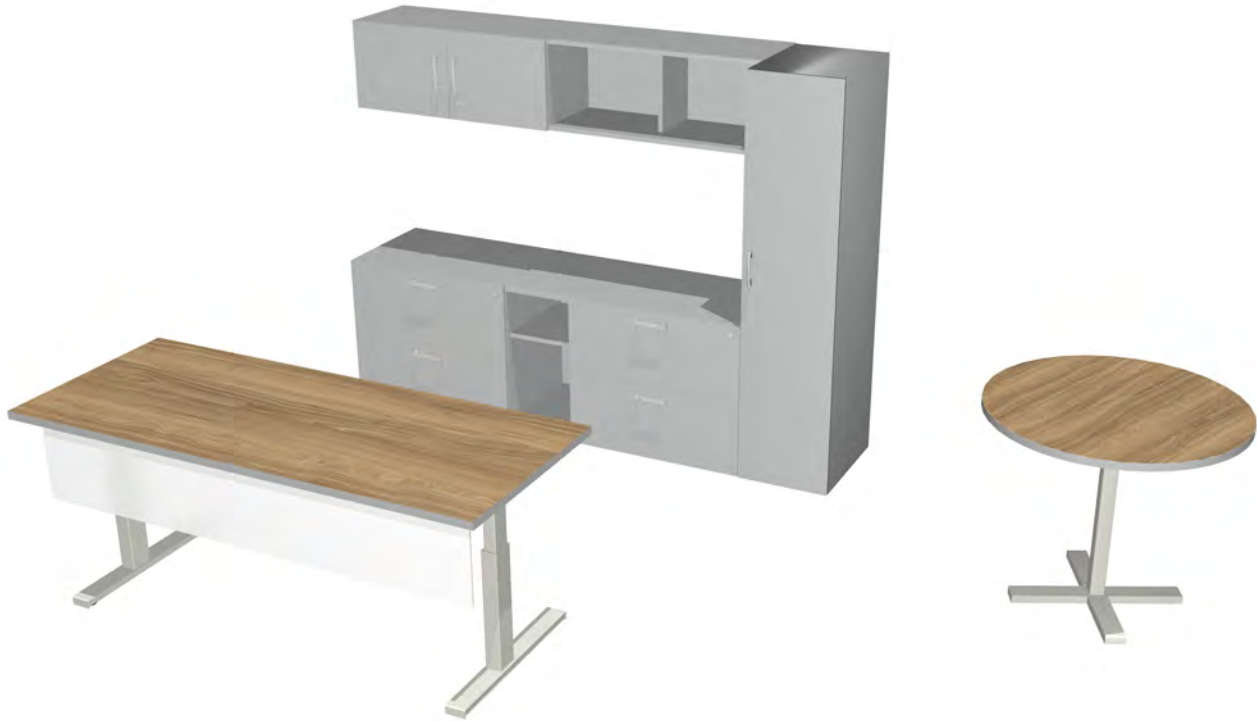
Continued community CPR  
School level education  
Engage in community events (smoke detector and address sign give away)  
Life jacket program  
We do a good job at this continued stay in tuned to trends

**What specific action steps can the Authority take to improve external agency (fire, law, county, DEM, etc.) collaboration and relationships?**

Invite MCSO/WSP to dinners/brunch  
Scheduled joint trainings with other fire and law agencies  
Dedicated liaison versus side-bar conversations  
Public safety campus will help  
Once public safety campus is in place maybe conduct occasion administrative meetings or trainings for the crews

**What specific action steps can the Authority take to fully understand the diversity and demographics of the community and what steps can it take to positively engage all sectors of the community?**

Send representatives to community meeting/ethnic and religious meetings  
Lean on fire prevention  
Engage through different community events  
Attend community meetings  
Involve groups to be part of CAC  
Encourage the youth to participate in our organization  
Work to understand how the cultural differences work against us when attempting to recruit  
Our current process for recruitment and retention of volunteers and career members creates an advantage for white males over female and other ethnic groups.



Scale 1/4" = 1'



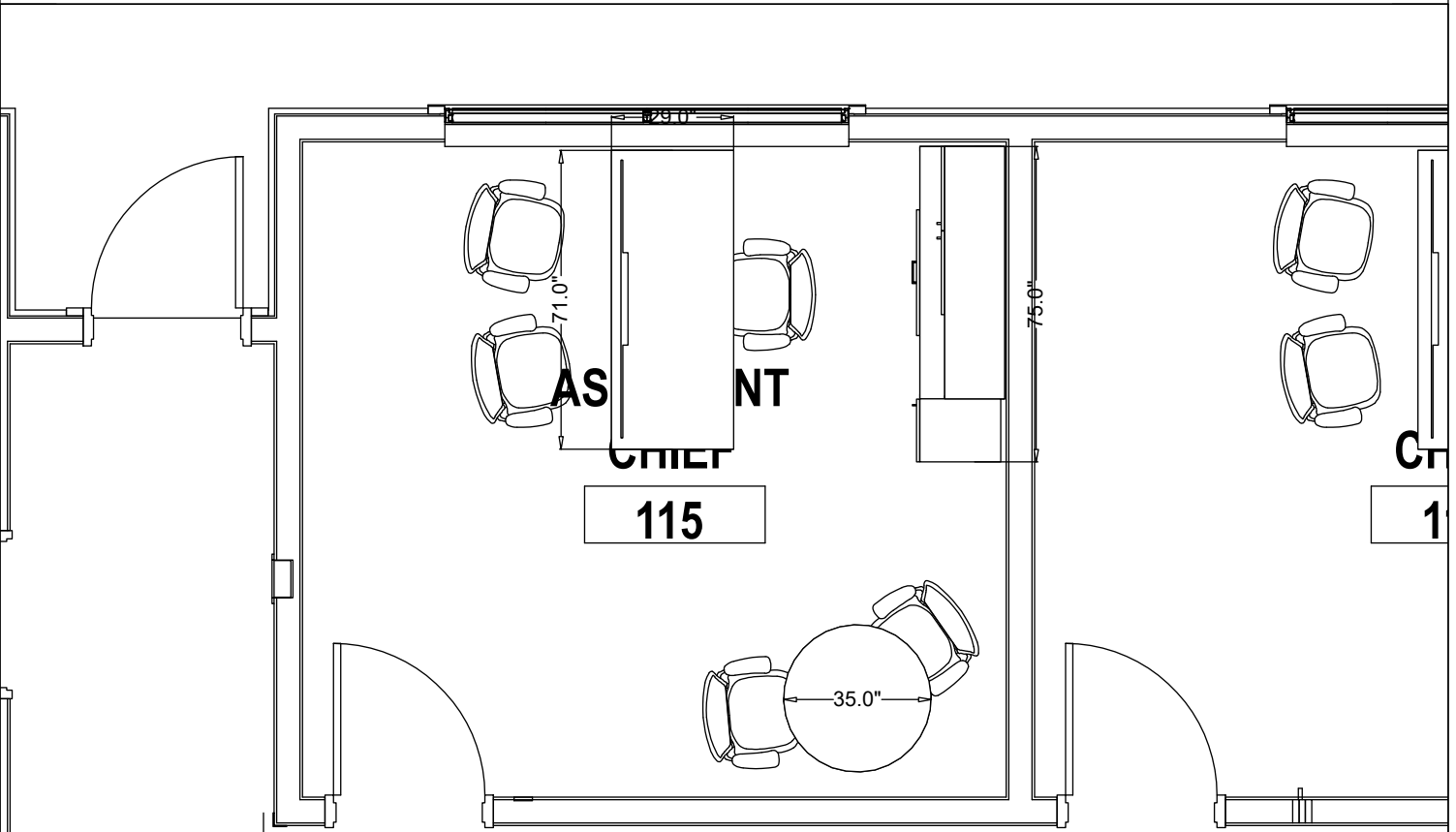
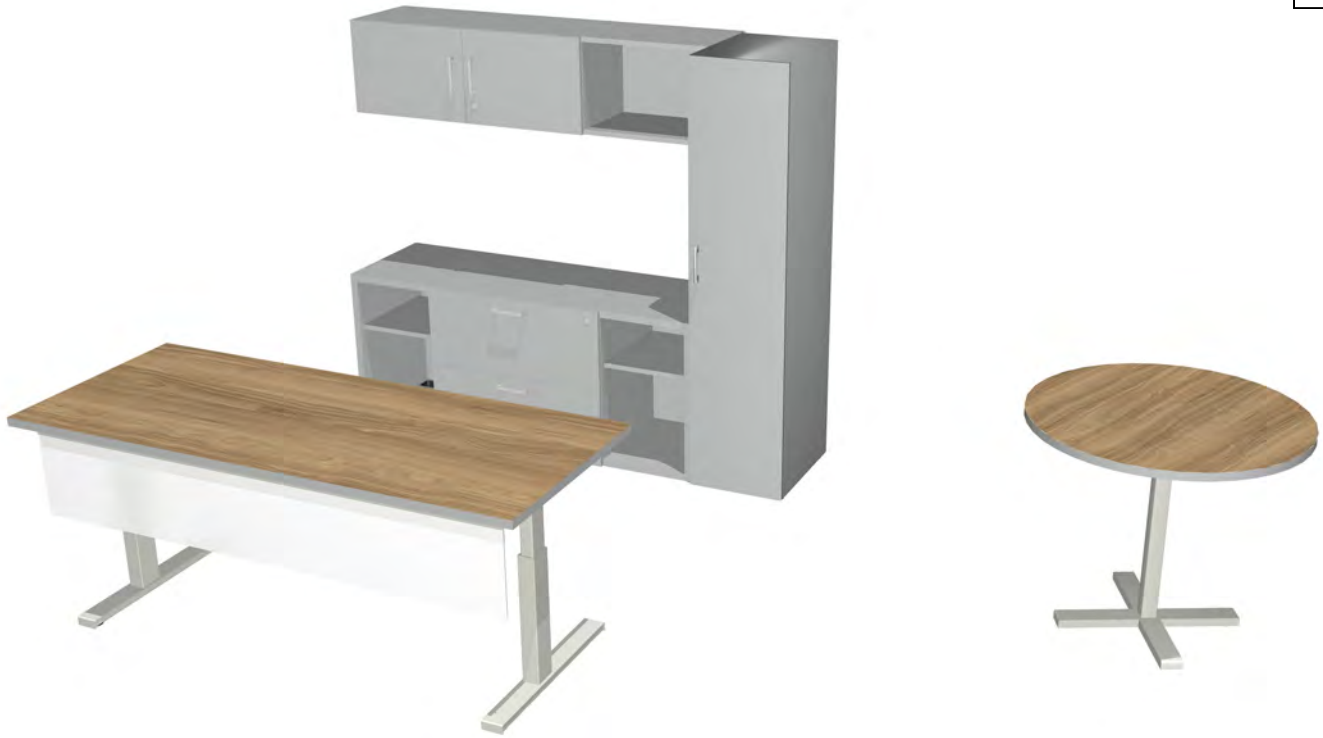
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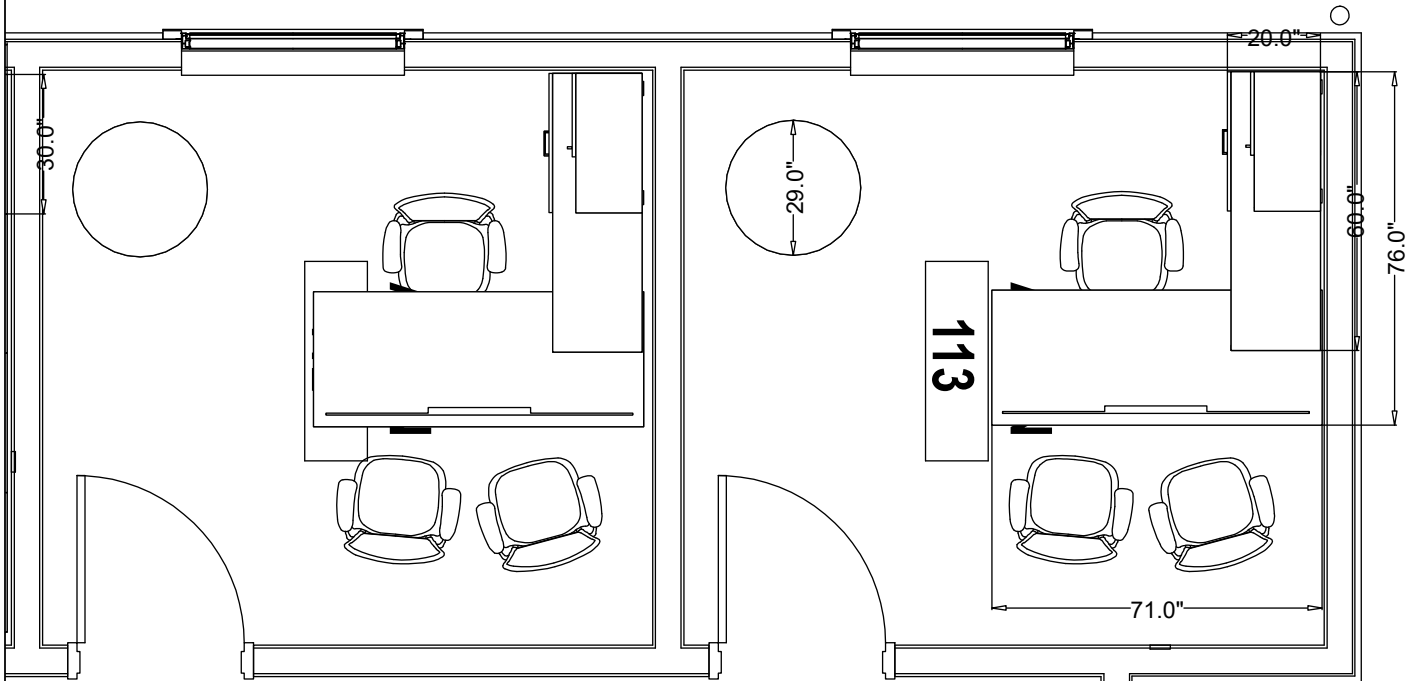


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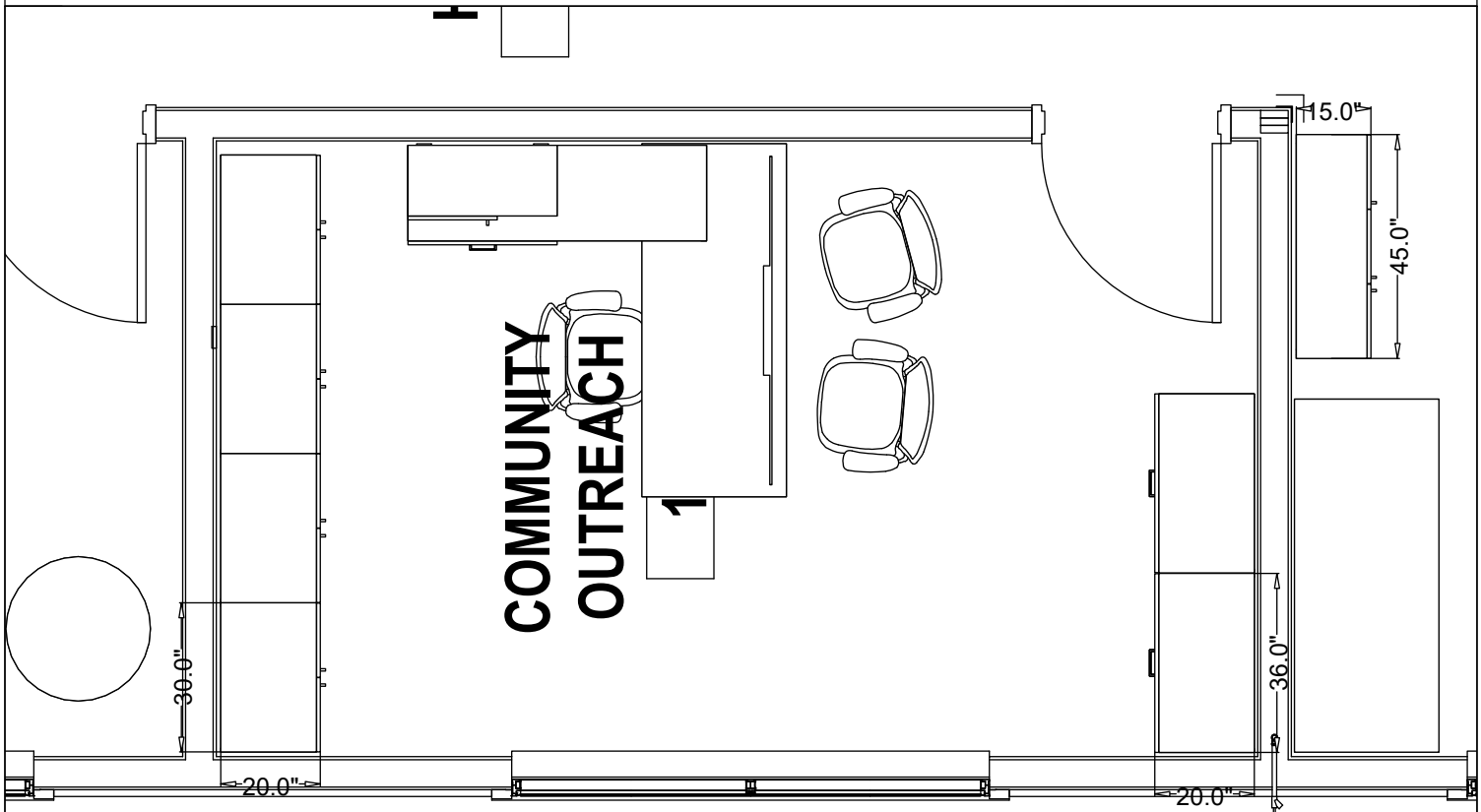
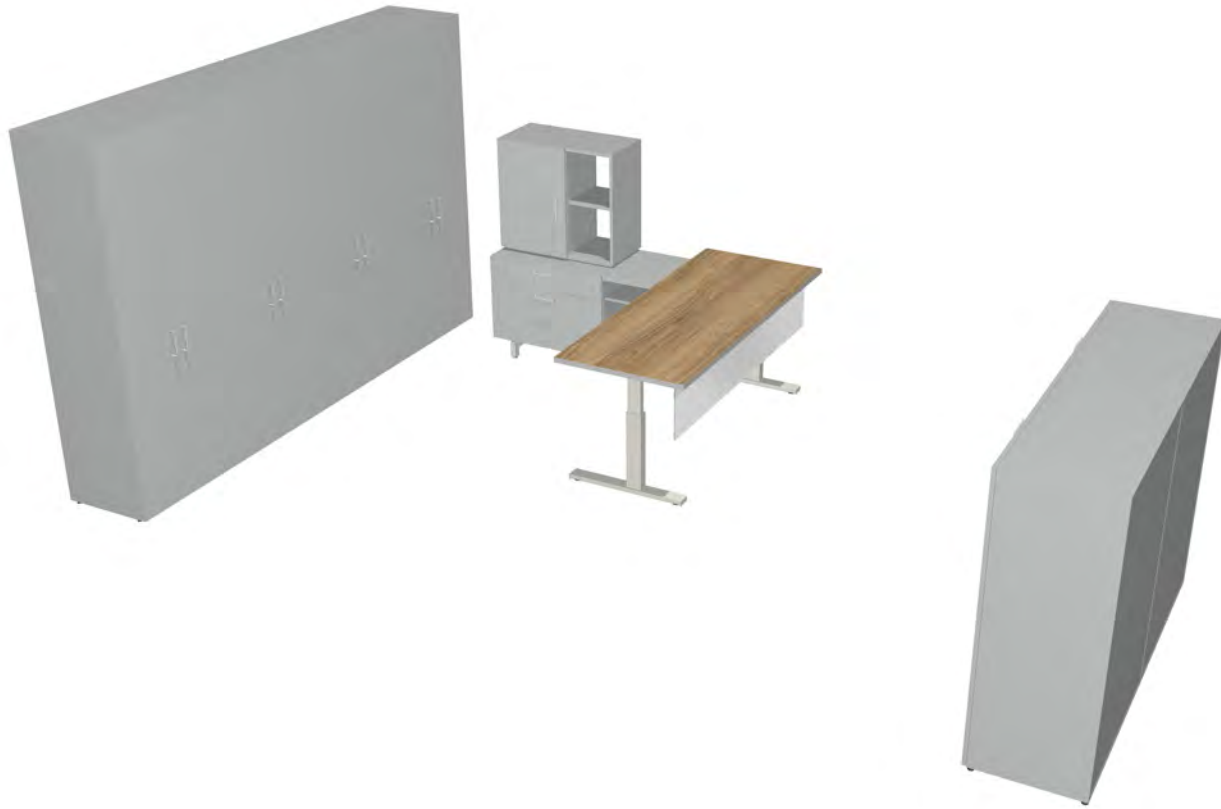
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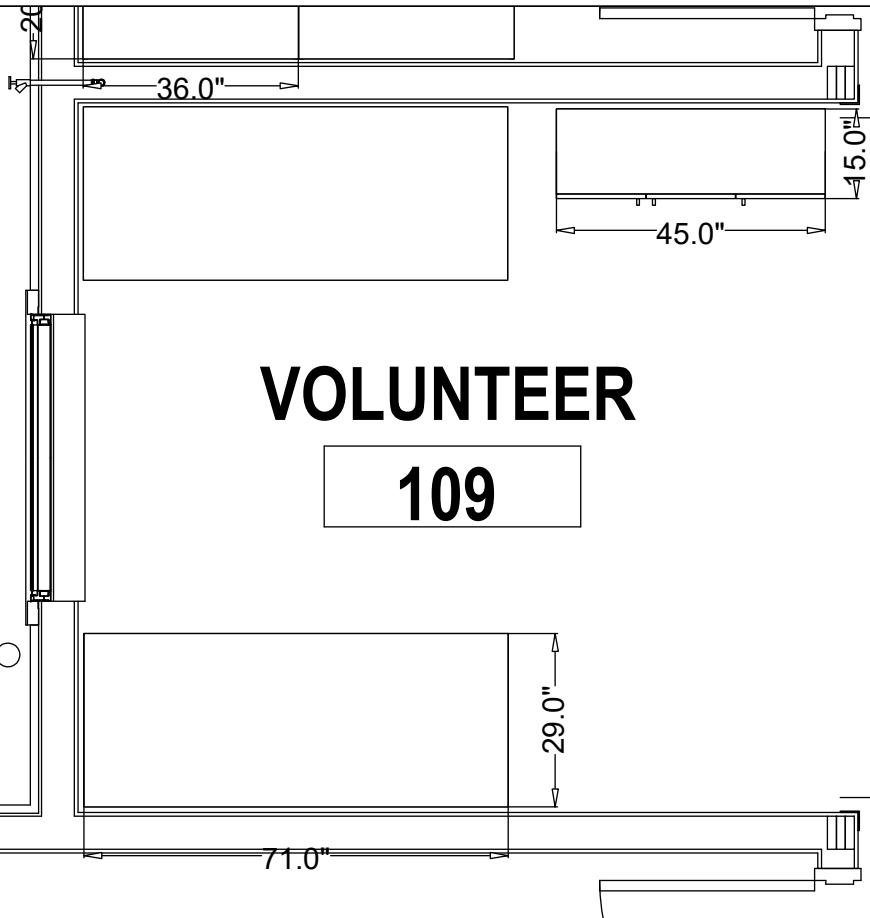


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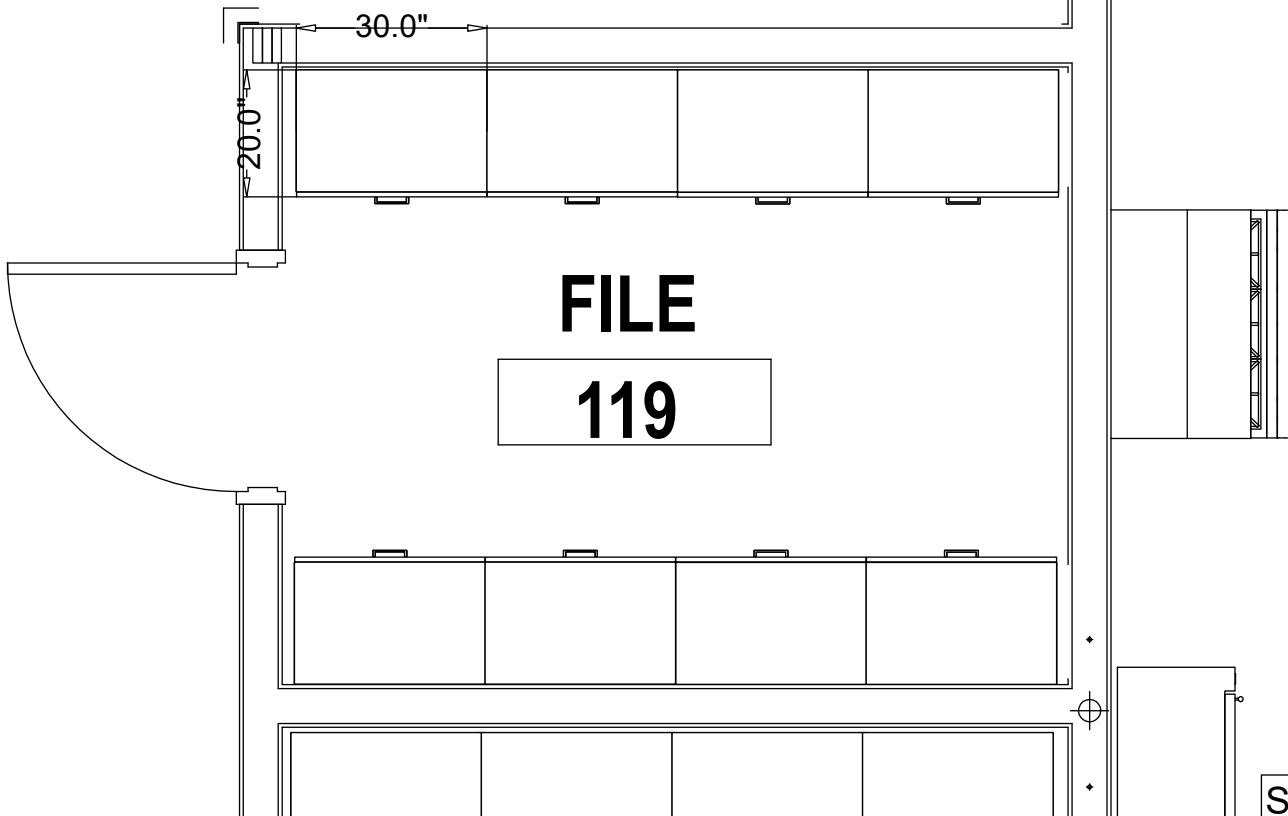
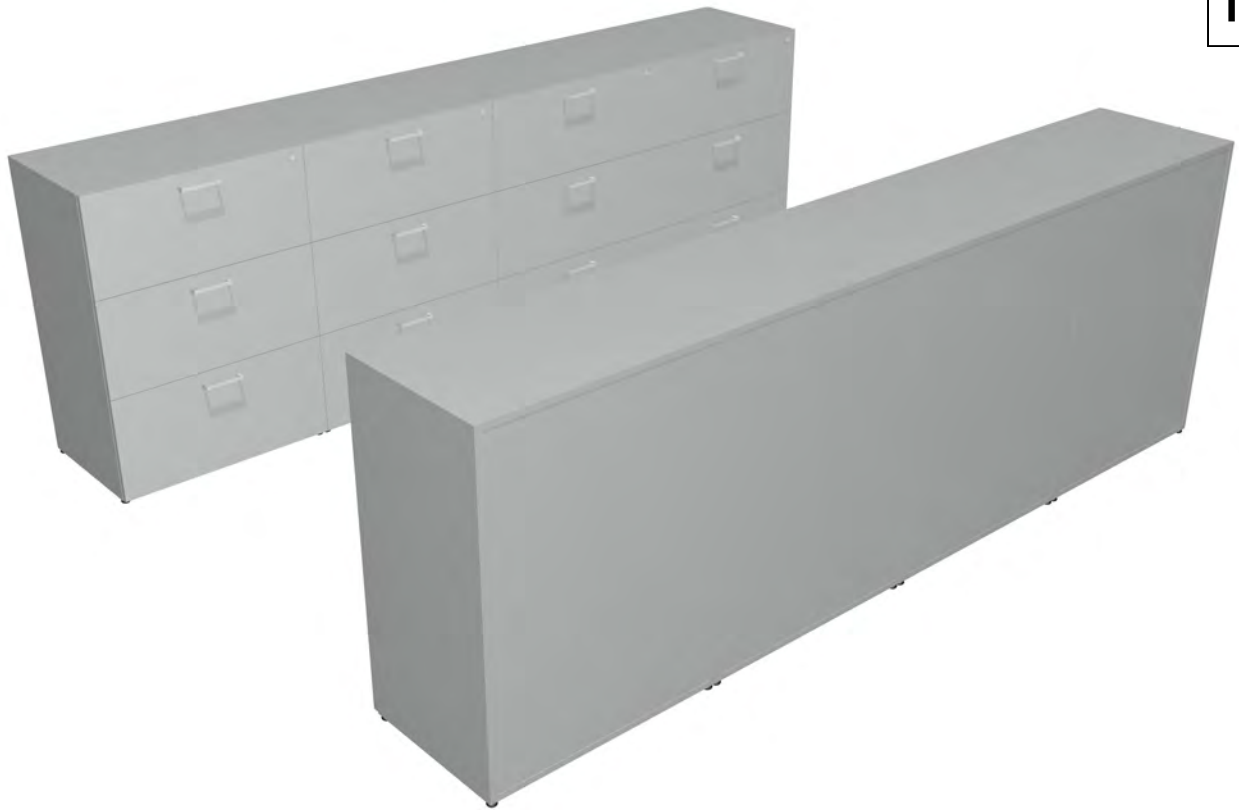
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# VOLUNTEER

109

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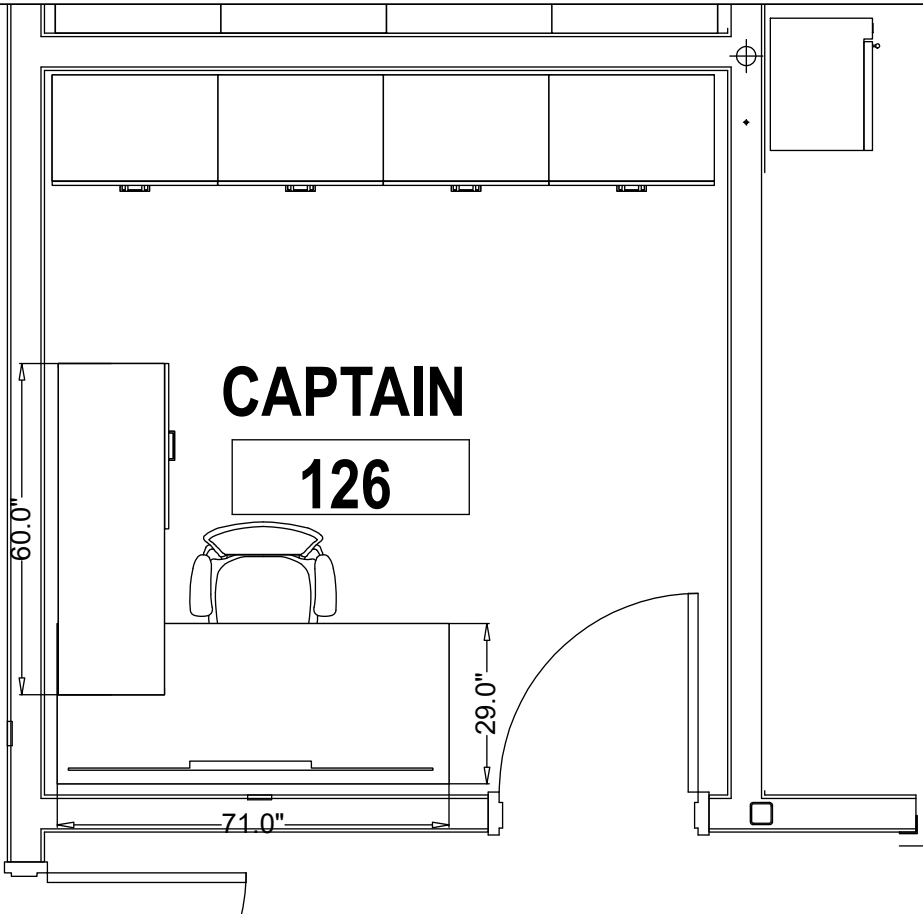


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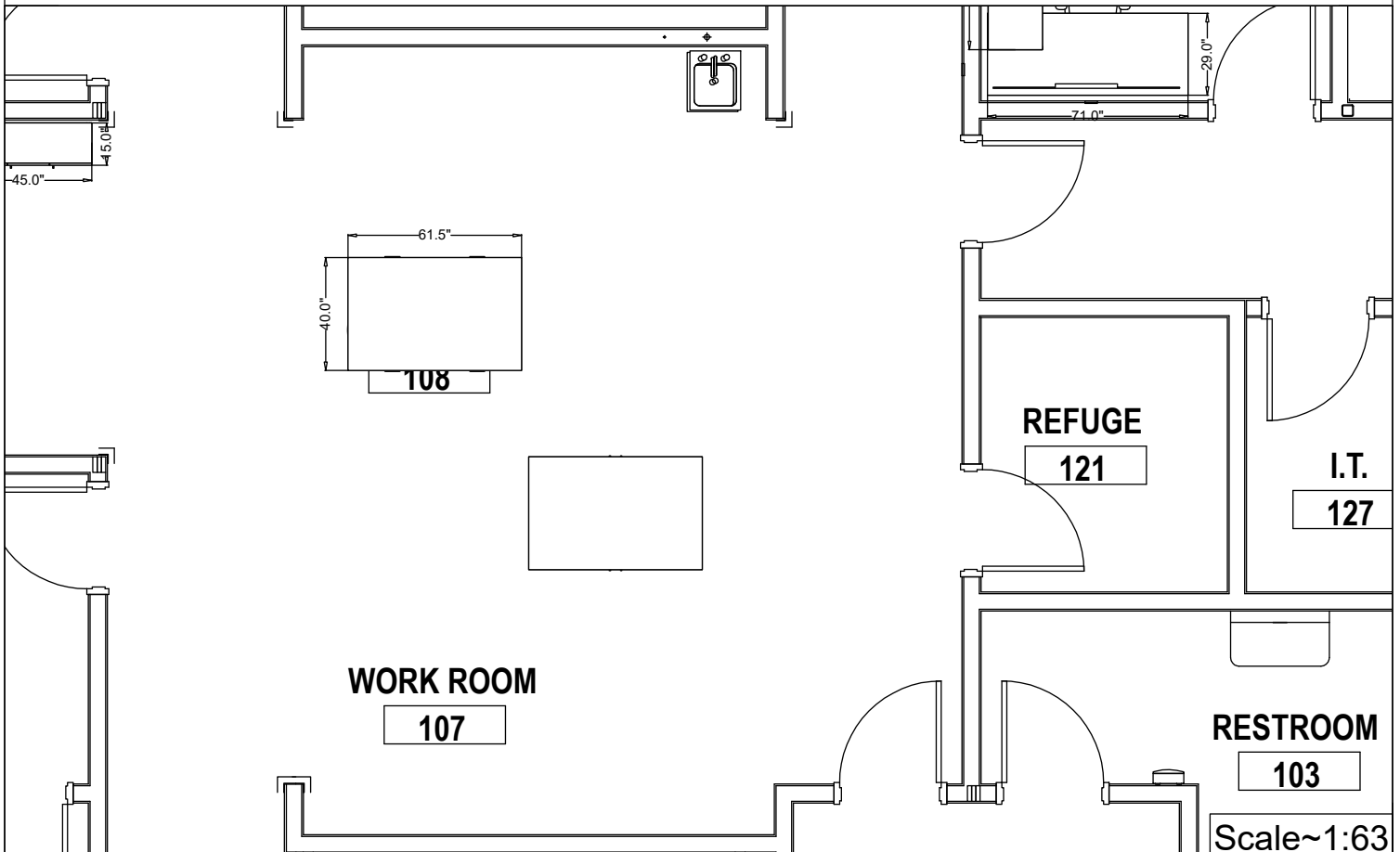
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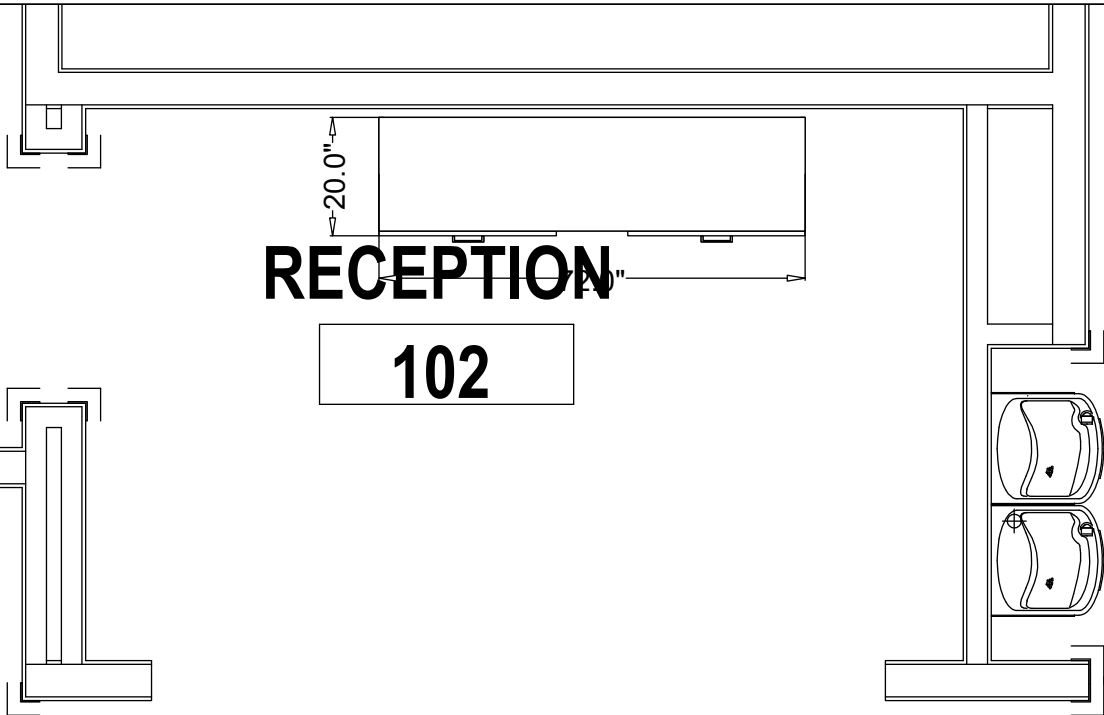
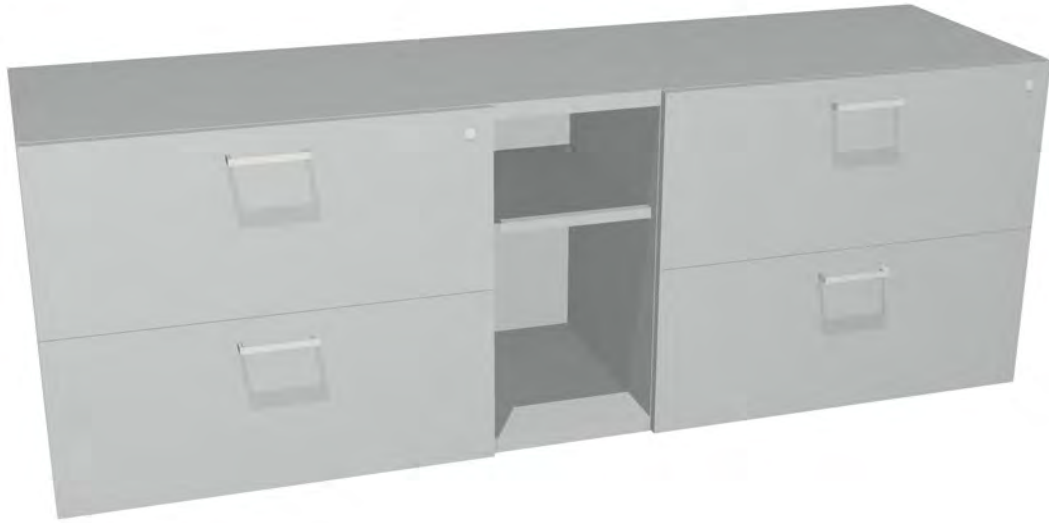
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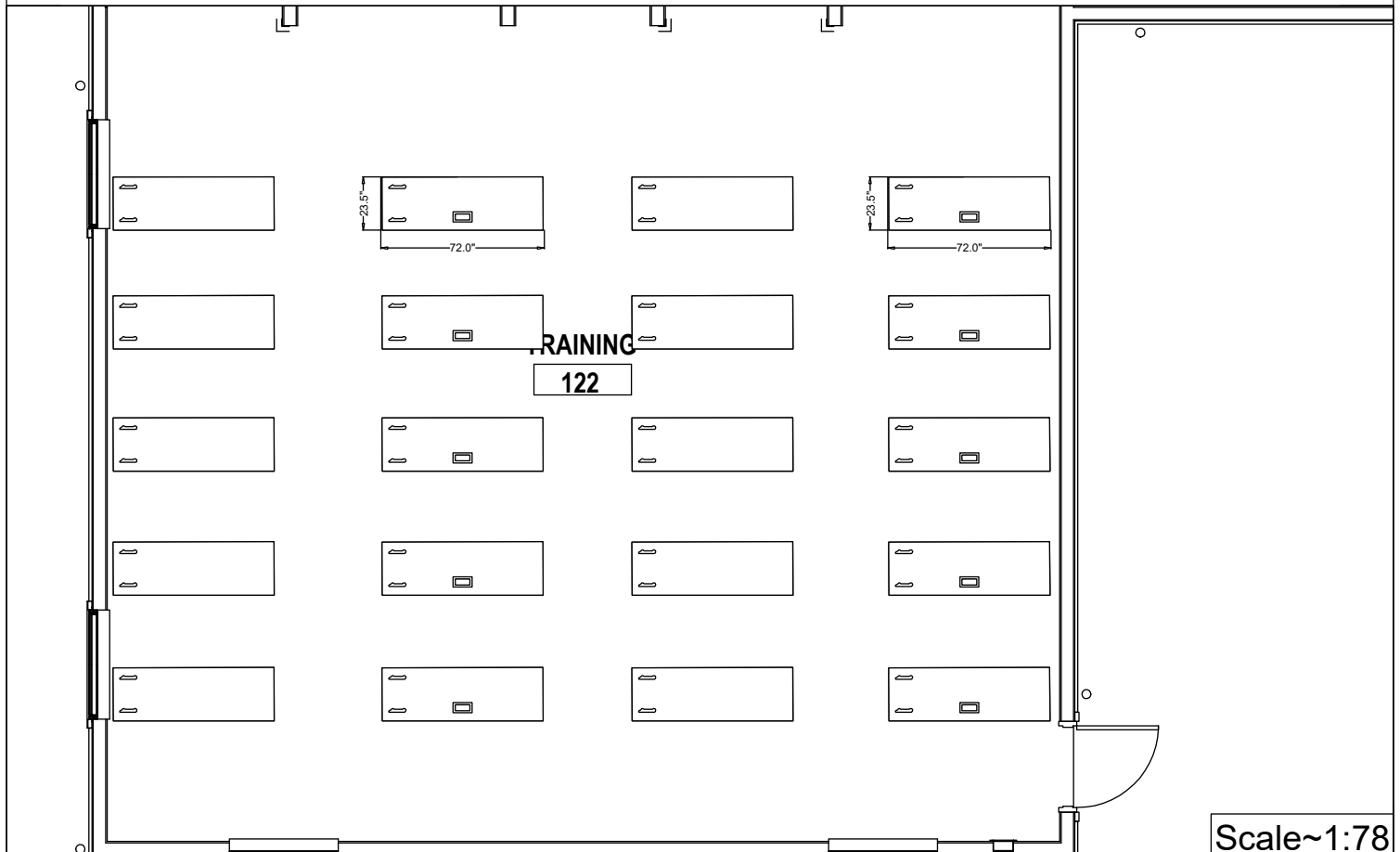
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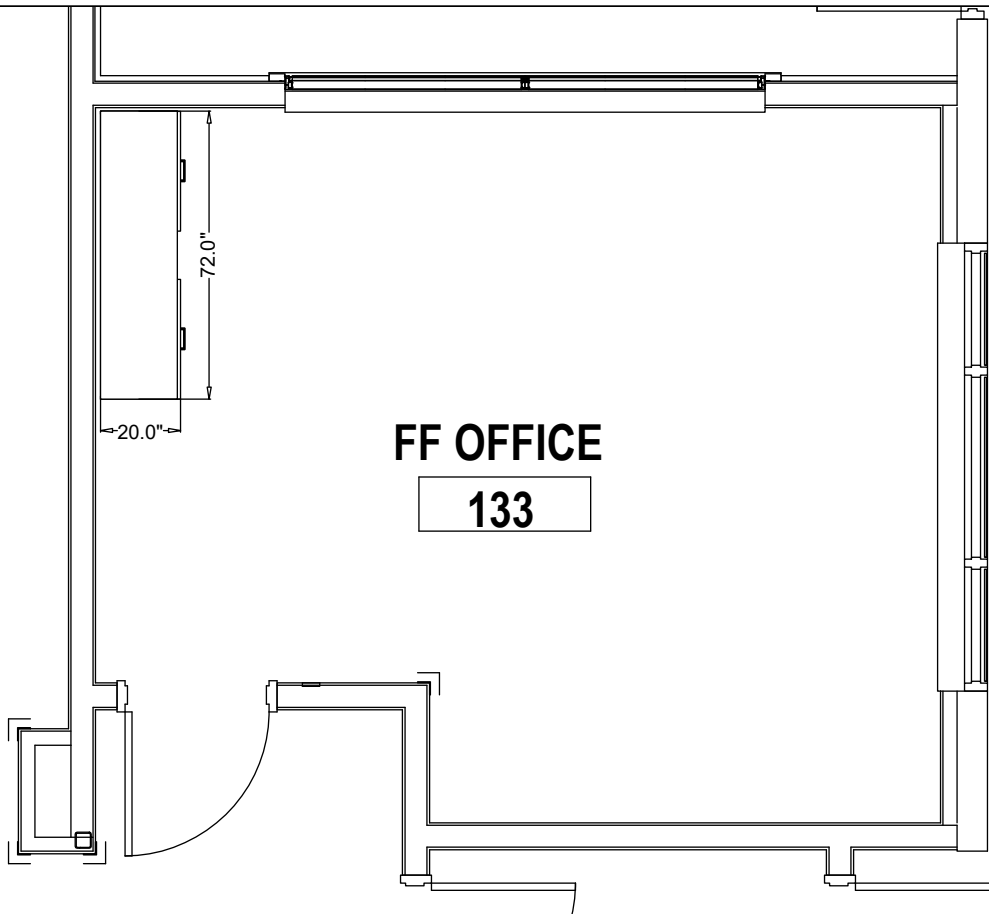
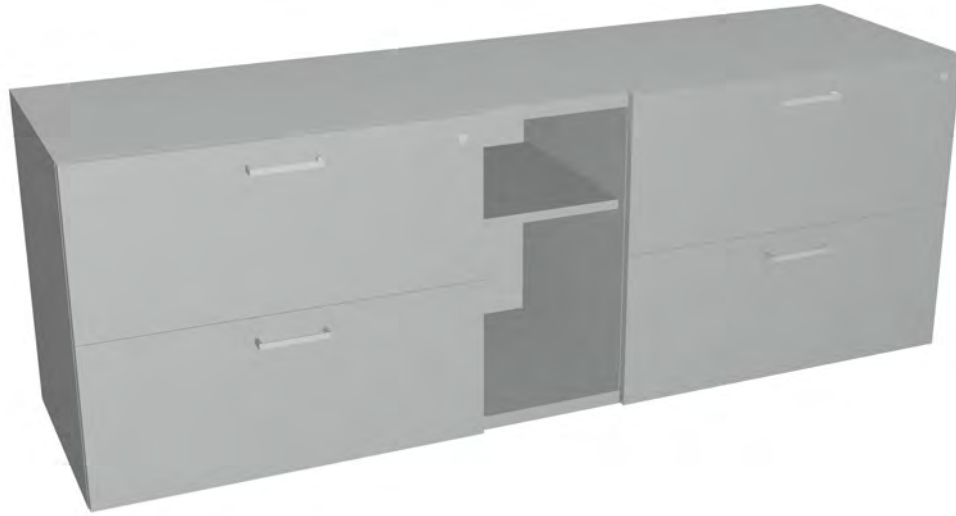


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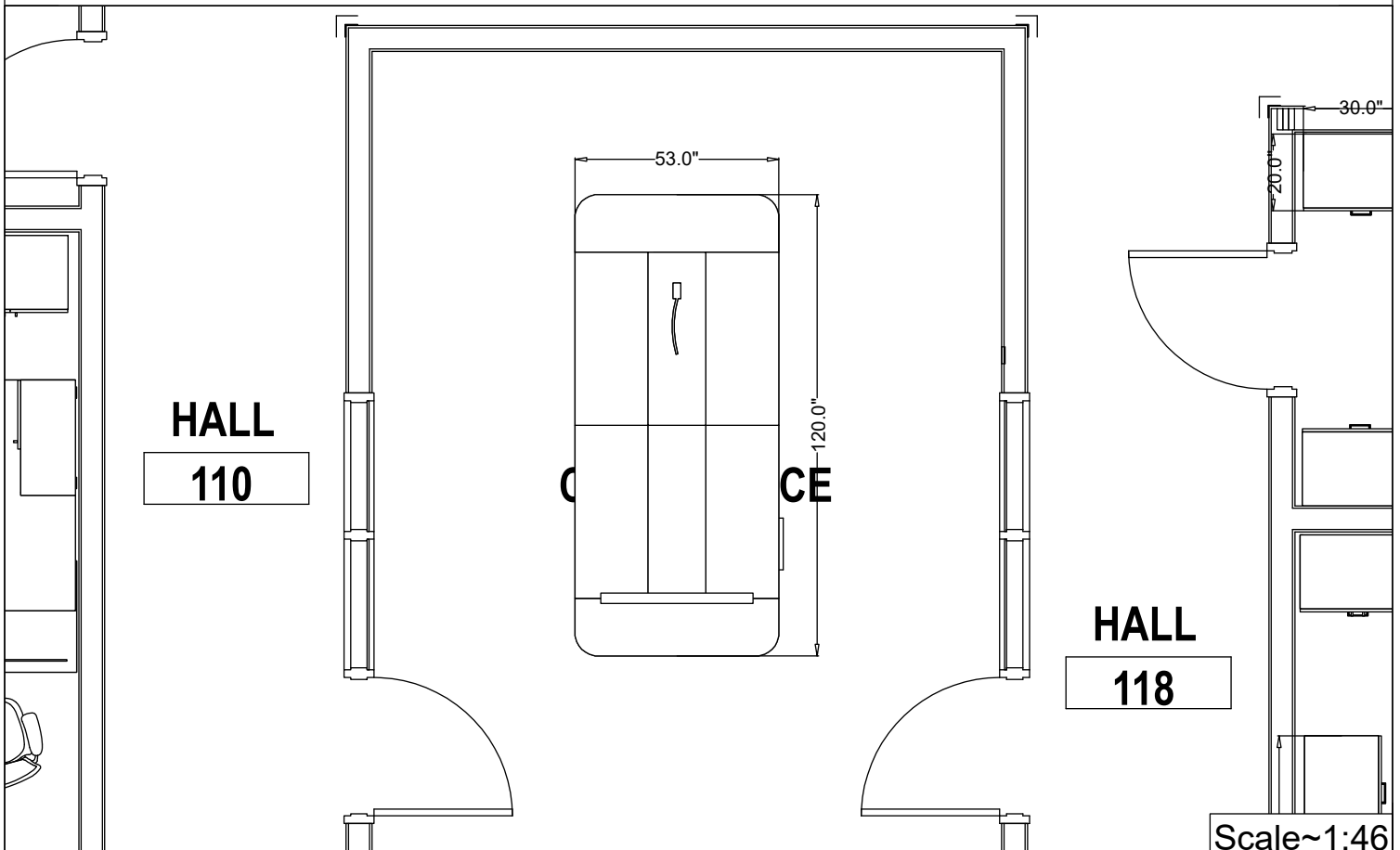




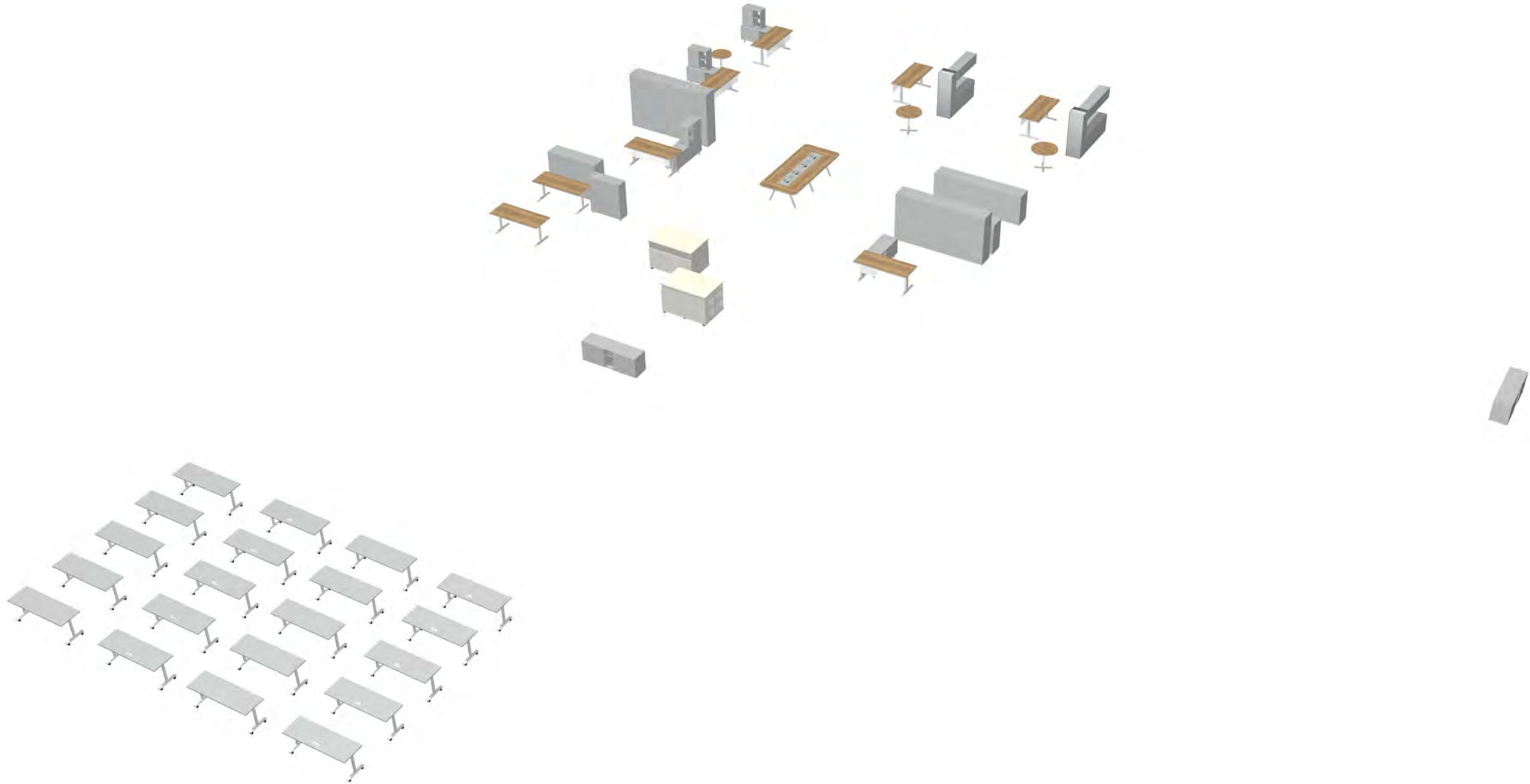
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Full Plan Perspective View



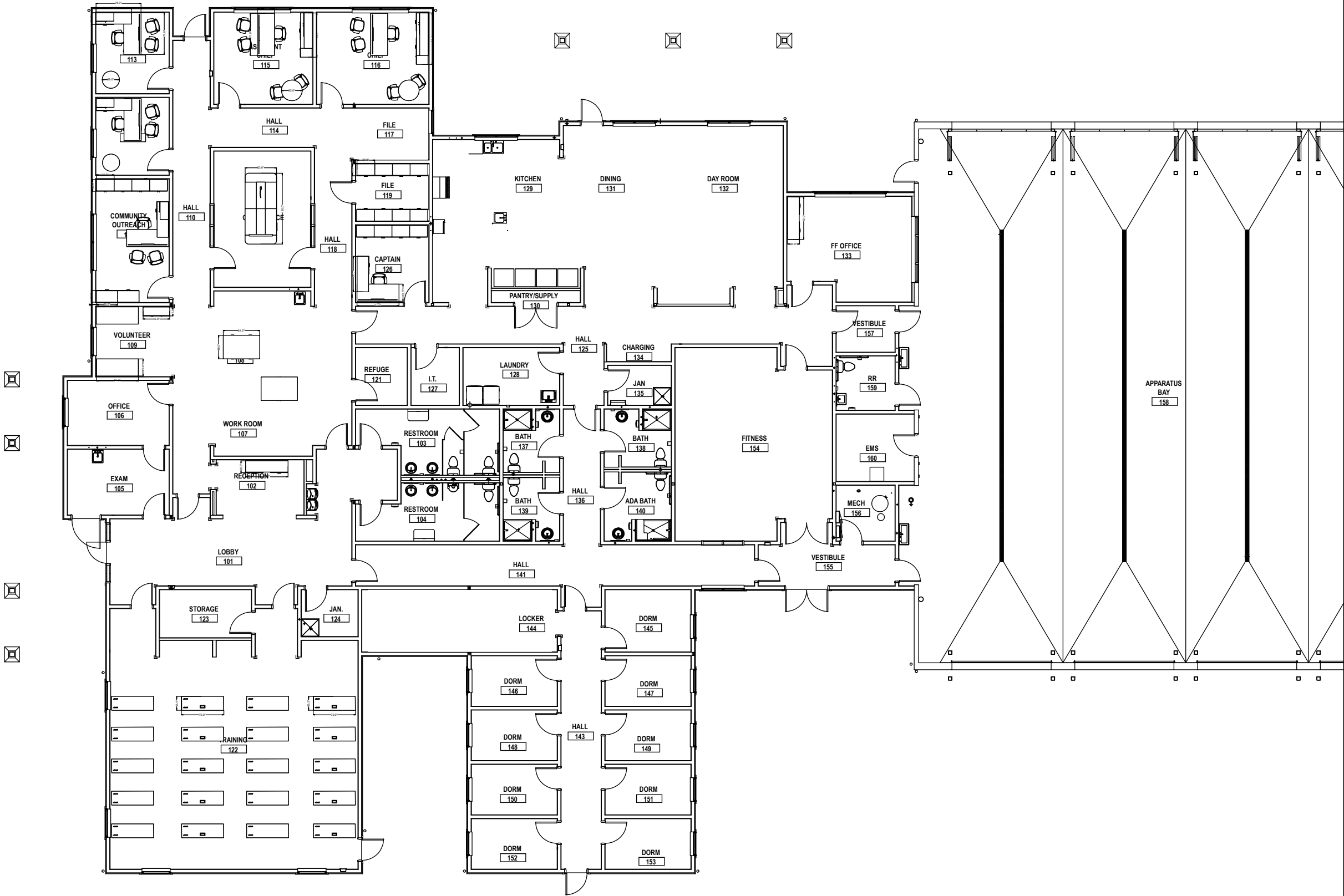
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# North Mason Regional Fire Authority

FP1  
Not To Scale



# North Mason Regional Fire Authority

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# Bill of Material

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 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                     | Typical        | Part Number  | Description  | Qty | List             | Ext. List      |
|-----------------------|----------------|--------------|--|-----|------------------|----------------|
| <b>F00</b>            |                |              |  |     |                  |                |
| 1                     | F00            | WAKEY-CHG    | CHANGE TOOL, STANDARD LOCK (078500)  | 1   | \$19.00          | \$19.00        |
| 2                     | F00            | WAKEY-STD    | MASTER KEY, STANDARD LOCK (082000)   | 1   | \$11.00          | \$11.00        |
|                       |                |              |  |     | <b>Total F00</b> | <b>\$30.00</b> |
| <b>F01: Chief 116</b> |                |              |  |     |                  |                |
| 3                     | F01: Chief 116 | SNREC2971-7Z | SEVEN DESK, RECTANGLE, 29"D x 71"W<br>GROMMET<br>No Grommet<br>SEVEN TYPE<br>NON-REVERSIBLE<br>Standard Laminates<br>SURFACE FINISH 1: Fawn Cypress (8208K-38)<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>BASE TYPE<br>BASE TYPE: Seven Standard Electric (27-46.5")<br>POWDER FINISH: Frosty White<br>COLUMN FINISH: Frosty White<br>SWITCH<br>EMBEDDED SWITCH | 1   | \$1,790.00       | \$1,790.00     |
| 4                     | F01: Chief 116 | STRND3535-29 | SEVEN TABLE, ROUND, 35" x 35" x 29.5"H<br>LAMINATE 1 GROUP<br>Standard Laminates<br>SURFACE FINISH 1: Fawn Cypress (8208K-38)<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>BASE TYPE<br>BASE TYPE: Seven X-Base<br>POWDER FINISH<br>POWDER FINISH: Frosty White   | 1   | \$1,340.00       | \$1,340.00     |
| 5                     | F01: Chief 116 | WAMOD1366    | WATSON ACRYLIC MODESTY SHIELD, 13"H x 66"W<br>POWDER FINISH<br>POWDER FINISH: Frosty White   | 1   | \$724.00         | \$724.00       |
| 6                     | F01: Chief 116 | ZSBCEF207226 | ZO STORAGE BASE CABINET, FILE, 20"D x 72"W x 26"H<br>AV OPTION<br>NO AV CUTOUT   | 1   | \$2,628.00       | \$2,628.00     |

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## Distributor

Company name: Watson Puget Sound  
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 Salesman Phone: 3605987401  
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| #                               | Typical                  | Part Number  | Description   | Qty                         | List       | Ext. List         |
|---------------------------------|--------------------------|--------------|---|-----------------------------|------------|-------------------|
|                                 |                          |              | CASE AND FACE FINISH  |                             |            |                   |
|                                 |                          |              | CASE FINISH: Satin Gray                                       |                             |            |                   |
|                                 |                          |              | FACE FINISH: Satin Grey                                       |                             |            |                   |
|                                 |                          |              | LOCK  |                             |            |                   |
|                                 |                          |              | FIELD INSTALLED LOCKCORE (1)                                  |                             |            |                   |
|                                 |                          |              | PULL  |                             |            |                   |
|                                 |                          |              | ALTO PULL - SILVER  |                             |            |                   |
| 7                               | F01: Chief 116           | ZSWDD201566R | ZO STORAGE WARDROBE, DOOR, 20"D x 15"W x 66"H, RIGHT HAND     | 1                           | \$741.00   | \$741.00          |
|                                 |                          |              | CASE AND FACE FINISH  |                             |            |                   |
|                                 |                          |              | CASE FINISH: Satin Gray                                       |                             |            |                   |
|                                 |                          |              | FACE FINISH: Satin Grey                                       |                             |            |                   |
|                                 |                          |              | LOCK  |                             |            |                   |
|                                 |                          |              | FIELD INSTALLED LOCKCORE (1)                                  |                             |            |                   |
|                                 |                          |              | PULL  |                             |            |                   |
|                                 |                          |              | ALTO PULL - SILVER  |                             |            |                   |
| 8                               | F01: Chief 116           | ZSWMC157215L | ZO STORAGE WALL MOUNTED, COMBO, 15"D x 72"W x 15"H, LEFT HAND | 1                           | \$980.00   | \$980.00          |
|                                 |                          |              | CASE AND FACE FINISH  |                             |            |                   |
|                                 |                          |              | CASE FINISH: Satin Gray                                       |                             |            |                   |
|                                 |                          |              | FACE FINISH: Satin Grey                                       |                             |            |                   |
|                                 |                          |              | LOCK  |                             |            |                   |
|                                 |                          |              | FIELD INSTALLED LOCKCORE (1)                                  |                             |            |                   |
|                                 |                          |              | PULL  |                             |            |                   |
|                                 |                          |              | ALTO PULL - SILVER  |                             |            |                   |
|                                 |                          |              |   | <b>Total F01: Chief 116</b> |            | <b>\$8,203.00</b> |
| <b>F02: Assistant Chief 115</b> |                          |              |   |                             |            |                   |
| 9                               | F02: Assistant Chief 115 | SNREC2971-7Z | SEVEN DESK, RECTANGLE, 29"D x 71"W                            | 1                           | \$1,790.00 | \$1,790.00        |
|                                 |                          |              | GROMMET   |                             |            |                   |
|                                 |                          |              | No Grommet  |                             |            |                   |
|                                 |                          |              | SEVEN TYPE  |                             |            |                   |
|                                 |                          |              | NON-REVERSIBLE  |                             |            |                   |
|                                 |                          |              | Standard Laminates  |                             |            |                   |
|                                 |                          |              | SURFACE FINISH 1: Fawn Cypress (8208K-38)                     |                             |            |                   |
|                                 |                          |              | EDGE TYPE: 90 Trim  |                             |            |                   |
|                                 |                          |              | EDGE FINISH: Satin Gray                                       |                             |            |                   |
|                                 |                          |              | BASE TYPE   |                             |            |                   |
|                                 |                          |              | BASE TYPE: Seven Standard Electric (27-46.5")                 |                             |            |                   |



# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #  | Typical                  | Part Number  | Description   | Qty | List       | Ext. List  |
|----|--------------------------|--------------|---|-----|------------|------------|
|    |                          |              | POWDER FINISH: Frosty White                                   |     |            |            |
|    |                          |              | COLUMN FINISH: Frosty White                                   |     |            |            |
|    |                          |              | SWITCH  |     |            |            |
|    |                          |              | EMBEDDED SWITCH   |     |            |            |
| 10 | F02: Assistant Chief 115 | STRND3535-29 | SEVEN TABLE, ROUND, 35" x 35" x 29.5"H                        | 1   | \$1,340.00 | \$1,340.00 |
|    |                          |              | LAMINATE 1 GROUP  |     |            |            |
|    |                          |              | Standard Laminates  |     |            |            |
|    |                          |              | SURFACE FINISH 1: Fawn Cypress (8208K-38)                     |     |            |            |
|    |                          |              | EDGE TYPE: 90 Trim  |     |            |            |
|    |                          |              | EDGE FINISH: Satin Gray                                       |     |            |            |
|    |                          |              | BASE TYPE   |     |            |            |
|    |                          |              | BASE TYPE: Seven X-Base                                       |     |            |            |
|    |                          |              | POWDER FINISH   |     |            |            |
|    |                          |              | POWDER FINISH: Frosty White                                   |     |            |            |
| 11 | F02: Assistant Chief 115 | WAMOD1366    | WATSON ACRYLIC MODESTY SHIELD, 13"H x 66"W                    | 1   | \$724.00   | \$724.00   |
|    |                          |              | POWDER FINISH   |     |            |            |
|    |                          |              | POWDER FINISH: Frosty White                                   |     |            |            |
| 12 | F02: Assistant Chief 115 | ZSBCEF206026 | ZO STORAGE BASE CABINET, FILE, 20"D x 60"W x 26"H             | 1   | \$1,721.00 | \$1,721.00 |
|    |                          |              | AV OPTION   |     |            |            |
|    |                          |              | NO AV CUTOUT  |     |            |            |
|    |                          |              | CASE AND FACE FINISH  |     |            |            |
|    |                          |              | CASE FINISH: Satin Gray                                       |     |            |            |
|    |                          |              | FACE FINISH: Satin Grey                                       |     |            |            |
|    |                          |              | LOCK  |     |            |            |
|    |                          |              | FIELD INSTALLED LOCKCORE (1)                                  |     |            |            |
|    |                          |              | PULL  |     |            |            |
|    |                          |              | ALTO PULL - SILVER  |     |            |            |
| 13 | F02: Assistant Chief 115 | ZSWDD201566R | ZO STORAGE WARDROBE, DOOR, 20"D x 15"W x 66"H, RIGHT HAND     | 1   | \$741.00   | \$741.00   |
|    |                          |              | CASE AND FACE FINISH  |     |            |            |
|    |                          |              | CASE FINISH: Satin Gray                                       |     |            |            |
|    |                          |              | FACE FINISH: Satin Grey                                       |     |            |            |
|    |                          |              | LOCK  |     |            |            |
|    |                          |              | FIELD INSTALLED LOCKCORE (1)                                  |     |            |            |
|    |                          |              | PULL  |     |            |            |
|    |                          |              | ALTO PULL - SILVER  |     |            |            |
| 14 | F02: Assistant Chief 115 | ZSWMC156015L | ZO STORAGE WALL MOUNTED, COMBO, 15"D x 60"W x 15"H, LEFT HAND | 1   | \$852.00   | \$852.00   |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                         | Typical            | Part Number  | Description                                   | Qty | List                                  | Ext. List         |
|---------------------------|--------------------|--------------|---|-----|---------------------------------------|-------------------|
|                           |                    |              | CASE AND FACE FINISH                          |     |                                       |                   |
|                           |                    |              | CASE FINISH: Satin Gray                       |     |                                       |                   |
|                           |                    |              | FACE FINISH: Satin Grey                       |     |                                       |                   |
|                           |                    |              | LOCK  |     |                                       |                   |
|                           |                    |              | FIELD INSTALLED LOCKCORE (1)                  |     |                                       |                   |
|                           |                    |              | PULL  |     |                                       |                   |
|                           |                    |              | ALTO PULL - SILVER                            |     |                                       |                   |
|                           |                    |              |   |     | <b>Total F02: Assistant Chief 115</b> | <b>\$7,168.00</b> |
| <b>F03: Admin 113/112</b> |                    |              |   |     |                                       |                   |
| 15                        | F03: Admin 113/112 | SNREC2971-7Z | SEVEN DESK, RECTANGLE, 29"D x 71"W            | 2   | \$1,790.00                            | \$3,580.00        |
|                           |                    |              | GROMMET                                       |     |                                       |                   |
|                           |                    |              | No Grommet                                    |     |                                       |                   |
|                           |                    |              | SEVEN TYPE                                    |     |                                       |                   |
|                           |                    |              | NON-REVERSIBLE                                |     |                                       |                   |
|                           |                    |              | Standard Laminates                            |     |                                       |                   |
|                           |                    |              | SURFACE FINISH 1: Fawn Cypress (8208K-38)     |     |                                       |                   |
|                           |                    |              | EDGE TYPE: 90 Trim                            |     |                                       |                   |
|                           |                    |              | EDGE FINISH: Satin Gray                       |     |                                       |                   |
|                           |                    |              | BASE TYPE                                     |     |                                       |                   |
|                           |                    |              | BASE TYPE: Seven Standard Electric (27-46.5") |     |                                       |                   |
|                           |                    |              | POWDER FINISH: Frosty White                   |     |                                       |                   |
|                           |                    |              | COLUMN FINISH: Frosty White                   |     |                                       |                   |
|                           |                    |              | SWITCH  |     |                                       |                   |
|                           |                    |              | EMBEDDED SWITCH                               |     |                                       |                   |
| 16                        | F03: Admin 113/112 | STRND2929-29 | SEVEN TABLE, ROUND, 29" x 29" x 29.5"H        | 2   | \$1,130.00                            | \$2,260.00        |
|                           |                    |              | LAMINATE 1 GROUP                              |     |                                       |                   |
|                           |                    |              | Standard Laminates                            |     |                                       |                   |
|                           |                    |              | SURFACE FINISH 1: Fawn Cypress (8208K-38)     |     |                                       |                   |
|                           |                    |              | EDGE TYPE: 90 Trim                            |     |                                       |                   |
|                           |                    |              | EDGE FINISH: Satin Gray                       |     |                                       |                   |
|                           |                    |              | BASE TYPE                                     |     |                                       |                   |
|                           |                    |              | BASE TYPE: Seven X-Base                       |     |                                       |                   |
|                           |                    |              | POWDER FINISH                                 |     |                                       |                   |
|                           |                    |              | POWDER FINISH: Frosty White                   |     |                                       |                   |
| 17                        | F03: Admin 113/112 | WAMOD1366    | WATSON ACRYLIC MODESTY SHIELD, 13"H x 66"W    | 2   | \$724.00                              | \$1,448.00        |
|                           |                    |              | POWDER FINISH                                 |     |                                       |                   |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                                  | Typical                     | Part Number      | Description   | Qty | List                            | Ext. List          |
|------------------------------------|-----------------------------|------------------|---|-----|---------------------------------|--------------------|
| 18                                 | F03: Admin 113/112          | ZSCREFS206026L-M | POWDER FINISH: Frosty White<br>ZO STORAGE CREDENZA, FILE SIDE, 20"D x 60"W x 26"H, LEFT HAND, WITH ZO<br>BASE<br>AV OPTION<br>NO AV CUTOUT<br>CASE AND FACE FINISH<br>CASE FINISH: Satin Gray<br>FACE FINISH: Satin Grey<br>LOCK<br>FIELD INSTALLED LOCKCORE (1)<br>PULL<br>ALTO PULL - SILVER<br>POWDER FINISH | 2   | \$1,910.00                      | \$3,820.00         |
| 19                                 | F03: Admin 113/112          | ZSSTDT153027L    | POWDER FINISH: Frosty White<br>ZO STORAGE STACKER, DOOR, THROUGH, 15"D x 30"W x 27"H, LEFT HAND<br>CASE AND FACE FINISH<br>CASE FINISH: Satin Gray<br>FACE FINISH: Satin Grey<br>LOCK<br>FIELD INSTALLED LOCKCORE (1)<br>PULL<br>ALTO PULL - SILVER   | 2   | \$741.00                        | \$1,482.00         |
|                                    |                             |                  |   |     | <b>Total F03: Admin 113/112</b> | <b>\$12,590.00</b> |
| <b>F04: Community Outreach 111</b> |                             |                  |   |     |                                 |                    |
| 20                                 | F04: Community Outreach 111 | SNREC2971-7Z     | SEVEN DESK, RECTANGLE, 29"D x 71"W<br>GROMMET<br>No Grommet<br>SEVEN TYPE<br>NON-REVERSIBLE<br>Standard Laminates<br>SURFACE FINISH 1: Fawn Cypress (8208K-38)<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>BASE TYPE<br>BASE TYPE: Seven Standard Electric (27-46.5")<br>POWDER FINISH: Frosty White    | 1   | \$1,790.00                      | \$1,790.00         |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #  | Typical                     | Part Number      | Description  | Qty | List       | Ext. List  |
|----|-----------------------------|------------------|--|-----|------------|------------|
|    |                             |                  | COLUMN FINISH: Frosty White  |     |            |            |
|    |                             |                  | SWITCH   |     |            |            |
|    |                             |                  | EMBEDDED SWITCH  |     |            |            |
| 21 | F04: Community Outreach 111 | WAMOD1366        | WATSON ACRYLIC MODESTY SHIELD, 13"H x 66"W                             | 1   | \$724.00   | \$724.00   |
|    |                             |                  | POWDER FINISH  |     |            |            |
|    |                             |                  | POWDER FINISH: Frosty White  |     |            |            |
| 22 | F04: Community Outreach 111 | ZS4LF203654      | ZO STORAGE, 4 LATERAL, 20"D x 36"W x 54"H                              | 2   | \$2,138.00 | \$4,276.00 |
|    |                             |                  | CASE AND FACE FINISH   |     |            |            |
|    |                             |                  | CASE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | FACE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | LOCK   |     |            |            |
|    |                             |                  | FIELD INSTALLED LOCKCORE (1)   |     |            |            |
|    |                             |                  | PULL   |     |            |            |
|    |                             |                  | ALTO PULL - SILVER   |     |            |            |
| 23 | F04: Community Outreach 111 | ZSBKDA203078     | ZO STORAGE BOOKCASE, ADJUSTABLE SHELF, DOORS, 20"D x 30"W x 78"H       | 4   | \$1,615.00 | \$6,460.00 |
|    |                             |                  | CASE AND FACE FINISH   |     |            |            |
|    |                             |                  | CASE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | FACE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | LOCK   |     |            |            |
|    |                             |                  | FACTORY INSTALLED LOCKCORE   |     |            |            |
|    |                             |                  | PULL   |     |            |            |
|    |                             |                  | ALTO PULL - SILVER   |     |            |            |
| 24 | F04: Community Outreach 111 | ZSCREFS206026L-M | ZO STORAGE CREDENZA, FILE SIDE, 20"D x 60"W x 26"H, LEFT HAND, WITH ZO | 1   | \$1,910.00 | \$1,910.00 |
|    |                             |                  | BASE   |     |            |            |
|    |                             |                  | AV OPTION  |     |            |            |
|    |                             |                  | NO AV CUTOUT   |     |            |            |
|    |                             |                  | CASE AND FACE FINISH   |     |            |            |
|    |                             |                  | CASE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | FACE FINISH: Satin Gray  |     |            |            |
|    |                             |                  | LOCK   |     |            |            |
|    |                             |                  | FIELD INSTALLED LOCKCORE (1)   |     |            |            |
|    |                             |                  | PULL   |     |            |            |
|    |                             |                  | ALTO PULL - SILVER   |     |            |            |
|    |                             |                  | POWDER FINISH  |     |            |            |
|    |                             |                  | POWDER FINISH: Frosty White  |     |            |            |
| 25 | F04: Community Outreach 111 | ZSSTD153027L     | ZO STORAGE STACKER, DOOR, THROUGH, 15"D x 30"W x 27"H, LEFT HAND       | 1   | \$741.00   | \$741.00   |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                         | Typical            | Part Number  | Description                                 | Qty | List                                     | Ext. List          |
|---------------------------|--------------------|--------------|---|-----|--|--------------------|
|                           |                    |              | CASE AND FACE FINISH                        |     |  |                    |
|                           |                    |              | CASE FINISH: Satin Gray                     |     |  |                    |
|                           |                    |              | FACE FINISH: Satin Grey                     |     |  |                    |
|                           |                    |              | LOCK  |     |  |                    |
|                           |                    |              | FIELD INSTALLED LOCKCORE (1)                |     |  |                    |
|                           |                    |              | PULL  |     |  |                    |
|                           |                    |              | ALTO PULL - SILVER                          |     |  |                    |
|                           |                    |              |   |     | <b>Total F04: Community Outreach 111</b> | <b>\$15,901.00</b> |
| <b>F05: Volunteer 109</b> |                    |              |   |     |  |                    |
| 26                        | F05: Volunteer 109 | BL3L154552   | BAHN LOCKER, THREE DOOR, 15"D X 45"W X 52"H | 1   | \$2,430.00                               | \$2,430.00         |
|                           |                    |              | CASE AND FACE FINISH                        |     |  |                    |
|                           |                    |              | CASE FINISH: Satin Gray                     |     |  |                    |
|                           |                    |              | FACE FINISH: Satin Grey                     |     |  |                    |
|                           |                    |              | LOCK  |     |  |                    |
|                           |                    |              | FACTORY INSTALLED LOCKCORE                  |     |  |                    |
|                           |                    |              | ALTO PULL - SILVER                          |     |  |                    |
|                           |                    |              | POWDER FINISH                               |     |  |                    |
|                           |                    |              | POWDER FINISH: Frosty White                 |     |  |                    |
| 27                        | F05: Volunteer 109 | SNREC2971-7D | SEVEN DESK, RECTANGLE, 29"D x 71"W          | 2   | \$1,100.00                               | \$2,200.00         |
|                           |                    |              | GROMMET                                     |     |  |                    |
|                           |                    |              | No Grommet                                  |     |  |                    |
|                           |                    |              | SEVEN TYPE                                  |     |  |                    |
|                           |                    |              | NON-REVERSIBLE                              |     |  |                    |
|                           |                    |              | Standard Laminates                          |     |  |                    |
|                           |                    |              | SURFACE FINISH 1: Fawn Cypress (8208K-38)   |     |  |                    |
|                           |                    |              | EDGE TYPE: 90 Trim                          |     |  |                    |
|                           |                    |              | EDGE FINISH: Satin Gray                     |     |  |                    |
|                           |                    |              | BASE TYPE                                   |     |  |                    |
|                           |                    |              | BASE TYPE: Seven Fixed (29.5")              |     |  |                    |
|                           |                    |              | POWDER FINISH: Frosty White                 |     |  |                    |
|                           |                    |              |   |     | <b>Total F05: Volunteer 109</b>          | <b>\$4,630.00</b>  |
| <b>F06: File 119</b>      |                    |              |   |     |  |                    |
| 28                        | F06: File 119      | ZS3LF203042  | ZO STORAGE, 3 LATERAL, 20"D x 30"W x 42"H   | 8   | \$1,648.00                               | \$13,184.00        |
|                           |                    |              | CASE AND FACE FINISH                        |     |  |                    |
|                           |                    |              | CASE FINISH: Satin Gray                     |     |  |                    |
|                           |                    |              | FACE FINISH: Satin Grey                     |     |  |                    |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
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 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                       | Typical          | Part Number      | Description  | Qty                        | List       | Ext. List          |
|-------------------------|------------------|------------------|--|----------------------------|------------|--------------------|
|                         |                  |                  | LOCK   |                            |            |                    |
|                         |                  |                  | FIELD INSTALLED LOCKCORE (1)   |                            |            |                    |
|                         |                  |                  | PULL   |                            |            |                    |
|                         |                  |                  | ALTO PULL - SILVER   |                            |            |                    |
|                         |                  |                  |  | <b>Total F06: File 119</b> |            | <b>\$13,184.00</b> |
| <b>F07: Captain 126</b> |                  |                  |  |                            |            |                    |
| 29                      | F07: Captain 126 | SNREC2971-7Z     | SEVEN DESK, RECTANGLE, 29"D x 71"W   | 1                          | \$1,790.00 | \$1,790.00         |
|                         |                  |                  | GROMMET  |                            |            |                    |
|                         |                  |                  | No Grommet   |                            |            |                    |
|                         |                  |                  | SEVEN TYPE   |                            |            |                    |
|                         |                  |                  | NON-REVERSIBLE   |                            |            |                    |
|                         |                  |                  | Standard Laminates   |                            |            |                    |
|                         |                  |                  | SURFACE FINISH 1: Fawn Cypress (8208K-38)                                    |                            |            |                    |
|                         |                  |                  | EDGE TYPE: 90 Trim   |                            |            |                    |
|                         |                  |                  | EDGE FINISH: Satin Gray  |                            |            |                    |
|                         |                  |                  | BASE TYPE  |                            |            |                    |
|                         |                  |                  | BASE TYPE: Seven Standard Electric (27-46.5")                                |                            |            |                    |
|                         |                  |                  | POWDER FINISH: Frosty White  |                            |            |                    |
|                         |                  |                  | COLUMN FINISH: Frosty White  |                            |            |                    |
|                         |                  |                  | SWITCH   |                            |            |                    |
|                         |                  |                  | EMBEDDED SWITCH  |                            |            |                    |
| 30                      | F07: Captain 126 | WAMOD1366        | WATSON ACRYLIC MODESTY SHIELD, 13"H x 66"W                                   | 1                          | \$724.00   | \$724.00           |
|                         |                  |                  | POWDER FINISH  |                            |            |                    |
|                         |                  |                  | POWDER FINISH: Frosty White  |                            |            |                    |
| 31                      | F07: Captain 126 | ZSBKFDA203066    | ZO STORAGE BOOKCASE, ADJUSTABLE SHELF, FILE, DOORS, 20"D x 30"W x 66"H       | 4                          | \$2,010.00 | \$8,040.00         |
|                         |                  |                  | CASE AND FACE FINISH   |                            |            |                    |
|                         |                  |                  | CASE FINISH: Satin Gray  |                            |            |                    |
|                         |                  |                  | FACE FINISH: Satin Grey  |                            |            |                    |
|                         |                  |                  | LOCK   |                            |            |                    |
|                         |                  |                  | FIELD INSTALLED LOCKCORE (1)   |                            |            |                    |
|                         |                  |                  | PULL   |                            |            |                    |
|                         |                  |                  | ALTO PULL - SILVER   |                            |            |                    |
| 32                      | F07: Captain 126 | ZSCREFS206026R-M | ZO STORAGE CREDENZA, FILE SIDE, 20"D x 60"W x 26"H, RIGHT HAND, WITH ZO BASE | 1                          | \$1,910.00 | \$1,910.00         |
|                         |                  |                  | AV OPTION  |                            |            |                    |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                                      | Typical                         | Part Number | Description   | Qty                           | List       | Ext. List          |
|--|---------------------------------|-------------|---|-------------------------------|------------|--------------------|
|  |                                 |             | NO AV CUTOUT  |                               |            |                    |
|  |                                 |             | CASE AND FACE FINISH                                  |                               |            |                    |
|  |                                 |             | CASE FINISH: Satin Gray                               |                               |            |                    |
|  |                                 |             | FACE FINISH: Satin Grey                               |                               |            |                    |
|  |                                 |             | LOCK  |                               |            |                    |
|  |                                 |             | FACTORY INSTALLED LOCKCORE                            |                               |            |                    |
|  |                                 |             | PULL  |                               |            |                    |
|  |                                 |             | ALTO PULL - SILVER                                    |                               |            |                    |
|  |                                 |             | POWDER FINISH   |                               |            |                    |
|  |                                 |             | POWDER FINISH: Frosty White                           |                               |            |                    |
|  |                                 |             |   | <b>Total F07: Captain 126</b> |            | <b>\$12,464.00</b> |
| <b>F08: Mail and Work Room 106/107</b> |                                 |             |   |                               |            |                    |
| 33                                     | F08: Mail and Work Room 106/107 | BIB4060     | BAHN WORK ISLAND, BASE, 40"D X 60"W                   | 2                             | \$900.00   | \$1,800.00         |
|  |                                 |             | CASE FINISH   |                               |            |                    |
|  |                                 |             | CASE FINISH: Fashion Grey                             |                               |            |                    |
|  |                                 |             | BASE TYPE   |                               |            |                    |
|  |                                 |             | Casters   |                               |            |                    |
| 34                                     | F08: Mail and Work Room 106/107 | BID403036   | BAHN WORK ISLAND, BOOKCASE 4 DOOR, 40"D X 30"W X 36"H | 1                             | \$1,800.00 | \$1,800.00         |
|  |                                 |             | CASE AND FACE FINISH                                  |                               |            |                    |
|  |                                 |             | CASE FINISH: Fashion Grey                             |                               |            |                    |
|  |                                 |             | FACE FINISH: Fashion Grey                             |                               |            |                    |
|  |                                 |             | LOCK  |                               |            |                    |
|  |                                 |             | FIELD INSTALLED LOCKCORE (2)                          |                               |            |                    |
|  |                                 |             | ALTO PULL - SILVER                                    |                               |            |                    |
| 35                                     | F08: Mail and Work Room 106/107 | BIEO154036  | BAHN WORK ISLAND, END OPEN, 15"D X 40"W X 36"H        | 1                             | \$1,000.00 | \$1,000.00         |
|  |                                 |             | CASE FINISH   |                               |            |                    |
|  |                                 |             | CASE FINISH: Fashion Grey                             |                               |            |                    |
| 36                                     | F08: Mail and Work Room 106/107 | BIER154036  | BAHN WORK ISLAND, END RECYCLE, 15"D X 40"W X 36"H     | 1                             | \$1,100.00 | \$1,100.00         |
|  |                                 |             | CASE AND FACE FINISH                                  |                               |            |                    |
|  |                                 |             | CASE FINISH: Fashion Grey                             |                               |            |                    |
|  |                                 |             | FACE FINISH: Fashion Grey                             |                               |            |                    |
|  |                                 |             | LOCK  |                               |            |                    |
|  |                                 |             | FIELD INSTALLED LOCKCORE (1)                          |                               |            |                    |
| 37                                     | F08: Mail and Work Room 106/107 | BIFFO403036 | BAHN WORK ISLAND, 4 FILE, OPEN, 40"D X 30"W X 36"H    | 2                             | \$2,600.00 | \$5,200.00         |
|  |                                 |             | CASE AND FACE FINISH                                  |                               |            |                    |
|  |                                 |             | CASE FINISH: Fashion Grey                             |                               |            |                    |

# Bill of Material

Project: North Mason Regional Fire Authority

**Sold to**

Company name: North Mason Regional Fire Authority  
 Contact Person:  
 Contact Phone:  
 Contact Fax:

**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #  | Typical                         | Part Number  | Description   | Qty | List       | Ext. List          |
|--|---------------------------------|--------------|---|-----|------------|--------------------|
|  |                                 |              | FACE FINISH: Fashion Grey   |     |            |                    |
|  |                                 |              | LOCK  |     |            |                    |
|  |                                 |              | FIELD INSTALLED LOCKCORE (2)  |     |            |                    |
|  |                                 |              | PULL  |     |            |                    |
|  |                                 |              | ALTO PULL - SILVER  |     |            |                    |
| 38   | F08: Mail and Work Room 106/107 | BIS4060      | BAHN WORK ISLAND, SURFACE, 40"D X 60"W                                    | 2   | \$800.00   | \$1,600.00         |
|  |                                 |              | LAMINATE 1 GROUP  |     |            |                    |
|  |                                 |              | Standard Laminates  |     |            |                    |
|  |                                 |              | SURFACE FINISH 1: Asian Sand (7952-38)                                    |     |            |                    |
|  |                                 |              | EDGE TYPE: 90 Trim  |     |            |                    |
|  |                                 |              | EDGE FINISH: Fashion Grey   |     |            |                    |
| <b>Total F08: Mail and Work Room 106/107</b> |                                 |              |   |     |            | <b>\$12,500.00</b> |
| <b>F09: Reception 102</b>                    |                                 |              |   |     |            |                    |
| 39   | F09: Reception 102              | ZSBCEF207226 | ZO STORAGE BASE CABINET, FILE, 20"D x 72"W x 26"H                         | 1   | \$2,628.00 | \$2,628.00         |
|  |                                 |              | AV OPTION   |     |            |                    |
|  |                                 |              | NO A/V CUTOUT   |     |            |                    |
|  |                                 |              | CASE AND FACE FINISH  |     |            |                    |
|  |                                 |              | CASE FINISH: Satin Gray   |     |            |                    |
|  |                                 |              | FACE FINISH: Satin Gray   |     |            |                    |
|  |                                 |              | LOCK  |     |            |                    |
|  |                                 |              | FIELD INSTALLED LOCKCORE (1)  |     |            |                    |
|  |                                 |              | PULL  |     |            |                    |
|  |                                 |              | ALTO PULL - SILVER  |     |            |                    |
| <b>Total F09: Reception 102</b>              |                                 |              |   |     |            | <b>\$2,628.00</b>  |
| <b>F10: Training 122</b>                     |                                 |              |   |     |            |                    |
| 40   | F10: Training 122               | SMFREF2472   | SEVEN FLIP TABLE, RECTANGLE, FULL BASE WITH CASTERS, 24"D x 72"W x 28.5"H | 10  | \$1,280.00 | \$12,800.00        |
|  |                                 |              | CUTOUT  |     |            |                    |
|  |                                 |              | CUTOUT ONLY FOR BYRNE MHO, 4-PORT   |     |            |                    |
|  |                                 |              | LAMINATE 1 GROUP  |     |            |                    |
|  |                                 |              | Standard Laminates  |     |            |                    |
|  |                                 |              | SURFACE FINISH 1: Satin Gray  |     |            |                    |
|  |                                 |              | EDGE TYPE: 90 Trim  |     |            |                    |
|  |                                 |              | EDGE FINISH: Satin Gray   |     |            |                    |
|  |                                 |              | POWDER FINISH   |     |            |                    |
|  |                                 |              | POWDER FINISH: Frosty White   |     |            |                    |



# Bill of Material

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**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #                         | Typical            | Part Number  | Description  | Qty                             | List       | Ext. List          |
|---------------------------|--------------------|--------------|--|---------------------------------|------------|--------------------|
| 41                        | F10: Training 122  | SMFREF2472   | SEVEN FLIP TABLE, RECTANGLE, FULL BASE WITH CASTERS, 24"D x 72"W x 28.5"H<br>CUTOUT<br>NO GROMMET OR CUTOUT<br>LAMINATE 1 GROUP<br>Standard Laminates<br>SURFACE FINISH 1: Satin Gray<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>POWDER FINISH<br>POWDER FINISH: Frosty White | 10                              | \$1,280.00 | \$12,800.00        |
| 42                        | F10: Training 122  | WPPH120      | PLUG-IN, MHO, 2 POWER, 1 USB, 1 DATA, SILVER/WHITE, 120", REQUIRES CUTOUT [MHO-4]  | 10                              | \$460.00   | \$4,600.00         |
| 43                        | F10: Training 122  | WAGDU        | GANGING BRACKET STANDARD, PAIR, Black  | 20                              | \$80.00    | \$1,600.00         |
|                           |                    |              |  | <b>Total F10: Training 122</b>  |            | <b>\$31,800.00</b> |
| <b>F12: FF Office 133</b> |                    |              |  |                                 |            |                    |
| 44                        | F12: FF Office 133 | ZSBCEF207226 | ZO STORAGE BASE CABINET, FILE, 20"D x 72"W x 26"H<br>AV OPTION<br>NO AV CUTOUT<br>CASE AND FACE FINISH<br>CASE FINISH: Satin Gray<br>FACE FINISH: Satin Grey<br>LOCK<br>FIELD INSTALLED LOCKCORE (1)<br>PULL<br>ALTO PULL - SILVER   | 1                               | \$2,628.00 | \$2,628.00         |
|                           |                    |              |  | <b>Total F12: FF Office 133</b> |            | <b>\$2,628.00</b>  |
| <b>F13: Conference</b>    |                    |              |  |                                 |            |                    |
| 45                        | F13: Conference    | TBECE1553N   | TONIC BENCH CONFERENCE END, 15"D x 53"W<br>LAMINATE 1 GROUP<br>Standard Laminates<br>SURFACE FINISH 1: Fawn Cypress (8208K-38)<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>POWDER FINISH<br>POWDER FINISH: Frosty White  | 2                               | \$280.00   | \$560.00           |

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**Distributor**

Company name: Watson Puget Sound  
 Salesman: Jenny Cornish  
 Salesman Phone: 3605987401  
 Salesman Fax:



| #  | Typical         | Part Number | Description  | Qty | List       | Ext. List  |
|----|-----------------|-------------|--|-----|------------|------------|
| 46 | F13: Conference | TBTU5345-28 | TONIC BENCH SEGMENT, 53"D x 45"W x 28.5"H<br>LAMINATE 1 GROUP<br>Standard Laminates<br>SURFACE FINISH 1: Fawn Cypress (8208K-38)<br>EDGE TYPE: 90 Trim<br>EDGE FINISH: Satin Gray<br>POWDER FINISH | 2   | \$1,543.00 | \$3,086.00 |
| 47 | F13: Conference | TBTUY-28    | TONIC BENCH END YOKE, 28.5"H<br>POWDER FINISH<br>POWDER FINISH: Frosty White   | 1   | \$777.00   | \$777.00   |
| 48 | F13: Conference | TCIFD45MH-0 | TONIC BENCH COMPONENT INFILL, 45"W, MONITOR MOUNT, HEAVY POWER<br>ACCESS, FLAT DECK<br>CASE FINISH<br>CASE FINISH: Satin Gray  | 2   | \$239.00   | \$478.00   |
| 49 | F13: Conference | TCIPR45H-A  | TONIC BENCH POWER RACEWAY, 45"W, HEAVY POWER, ADDER<br>POWER TYPE<br>4 Circuit (3 + 1 Dedicated)<br>POWDER FINISH<br>POWDER FINISH: Frosty White   | 1   | \$1,199.00 | \$1,199.00 |
| 50 | F13: Conference | TCIPR45H-S  | TONIC BENCH POWER RACEWAY, 45"W, HEAVY POWER, STARTER<br>POWER TYPE<br>4 Circuit (3 + 1 Dedicated)<br>POWDER FINISH<br>POWDER FINISH: Frosty White   | 1   | \$1,122.00 | \$1,122.00 |
| 51 | F13: Conference | TGAPI       | TONIC BENCH POWER INFEED<br>INFEED TYPE<br>INFEED TYPE: Hardwire, 72" Whip   | 1   | \$89.00    | \$89.00    |

**Total F13: Conference \$7,311.00**

Discount (-60.7 %) (\$79,539.46)

Watson Install \$2,575.00

All pricing is GSA net, Contract: GS-27F-004GA, Contract Period: 10/27/2016-10/26/2021, Payment terms: 5% 10 days, 2% 20 days, Net 30. \$0.00

GSA Freight Zone 1; Delivered discount from list price: 60.7%. (0 %) \$0.00

**Grand Total \$54,072.54**

# Vision and Mission Statement Mission, Vision, Core Services and Core Values

**CATEGORY:** Administration  
**NUMBER:** Admin-33  
**EFFECTIVE:** January 2016  
**REVISED:** September 2021

## REFERENCE

~~North Mason Regional Fire Authority~~

## SCOPE

All Authority personnel.

## MISSION

We Ssafeguard North Mason Communities.

## VISION

We are an essential, trusted and valued community partner. We continuously improve and evolve with the communities we serve.

## CORE SERVICES

1. Emergency Sservices, ~~including f~~Fire response, rescues, and emergency medical services.
4. Non-Eemergency sServices, ~~including~~ Community risk reduction, public education and fire ~~prevention and~~ emergency management preparations.

## CORE VALUES

An organization's values appear as guiding principles, a code of conduct or a culture code that explain how the organization intends to operate in accordance with those values; our values make a promise. The North Mason Regional Fire Authority is uniquely suited to serve the distinct features and needs of North Mason Communities. The following characteristics values describe who we are and how we operate.

- ~~• Safety!~~
- ~~• Community and service. We exist to serve the residents, business owners, and visitors of North Mason. We put their needs before our preferences and focus our policies, procedures, and culture around this dedication to the communities we~~

~~serve.~~

- ~~• **Professionalism and excellence.** We hold ourselves to extremely high standards and strive to be a well-managed, high performing organization. We are committed to continuous improvement and recognize that we are on an evolving path from our roots as a rural volunteer-based organization to an agency where expectations are high and excellence is the norm.~~
- ~~• **Diligence and dedication.** We work hard. Our career staff and volunteers have chosen to join a production-oriented fire agency and come to each shift ready to train, prepare,~~

~~and respond.~~

- ~~• **Safety!** We place our top priority on the safety and wellbeing of our members and the public we serve.~~
- ~~• **Professionalism and Excellence.** We hold ourselves to extremely high standards and strive to be a well-managed, high performing organization. We are committed to continuous improvement, and we recognize that we are on an evolving path where expectations are high and excellence is the standard.~~
- ~~• **Operational Readiness.** We realize that we work in a profession that allows no room for error, as the slightest oversight can have devastating results. We are committed to being prepared for any situation we may encounter while in pursuit of our mission.~~
- ~~• **Customer Service and Patient Care.** We exist to serve the residents, businesses and visitors of North Mason County. We put their needs before our preferences, and we center every aspect of the organization around customer service, protection and patient care.~~
- ~~• **Trust and Integrity.** We value our role as public servants, and we value the requirement to be held to the highest of standards. Trust and integrity amongst Fire Authority staff and members and maintaining trust and integrity with the community are essential to our continued success.~~
- ~~• **Fire Authority Membership.** We place the highest value on the members that form the North Mason Regional Fire Authority. With pride, determination and professionalism, Authority membership carries out every aspect of the organization's mission. Fire Authority members are the very best of what the public safety profession has to offer.~~
- ~~• **Fire Authority Member Wellbeing.** We understand that the constant demands of our emergency service work take a tremendous toll on our members' physical and mental health. We will take the steps necessary to help our members prepare for and cope with these demands.~~
- ~~• **Innovation and flexibility.** We will continue to adapt to best serve North Mason communities, evolving as they evolve and embracing creative and agile solutions to the unique challenges we face.~~
- ~~• **Trust and opportunity.** The nature and culture of our organization creates tremendous opportunities for volunteers and staff. We encourage ongoing professional development and create leadership opportunities for dedicated individuals at all levels of the~~

organization.

- ~~**Accountability and transparency.** We value and depend on the public's trust, extended to us as stewards of public resources. We communicate transparently about the choices and investments we make and we engage community stakeholders in determining how best to deliver services.~~

# Mission, Vision, Core Services and Core Values

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**CATEGORY:** Administration  
**NUMBER:** Admin-33  
**EFFECTIVE:** January 2016  
**REVISED:** September 2021

## SCOPE

All Authority personnel.

## MISSION

We Safeguard North Mason Communities.

## VISION

We are an essential, trusted and valued community partner. We continuously improve and evolve with the communities we serve.

## CORE SERVICES

1. **Emergency Services.** Fire response, rescue and emergency medical services.
2. **Non-Emergency Services.** Community risk reduction, public education and emergency management preparations.

## CORE VALUES

An organization's values appear as guiding principles, a code of conduct or a culture code that explain how the organization intends to operate in accordance with those values; our values make a promise. The following values describe who we are and how we operate.

- **Safety!** We place our top priority on the safety and wellbeing of our members and the public we serve.
- **Professionalism and Excellence.** We hold ourselves to extremely high standards and strive to be a well-managed, high performing organization. We are committed to continuous improvement, and we recognize that we are on an evolving path where expectations are high and excellence is the standard.
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