

**COMMISSIONERS MEETING AGENDA**  
**Thursday, April 9th, 2026 – 7:00pm**

1. Call to Order and Pledge of Allegiance
2. Approval of Agenda

**Action Item: MOTION to approve**

3. Consent Agenda

*Items listed below have been distributed to the fire commissioners in advance for study and will be enacted by one motion. If separate discussion is desired on an item, that item may be removed from the consent Agenda and placed on the Regular Agenda at the request of a fire commissioner or at the request of a member of the public with concurrence of a fire commissioner. Requests to remove items should be made under Item 2 Approval of Agenda prior to approval of agenda.*

Action Item: **MOTION to approve**

- 3.1 Approve Proposed Meeting Minutes
  - March 12<sup>th</sup>-Meeting Minutes
  - April 1<sup>st</sup>- Special Meeting Minutes
- 3.2 Acknowledge Correspondence
  - Thank you note from Brookside Funeral Home
  - Donation in memory of Hayden Fisher
- 3.3 Authorize to pay vouchers

March 2026			
Amount	Description	Amount	Description
\$722,508.79	GEN FUND 010	\$896,257.94	PAYROLL
\$267,703.29	EMS FUND 011	\$96,152.78	CLAIMS
\$2,198.64	EQUIPMENT FUND 041		
		\$992,410.72	

4. Public Hearings: None.
5. Public Comment items not included on agenda (Please limit comments to 3 minutes)

6. Administrative

- 6.1 Finance
- 6.2 District Secretary Report
- 6.3 Deputy Chief Report
- 6.4 Chief Report
- 6.5 Commissioners Report

7. Unfinished Business:

- 7.1 Ambulance Billing

Action Item: Discussion

8. New Business

- 8.1 Resolution 26-06: Lid Levy Lift and Lid Levy Process

Action Item: Motion to Approve

- 8.2 Resolution 26-05: Litigation Defense
  - Action Item: Motion to Approve
- 8.3 Fire Chief Job Description
  - Action Item: Motion to Approve
- 8.4 RFP Strategic Plan and Standards of Coverage
  - Action Item: Motion to Approve
- 8.5 City of Kittitas
  - Action Item: Discussion and Direction
- 8.6 Resolution 26-07: Credit Cards
  - Action Item: Motion to Approve

9. Good of the Order

10. Executive Session: None

11. Adjournment

**KITTITAS COUNTY FIRE DISTRICT #2**  
**Ellensburg, Washington**

**Minutes of:** Commissioners' Board Meeting  
**Meeting date:** March 12, 2026  
**Meeting time:** 7:00pm  
**Meeting place:** 400 E. Mountain View, Station 29

**Commissioners in Attendance:** Pat Clerf, Neil O'Neill, Jerry Pettit, Andy Polak, Scott Ciraulo.

**Others in Attendance:** Interim Chief Roy Palmer, Deputy Chief Chris Moen, ASM McBride, and numerous firefighters and members of the public.

**1. Call to Order:** Commissioner Clerf called the meeting to order at 1900 hours and led the Pledge of Allegiance.

**2. Approval of Agenda:**

Commissioner Pettit made a motion to approve the agenda. Commissioner O'Neill seconded the motion. There was no further discussion. The Board voted unanimously to approve the agenda as presented.

**3. Consent Agenda**

Items listed under the Consent Agenda were distributed to Fire Commissioners in advance for study. All the following items were enacted with one motion:

**3.1 Approve Meeting Minutes**

- February 12th, 2026-Meeting Minutes

**3.2 Acknowledge Correspondence**

- None

**3.2 Authorize to pay vouchers**

FEBRUARY 2026		
Batch #	Amount	Description
2026.02.01	\$160,133.83	Volunteer Payroll
2026.02.02	\$274,525.60	Payroll - GEN Fund 010
2026.02.03	\$100,928.87	Payroll - EMS Fund 011
2026.02.04	\$300,648.34	Accounts Payable & Benefits All Funds
<b>\$836,236.64</b>		

Commissioner O'Neill made a motion to approve the Consent Agenda. Commissioner Pettit seconded the motion. There was no further discussion. The Board voted unanimously to approve the agenda as presented.

**4. Public Hearing:** Performance Benchmarks- Review 2025 Benchmarks and set 2026 Benchmarks.

Commissioner Clerf opened the Public Hearing at 7:02pm. Deputy Chief Moen presented the attached report and discussed:

- DC Moen reported that the data provided and attached from ESO looks to be corrupted due to entry errors and potentially the program not grabbing the statistics correctly. There are differences in the reporting software from ERS to ESO.
- DC Moen is going to Austin, Texas to get some training from ESO and will provide some updated numbers if different numbers are discovered after the training.
- DC Moen recommends that we stick with the same benchmarks for 2026.

- Factors that affect the response times include geography of the calls and equipment used by Kittcom.
- Compliance numbers are likely down from last year. We will not ask people to drive faster on responses.

There were no questions and Commissioner Clerf closed the Public Hearing at 7:06pm.

**5. Public Comment:** None

**6. Administrative Reports**

**6.1 Finance:** ASM McBride presented the attached report and addressed the following:

- The overtime reports are attached for the month of February. OT hours were 549 for February.
- The financial statements were reconciled through February but after a meeting with the County Treasurers office, the bond payments were not in the report. They have added them to February's report to be reconciled.
- We received reimbursements for POMAS fire and paid for Q1 Fire Marshal Services.
- The budget committee met and discussed the budget position, nontaxed revenue sources, and levy recommendations. We will be collecting about what was projected to be collected from last September/October. The levy rate is \$1.34. If we were at \$1.50 the additional revenue would be about 1 million.
- ASM McBride gave a presentation on Priority Based Budgeting. This concept is utilizing evidence to match spending and community needs, not emotional appeals. Commissioner Polak commented that this is something we should take seriously and start utilizing. Commissioner Pettit stated that we need to look at this and the legal requirements for what has to be provided with contracts. We want to provide for our customers through critical needs and prioritization.

**6.2 District Secretary Report:** DS McBride presented the attached report and addressed the following:

- PDC filing is due by April 15<sup>th</sup> for commissioners.
- Legislative Day is on January 29<sup>th</sup>. Commissioner Pettit commented that he would like to attend.
- The WFCFA is hosting a class called "transforming fire service culture" in June. Interested commissioners should let Sydney know.

**6.3 Deputy Chief Report:** DC Moen presented the attached report addressed the following:

- February was a slow month for responses. Total of 360 responses, 25% down for the month. 306 EMS calls and 27 out of county transfers. We are only taking about 50% of the hospital transfers. 8% decrease over last year for calls at this time.
- We have three members at the academy, they just finished the halfway point of the academy.
- Training has a training burn scheduled for red cards at the airport on March 21<sup>st</sup>.
- KVFR is now NERIS compliant. Not smooth there are still hiccups.
- At LMC we discussed pushing the promotional list to a different time of year to get more people available and around to do the test.
- Commissioner Clerf asked about the hospital meeting. DC Moen commented that we talked about the transfers, we have a very good relationship with the. We are still working on the unusual occurrence form and getting it fixed. They are scheduled every month. Chief Palmer commented that they provided us with some data and there are a lot of moving parts. They want to continue to work with us to develop a program.

#### **6.4 Chief Report:** Chief Palmer presented the attached report and addressed the following:

- Right now, the organization is in a transition period, Sydney is pulling a significant role keeping the system working. We have interviews tomorrow for the financial services manager position.
- Chief Palmer is meeting with crews and attending drills. Chief Palmer believes we need to go back in and refresh some policies; we should try to get our policies updated.
- Chief Palmer shared that Interim Duty Chief Elliott's last day as duty officer is the 29<sup>th</sup> of June. Chief Moen and Palmer are working on a duty officer program.
- WSRB is going to be doing their review on May 12<sup>th</sup>. Chief Palmer called a best friend who does these in Oregon today. He reviewed the current WSRB report and doesn't believe there will be much of a change but needs some better understanding.
- Chief Palmer met with the Kittcom Manager and child fatality review committee with the public health.
- It was a positive labor management meeting
- Chief Palmer is two months in and has determined that if you look at an organization as an orchestra, right now we have different groups playing different music, our delivery and the work we do here is excellent here. We don't have any music. The strategic plan and standards of coverage will help. There have been a lot of changes over the last year and a half. As a result, some was good and some was bad. Lots of insecurity because you don't know where you are going. You are taking care of the calls but there is no vision for the future. We need to review our operational guidelines, because of that there is inconsistency in how you do stuff, it varies shift to shift and station to station. Time to revisit the equipment replacement plan and it needs to be funded. The ladder needs to be replaced. For whatever reason over time the relationship between paid staff and volunteers has deteriorated. We need to revisit and make sure that everyone is again spinning in the right direction. We as leaders must do a better job of making sure that we follow the chain of commands, everyone doesn't have access to everyone. The work environment gets a little funky without it. At this point he is still trying to learn.

#### **6.5 Commissioner Report:**

- Commissioner Clerf would like to thank everyone who helped when there were fires over the weekend.
- Commissioner Polak provided an update about the LMC meeting. It was discussed in the meeting about hospital transfers, the local requested notification for when probationary or at will members are being terminated or disciplined but agree there is not legally required to do so. The local has chosen their negotiations team. The GIS studies are currently being worked on by the union. Discussion occurred about moving the promotional test to a later date. Chief Moen commented, that we must give the bibliography 4 months prior to the test. Moving it to a better timeframe for the year will allow more candidates. As an organization we lack a succession plan for the prevention division. Ask to streamline training requests, some dollar threshold would need to be identified for approval. Projects and tasks are priorities. A public records request has been submitted the union and is being address as time is allowed. The new W-2 overtime rules were being handled. Commissioner Pettit asked, so Andy you attended the LMC meeting? Commissioner Polak responded yes, I was asked by Commissioner Ciraulo. Commissioner Ciraulo said he was on shift so asked Andy the night before. Commissioner Pettit stated that we agreed upon having the two people to each committee and if we couldn't make it

you must notify the board chair. Two people allowed a backup. Commissioner Ciraulo said he was on shift and couldn't attend. Commissioner Clerf requested to be notified in the future.

- Commissioner Pettit reported that KITTCOM is leasing property for storage and they have hired 3 new people. They have enough staff to have a normal staffing process; they have some really good candidates. Blewett pass improvements are going well. They are working on Rye Grass, and it is going well. Things are moving forward; they have hired a new part time person for GIS. The city manager and KITTCOM is starting to charge for FOYA or PR requests.
- Commissioner Pettit attended the wildland session and what we are realizing is that Kittitas County has the most insurance cancellations in the state and there is a bill in the legislator to require insurance companies to provide reason and documentation as to why they are canceling insurance.
- Commissioner Clerf attended the volunteer meeting. It went well.
- The finance committee met and reviewed the options for funding including a lid levy and non-taxed entities and continuing these meetings with agencies in the district.

## **7. Unfinished Business:**

**7.1 Non-Taxed Entities:** This item was discussed above under commissioner report regarding the meeting with the county. The board would again like Commissioner Pettit to sit in on the meetings.

**7.2 Revenue Sources:** This item was discussed above under commissioner report regarding the meeting with the county. Commissioner Clerf would like to have that put on the April agenda for levy consideration. The board would like to discuss this for the august election.

## **8. New Business**

**8.1 Set 2026 Performance Benchmarks:** Commissioner Pettit made a motion to approve the 2026 Benchmarks for the current standards. Commissioner O'Neill seconded the motion. There was no further discussion and the motion passed unanimously.

**8.2 Standards of Coverage and Strategic Plan RFP:** Chief Palmer believes that this will address a lot of concerns with the agency from response times to coverages. This community will be able to be involved. It is a good document. It is a very good timeline. Commissioner Pettit made a motion to approve the RFP. Commissioner Ciraulo seconded the motion. Commissioner Polak had a question about the scoring and if we could change it. ASM McBride said yes it can be changed. Chief Palmer stated that we have retained the right to deny any proposal, we do have a grading process in place. Commission Polak also said there were some grammatical and formatting things that need to be changed before publish. There was no further discussion and the motion passed unanimously to publish the RFP with updates to any spelling, grammar or formatting errors.

**8.3 City of Ellensburg IT Agreement:** Commissioner Pettit made a motion to approve the IT agreement. Commissioner O'Neill seconded the motion. There was no further discussion and the motion passed unanimously.

**8.4 2026 Surplus Resolution 26-04:** Commissioner Pettit made a motion to approve Resolution 26-04. Commissioner Polak seconded the motion. There was no further discussion and the motion passed unanimously.

**8.5 November 2025 FF/EMT and FF/Paramedic Hiring List:** Commissioner O'Neill made a motion to sunset the current hiring list. Commissioner Polak seconded the motion. There was no further discussion and the motion passed unanimously.

**8.6 Fire Chief Search:** Commissioner Clerf commented that had Sydney put together a timeline for hiring the fire chief and send out the job description. The board discussed that they would like to

appoint a special committee to devote more time to this. Commissioner Clerf commented that he would like to sit on this. Commissioner Pettit made a motion to appoint Commissioner Clerf and Commissioner Polak to the fire chief hiring committee. There was no further discussion and the motion passed unanimously. Commissioner Clerf commented that if you would like changes to the job description, please work on this and bring it back to the board for final approval.

**9. Good of the Order:** Commissioner Clerf commented that they are doing interviews for finance manager tomorrow. Commissioner Clerf requested a 10-minute recess of the meeting from 8:06pm until 8:16pm.

**10. Executive Session:** At 8:06pm Commissioner Clerf announced that the Board would be going into executive Session pursuant to RCW 42.30.110(1)(g) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee and RCW 42.30.140(4)(b) that portion of a meeting during which the governing body is planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress." After a 10-minute break. The Executive Session would start at 8:15pm and be for 30 minutes until 8:45pm. Commissioner Clerf requested that Chief Palmer and DC Moen remain for the executive session to meet with the Board members. The board would take further action following the executive session. At 8:45pm it was announced that executive session would be extended for 10 minutes until 8:55pm. At 8:55pm it was announced that executive session would be extended for 5 minutes until 9:00pm. At 9:00pm it was announced that executive session would be extended for 5 minutes until 9:05pm The regular meeting resumed at 9:05pm.

**11. Delegation of Responsibilities Financial Services Manager**

Commissioner Pettit made a motion to delegate financial services manager responsibilities to Sydney McBride until we have a new person in the position and onboarded. Commissioner Ciraulo seconded the motion. There was no further discussion and the motion passed unanimously.

Commissioner Pettit made a motion to pay Sydney McBride 50% of the Financial Services Manager salary for March, April and May, in addition to her regular salary. Commissioner O'Neill seconded the motion. There was no further discussion and the motion passed unanimously.

**12. Adjournment**

Commissioner O'Neill made a motion to adjourn the meeting. Commissioner Pettit seconded the motion. There was no further discussion and the board voted unanimously to adjourn the meeting. The meeting adjourned at 9:07pm.

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Board Chair

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District Secretary

## KITTITAS COUNTY FIRE DISTRICT #2

Ellensburg, Washington

**Minutes of:** Commissioners' Board Meeting, Special Session  
**Meeting date:** April 1<sup>st</sup>, 2026  
**Meeting time:** 3:30pm  
**Meeting place:** 400 E. Mountain View, Station 29

The special meeting was publicized according to the requirements of Chapter 188, Laws of 2012. Each Board member was sent a written notice via e-mail; the Daily Record was notified via an e-mail, a notice was posted on KVFR's website, and the notice of special meeting was posted in the front window at 400 E. Mountain View on Tuesday, March 31<sup>st</sup>, 2026

**Commissioners in Attendance:** Pat Clerf, Neil O'Neill, Jerry Pettit and Andy Polak. Scott Ciraulo attended virtually.

**Others in Attendance:** ASM Sydney McBride and no members of the public.

**1. Call to Order:** Commissioner Clerf called the meeting to Order at 3:30pm and led the Pledge of Allegiance.

**2. Approval of Agenda:** Commissioner Pettit made a motion to approve the agenda. Commissioner O'Neill seconded the motion. There was no further discussion. The Board voted unanimously to approve the agenda.

**3. Executive Session:**

Commissioner Clerf announced at 3:31pm the board would be going into executive session pursuant to RCW 42.30.140(4) (b) To review the performance of a public employee. The board requested that Chief Palmer stay to meet with the board. The executive session would be for 20 minutes until 3:51pm. At 3:51pm it was announced that executive session would extend for 30 minutes until 4:21pm. At 4:21pm it was announced that executive session would extend for 10 minutes until 4:31pm. The regular meeting resumed at 4:31 pm.

**4. Fire Chief Search Update**

Discussion occurred amongst the board regarding the Fire chief search. Chief Palmer shared that, would like the board to consider eliminating the duty chief part of the fire chief job. Chief's are always listening but it can be an officer response for most of the calls. Chief Palmer made some marks on the job description about the credentials in section 4-13 being something that shouldn't be required because you don't have those certifications once you get into a hire level officer position. That's something the has peeps for to delegate responsibilities to. The job description should have more company officer qualifications. You need someone with more credentials than company officer, as long as you aren't requiring them to be an EMT. Once a person gets this much experience, they let that stuff go. Not a requirement. Pettit no duty chief requirement. If our chief is not going to be required to do the duty chief rotation. At some point the department needs to look at creating an EMS officer. Commissioner

Polak said an MSO. Commissioner Pettit asked the group, what are your thoughts on a chief having the education requirement? Chief Palmer said it may not be needed. Commissioner Polak said that he shared the description with a few former fire chiefs. The consensus is that requiring all these detailed certifications is a lot. We need someone who can come into this situation to look at this organization and build. They must be ambitious, hard working and realize all the opportunities available. The Chief must live in the district.

**4. Adjournment** Commissioner O'Neill made a motion to adjourn the meeting. Commissioner Pettit seconded the motion. There was no further discussion and the board voted unanimously to adjourn the meeting. The meeting adjourned at 4:44pm hours.

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Board Chair

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District Secretary

• A MOHLER FAMILY ESTABLISHMENT •

# Brookside

FUNERAL HOME & CREMATORY

*Because We Care*

Thank you so much for always being so willing to help our community and Brookside personally. You do it so well and with such a great attitude.

We so appreciate  
We *still* care! you!

 Charity

February 15, 2026

Kittitas Valley Fire & Rescue

PO Box 218

Ellensburg, WA 98926

Enclosed find a check in memory of Hayden Fisher that we would like to be used toward community outreach events.

I have also enclosed a photo of the quilt I made for Hayden's mom, Christy, for Christmas. I am so grateful for the patch you sent me to use and our local fire department donated a jacket that I also added to the quilt.

Hayden was our oldest grandchild and held a very special place in our hearts. His loss has been devastating to our family and not a day goes by that we don't think about him and the many memories we shared over the years. Hayden loved his job and was so excited to share it with us. I retired from WSP so we both shared the first responder mindset.

He was looking forward to finishing his prerequisites so he could apply for the Paramedic program, and I have no doubt he would have been great.

Thank you again for your help making this quilt memorable.

Debbie Aust





# KITTITAS VALLEY FIRE & RESCUE

400 E Mountain View Ave • Ellensburg, WA 98926 • (509) 933-7239 • Fax (509) 933-7245

## FINANCE UPDATE – APRIL 9, 2026

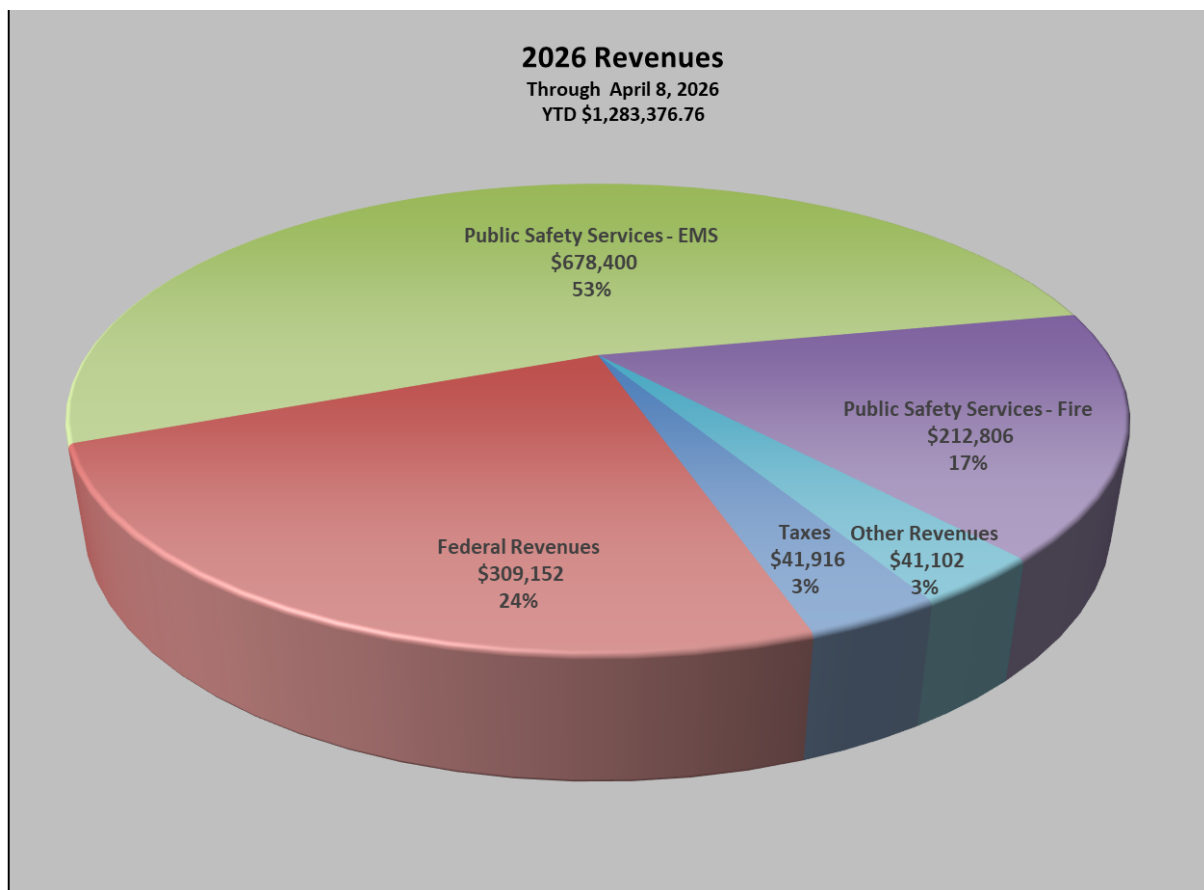
**Overtime Report:** The overtime report is attached.

- Overtime hours are 538 for March.

**Financial Statements:** Financial statements for March are attached.

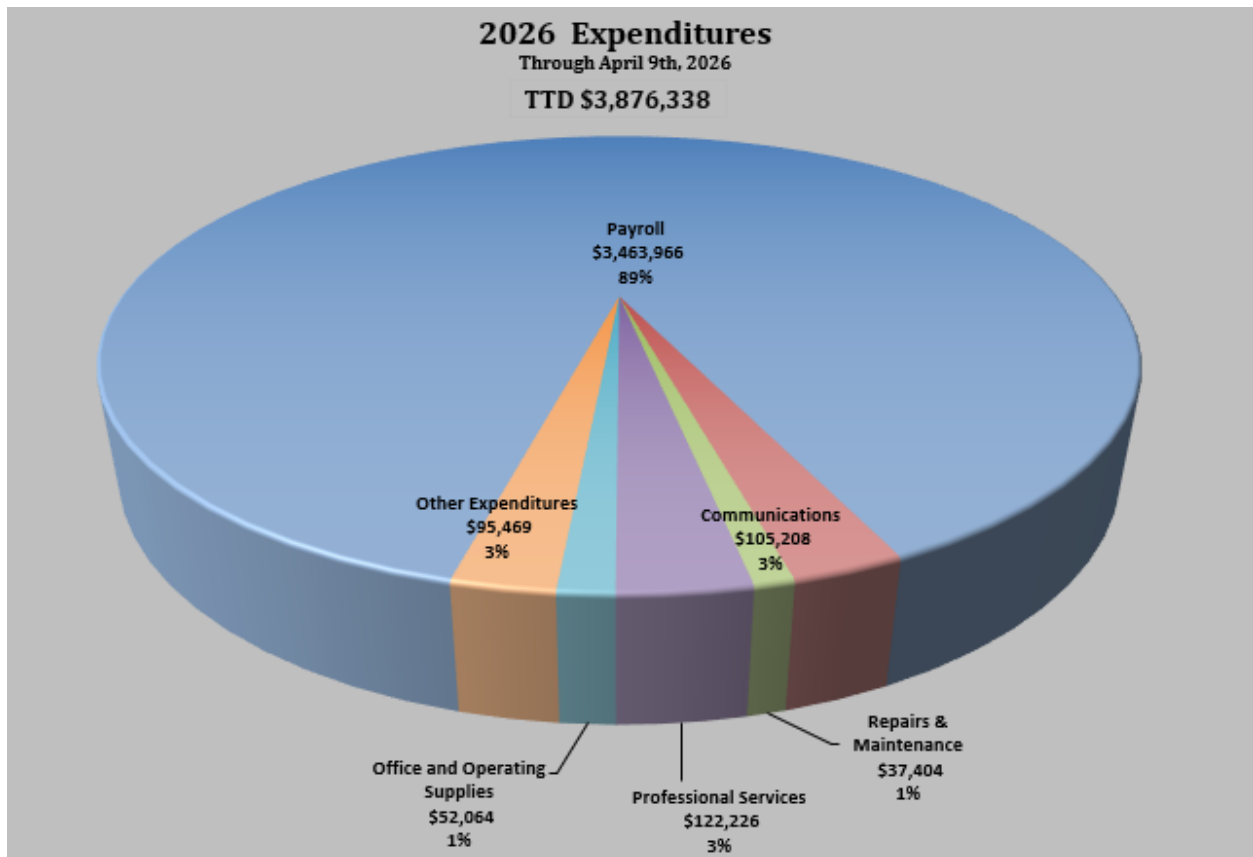
**Revenues:**

- Ambulance Transports were the largest revenue (excluding property tax) at \$76,580



**Expenditures:**

- TargetSolutions Training Software \$16,000
- November Commissioner Election \$15,000



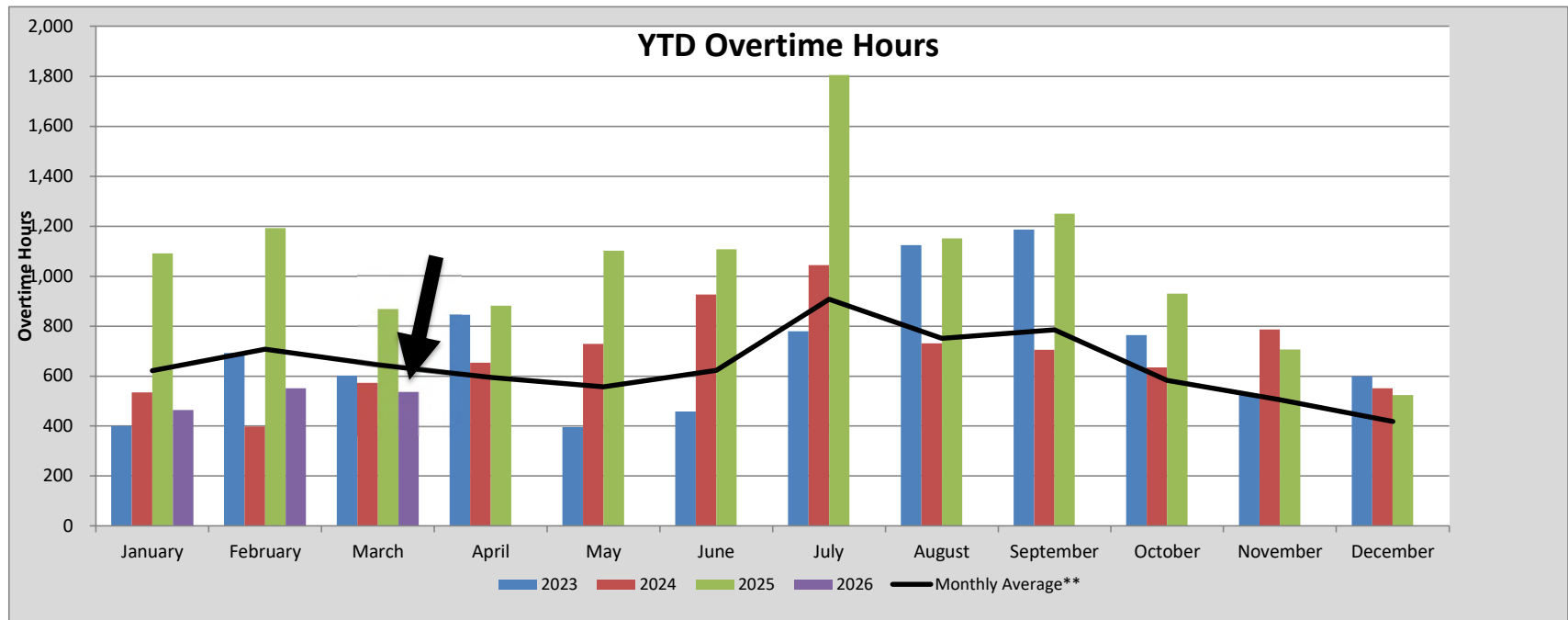
**Finance Committee Meeting:** I recommend we arrange a meeting for the end of April.

**DNR Grant:** Lt. Wallace applied for HB 1168 and received a \$20,000 grant to purchase fire shelters.

## 2023 - 2026 OVERTIME SUMMARY

	2023		2024		2025		2026	
	OT Hours	Dollars	OT Hours	Dollars	OT Hours	Dollars	OT Hours	Dollars
January	400.00	\$ 24,027.37	534.00	\$ 33,530.36	1,092.00	\$ 73,267.28	463.00	\$ 34,781.08
February	693.00	\$ 43,311.00	398.00	\$ 25,437.79	1,193.00	\$ 84,861.04	551.00	\$ 41,821.34
March	602.00	\$ 35,651.21	574.00	\$ 36,140.99	868.00	\$ 62,139.81	538.00	\$ 40,415.85
April	846.00	\$ 52,864.89	654.00	\$ 39,463.29	882.00	\$ 63,365.66	0.00	\$ -
May	395.00	\$ 23,599.07	729.00	\$ 45,747.64	1,102.00	\$ 74,738.70	0.00	\$ -
June	458.00	\$ 28,430.92	927.00	\$ 58,155.18	1,107.50	\$ 76,770.27	0.00	\$ -
July	780.00	\$ 48,750.48	1,045.00	\$ 64,963.73	1,805.00	\$ 121,971.20	0.00	\$ -
August	1,124.00	\$ 68,359.57	732.00	\$ 45,264.87	1,151.00	\$ 86,331.91	0.00	\$ -
September	1,187.00	\$ 71,313.88	706.00	\$ 46,306.95	1,250.50	\$ 97,931.87	0.00	\$ -
October	765.00	\$ 47,240.08	635.00	\$ 40,110.45	930.00	\$ 64,436.57	0.00	\$ -
November	524.00	\$ 31,842.74	787.00	\$ 49,395.62	707.00	\$ 47,351.50	0.00	\$ -
December	600.00	\$ 37,454.40	551.00	\$ 37,199.47	524.00	\$ 37,160.01	0.00	\$ -
<b>Totals &gt;&gt;</b>	<b>8,374.00</b>	<b>\$ 512,845.61</b>	<b>8,272.00</b>	<b>\$521,716.34</b>	<b>12,612.00</b>	<b>\$ 890,325.82</b>	<b>1,552.00</b>	<b>\$ 117,018.27</b>

<b>Monthly Average</b>	697.83	\$42,737.13	689.33	\$43,476.36	1,051.00	\$74,193.82	129.33	\$9,751.52
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# CHECK REGISTER

KITTITAS COUNTY FIRE DISTRICT 2

Time: 09:54:28 Date: 04/08/2026

03/01/2026 To: 03/31/2026

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
659	03/01/2026	Payroll	80	EFT		7,258.95	
660	03/01/2026	Payroll	80	EFT		6,052.69	
661	03/01/2026	Payroll	80	EFT		8,885.79	
662	03/01/2026	Payroll	80	EFT		6,570.18	
663	03/01/2026	Payroll	80	EFT		6,554.67	
664	03/01/2026	Payroll	80	EFT		61,125.81	
665	03/01/2026	Payroll	80	EFT		5,073.76	
666	03/01/2026	Payroll	80	EFT		8,190.08	
669	03/01/2026	Payroll	80	EFT		7,017.72	
670	03/01/2026	Payroll	80	EFT		6,318.29	
671	03/01/2026	Payroll	80	EFT		7,952.82	
672	03/01/2026	Payroll	80	EFT		5,832.70	
673	03/01/2026	Payroll	80	EFT		7,959.30	
674	03/01/2026	Payroll	80	EFT		6,094.81	
675	03/01/2026	Payroll	80	EFT		5,283.86	
676	03/01/2026	Payroll	80	EFT		7,888.97	
677	03/01/2026	Payroll	80	EFT		4,444.34	
678	03/01/2026	Payroll	80	EFT		7,040.39	
679	03/01/2026	Payroll	80	EFT		6,156.63	
680	03/01/2026	Payroll	80	EFT		14,945.06	
681	03/01/2026	Payroll	80	EFT		6,621.70	
682	03/01/2026	Payroll	80	EFT		7,042.39	
683	03/01/2026	Payroll	80	EFT		5,209.96	
684	03/01/2026	Payroll	80	EFT		6,188.38	
685	03/01/2026	Payroll	80	EFT		4,786.19	
686	03/01/2026	Payroll	80	EFT		7,153.53	
687	03/01/2026	Payroll	80	EFT		6,830.40	
688	03/01/2026	Payroll	80	EFT		11,142.65	
689	03/01/2026	Payroll	80	EFT		9,248.46	
690	03/01/2026	Payroll	80	EFT		8,308.76	
691	03/01/2026	Payroll	80	EFT		4,955.05	
693	03/01/2026	Payroll	80	EFT		13,931.68	
694	03/01/2026	Payroll	80	EFT		5,356.72	
695	03/01/2026	Payroll	80	EFT		8,629.11	
697	03/01/2026	Payroll	80	EFT		5,552.58	
698	03/01/2026	Payroll	80	EFT		5,350.31	
699	03/01/2026	Payroll	80	EFT		7,762.36	
700	03/01/2026	Payroll	80	EFT		7,587.02	
701	03/01/2026	Payroll	80	EFT		6,042.70	
702	03/01/2026	Payroll	80	EFT	US BANK OF WASHINGTON - ELECT TRANSFE	85,726.91	941 Deposit for Pay Cycle(s) 03/01/2026 - 03/01/2026
703	03/01/2026	Payroll	80	EFT		4,670.95	
704	03/01/2026	Payroll	80	EFT		6,248.49	
705	03/01/2026	Payroll	80	EFT		10,578.25	
706	03/01/2026	Payroll	80	EFT		10,643.28	
707	03/01/2026	Payroll	80	EFT		7,404.68	
708	03/01/2026	Payroll	80	EFT		8,514.68	
709	03/01/2026	Payroll	80	EFT		9,307.76	
710	03/01/2026	Payroll	80	EFT		12,177.46	
711	03/01/2026	Payroll	80	EFT		7,258.82	
712	03/01/2026	Payroll	80	EFT		7,663.76	
713	03/01/2026	Payroll	80	EFT		6,794.01	
714	03/01/2026	Payroll	80	EFT		6,779.71	
715	03/01/2026	Payroll	80	EFT		5,587.56	
716	03/01/2026	Payroll	80	EFT	US BANK OF WASHINGTON - ELECT TRANSFE	19,637.86	941 Deposit for Pay Cycle(s) 03/01/2026 - 03/01/2026

# CHECK REGISTER

KITTITAS COUNTY FIRE DISTRICT 2

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
737	03/03/2026	Payroll	80	EFT	AFLAC	1,496.82	Pay Cycle(s) 03/01/2026 To 03/01/2026 - AFLAC-Pretax; Pay Cycle(s) 03/01/2026 To 03/01/2026 - AFLAC-Posttax; Pay Cycle(s) 03/01/2026 To 03/01/2026 - AFLAC-Pretax; Pay Cycle(s) 03/01/2026 To 03/01/2026
738	03/03/2026	Payroll	80	EFT	DEPT OF RETIREMENT SYSTEMS	31,101.47	Pay Cycle(s) 03/01/2026 To 03/01/2026 - DC-DRS; Pay Cycle(s) 03/01/2026 To 03/01/2026 - Roth Deferred Comp; Pay Cycle(s) 03/01/2026 To 03/01/2026 - DC-DRS; Pay Cycle(s) 03/01/2026 To 03/01/2026 - Roth
739	03/03/2026	Payroll	80	EFT	MISSIONSQUARE- PAYROLL BENEFITS	5,300.00	Pay Cycle(s) 03/01/2026 To 03/01/2026 - DC-EMPOWER; Pay Cycle(s) 03/01/2026 To 03/01/2026 - DC-EMPOWER
740	03/03/2026	Payroll	80	EFT	IAFF	6,790.98	Pay Cycle(s) 03/01/2026 To 03/01/2026 - IAFF; Pay Cycle(s) 03/01/2026 To 03/01/2026 - IAFF
741	03/03/2026	Payroll	80	EFT	LEOFF RETIREMENT SYSTEM	70,076.50	Pay Cycle(s) 03/01/2026 To 03/01/2026 - LEOFF2; Pay Cycle(s) 03/01/2026 To 03/01/2026 - LEOFF2
742	03/03/2026	Payroll	80	EFT	PUBLIC EMPLOYEES RETIREMENT	6,164.92	Pay Cycle(s) 03/01/2026 To 03/01/2026 - PERS3; Pay Cycle(s) 03/01/2026 To 03/01/2026 - PERS2; Pay Cycle(s) 03/01/2026 To 03/01/2026 - PERS3
794	03/19/2026	Claims	80	EFT	SYDNEY MCBRIDE	96.82	MEAL & HOTEL FEE REIMBRUSEMENT SPRINGBROOK TRAINING
795	03/19/2026	Claims	80	EFT	CHRISTOPHER JOHN MOEN	761.80	ESO Training Flight - Moen
796	03/19/2026	Claims	80	EFT	WILLIAM SKOLD	75.00	SKOLD CWU PARAMEDIC SCHOOL APPLICATION REIMBURSEMENT
797	03/19/2026	Claims	80	EFT	WASH DEPT REVENUE USE TAX	123.75	February Use Tax
667	03/01/2026	Payroll	80		1427	46.30	
668	03/01/2026	Payroll	80		1428	146.30	
692	03/01/2026	Payroll	80		1429	146.30	
696	03/01/2026	Payroll	80		1430	291.70	
618	03/03/2026	Claims	80	1431	ARNOLDS RANCH & HOME	120.08	STATION 26 SUPPLIES - RODENT EXTRACTION SUPPLIES; ST26 RODENT EXTRACTION SUPPLIES
619	03/03/2026	Claims	80	1432	AT&T MOBILITY	2,107.79	February Cell Phones
620	03/03/2026	Claims	80	1433	CANON FINANCIAL SERVICES INC	717.98	ST29 Copier Lease & Overages; ST29 Copier Lease & Overages
621	03/03/2026	Claims	80	1434	CARDINAL HEALTH	190.22	Patient Medications
622	03/03/2026	Claims	80	1435	CITY OF ELLENSBURG	6,734.86	ST 29 Utilities; Internet Service; ST 21 Utilities
623	03/03/2026	Claims	80	1436	CITY OF KITTITAS	1,061.45	Q4 2025 Kittitas Utilities
624	03/03/2026	Claims	80	1437	COMPREHENSIVE HEALTHCARE	138.75	EAP Services
625	03/03/2026	Claims	80	1438	DAILY RECORD	177.20	2026 Newspaper Subscription
626	03/03/2026	Claims	80	1439	ELLENSBURG POWER SPORTS	26.08	B-293 Trash Pump
627	03/03/2026	Claims	80	1440	ELLENSBURG TIRE CENTER	355.28	Tire Chains (2) New Medic Units
628	03/03/2026	Claims	80	1441	EXIT 115 MINI MART	98.80	B231 Fuel
629	03/03/2026	Claims	80	1442	GALLS INC.	129.91	Captain Bars - Pair (4); Lieutenant Collar Insignia (4); Brass Nameplate (2)

# CHECK REGISTER

KITTITAS COUNTY FIRE DISTRICT 2

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
630	03/03/2026	Claims	80	1443	GRAINGER	37.02	ST 29 HRU V-Belts
631	03/03/2026	Claims	80	1444	HEINRICH AUTO PARTS	772.95	M-212 Oil Filter; B-231 Fuel Filter; B-231 Oil Filter; ST232 Couplings; M-213 Oil Filter (2) and Oil (7); E-291 4 Dome Lamp (5); E-221 4 Dome Lamp (5); E-291 Switch; E-221 Fuel Filters; B-221 Flasher;
632	03/03/2026	Claims	80	1445	IBS, INC.	366.52	Shop Supplies
633	03/03/2026	Claims	80	1446	KELLER SUPPLY COMPANY	466.11	ST29 Screen & Gasket for Main Water Line Repair; ST232 Water Heater Repair Supplies; ST29 South Residence Bathroom Repair
634	03/03/2026	Claims	80	1447	KITTITAS CO EMS & TRAUMA CARE	8,985.00	Annual EMS User Fees/Ongoing Training Costs and Membership Fees; EMS Instructor Cards - Haberman, Johnson, DeHerrera
635	03/03/2026	Claims	80	1448	KITTITAS CO PUD #1	302.53	Cove and Reecer Station Utilities
636	03/03/2026	Claims	80	1449	KNUDSON LUMBER	81.91	Regulator for Weed Burner; ST28 Repairs; ST28 Repair
637	03/03/2026	Claims	80	1450	LIFE ASSIST	3,608.45	Patient Supplies; Patient Supplies; Patient Supplies; Patient Supplies
638	03/03/2026	Claims	80	1451	LIGHTCURVE	814.24	Office Phones
639	03/03/2026	Claims	80	1452	MIDSTATE CO-OP	132.12	E291 & E211 Parts
640	03/03/2026	Claims	80	1453	OXARC	199.83	ST29 Oxygen; Service Charge; Service Charge
641	03/03/2026	Claims	80	1454	PAPE MACHINERY INC	465.53	ST29 Chainsaw Parts
642	03/03/2026	Claims	80	1455	PNW DETAIL SOLUTIONS LLC	173.76	Shop Supplies
643	03/03/2026	Claims	80	1456	PROSITE PEST CONTROL	532.13	ST29 EcoCare Advantage; ST21 EcoCare Advantage
644	03/03/2026	Claims	80	1457	PUGET SOUND ENERGY	348.30	Barnes Rd Station Utilities; Cove Rd Station Utilities
645	03/03/2026	Claims	80	1458	REBECCA DEAN PLLC	1,122.75	HR Investigation Services
646	03/03/2026	Claims	80	1459	CHANCE RICHARDSON	800.00	EMT Class 2024 Reimbursement
647	03/03/2026	Claims	80	1460	CHRISTOPHER SCHMELZER	6,240.00	January MPD Services; February MPD Services
648	03/03/2026	Claims	80	1461	SEAWESTERN	91.01	Suspenders
649	03/03/2026	Claims	80	1462	SNURE LAW OFFICE, PSC	864.00	Legal Services
650	03/03/2026	Claims	80	1463	SOLSTICE HEATING & AIR, INC.	955.68	ST21 Thermostat Troubleshooting & Repair
651	03/03/2026	Claims	80	1464	SUMMIT LAW GROUP, PLLC	8,205.99	January Legal Services; HR Legal Services
652	03/03/2026	Claims	80	1465	SYSTEMS DESIGN WEST, LLC	6,669.12	EMS Billing for January
653	03/03/2026	Claims	80	1466	TACOMA DODGE CHRYSLER JEEP	1,083.92	M-212 Pad Kit; M-211 Fuel Filter; M-292 Pad Kit; M-291 Relay; M-291 Intake Heater Parts; M-293 Fuel & Oil Filters; M-213 Dome Lamp
654	03/03/2026	Claims	80	1467	THE UPS STORE 2112	176.90	Shipping - Task Force Tips; Shipping - M-293 Parts
655	03/03/2026	Claims	80	1468	UNIVERSITY AUTO CENTER	53.84	INCORRECT INVOICE CHARGE. CREDIT NOW ON ACCOUNT.; M-293 Antifreeze/Coolant; M-213 Oil/Fuel Filter
656	03/03/2026	Claims	80	1469	US LINEN & UNIFORM	38.01	ST21 Floor Mats
657	03/03/2026	Claims	80	1470	WASHINGTON STATE PATROL	228.69	Plans Review - Quigley Hall Renovation
658	03/03/2026	Claims	80	1471	YAKIMA AIR COMPRESSOR & EQUIPMENT, INC.	23.89	ST21 Intake Check Valve

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KITTITAS COUNTY FIRE DISTRICT 2

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
743	03/03/2026	Payroll	80	1472	DEPT OF LABOR & INDUSTRIES (PAYROLL)	90,903.44	1ST Quarter L&I: 01/01/2026 - 03/31/2026; 1ST Quarter L&I: 01/01/2026 - 03/31/2026
744	03/03/2026	Payroll	80	1473	EMPLOYMENT SECURITY DEPT - PFMLA	8,332.99	Pay Cycle(s) 03/01/2026 To 03/01/2026 - PFMLA; Pay Cycle(s) 03/01/2026 To 03/01/2026 - PFMLA; Pay Cycle(s) 01/28/2026 To 01/28/2026 - PFMLA
745	03/03/2026	Payroll	80	1474	EMPLOYMENT SECURITY DEPT - WA CARES FUND	2,227.15	Pay Cycle(s) 03/01/2026 To 03/01/2026 - LTC; Pay Cycle(s) 03/01/2026 To 03/01/2026 - LTC; Pay Cycle(s) 01/28/2026 To 01/28/2026 - LTC
746	03/03/2026	Payroll	80	1475	IAFF MERP TRUST OFFICE	7,350.00	Pay Cycle(s) 03/01/2026 To 03/01/2026 - MERP; Pay Cycle(s) 03/01/2026 To 03/01/2026 - MERP
747	03/03/2026	Payroll	80	1476	TRUSTEED PLANS SERVICE CORP	109,343.47	Pay Cycle(s) 03/01/2026 To 03/01/2026 - MED-ACT; Pay Cycle(s) 03/01/2026 To 03/01/2026 - MED-ACT; Pay Cycle(s) 03/01/2026 To 03/01/2026 - LEOFF1-MED
748	03/03/2026	Payroll	80	1477	EMPLOYMENT SECURITY DEPT - PFMLA	10,453.92	Pay Cycle(s) 01/01/2026 To 01/01/2026 - PFMLA; Pay Cycle(s) 01/01/2026 To 01/01/2026 - PFMLA; Pay Cycle(s) 02/01/2026 To 02/01/2026 - PFMLA; Pay Cycle(s) 02/01/2026 To 02/01/2026 - PFMLA
749	03/03/2026	Payroll	80	1478	EMPLOYMENT SECURITY DEPT - WA CARES FUND	2,744.73	Pay Cycle(s) 01/01/2026 To 01/01/2026 - LTC; Pay Cycle(s) 01/01/2026 To 01/01/2026 - LTC; Pay Cycle(s) 02/01/2026 To 02/01/2026 - LTC; Pay Cycle(s) 02/01/2026 To 02/01/2026 - LTC
798	03/19/2026	Claims	80	1479	BRAUN NORTHWEST, INC	783.73	MEDIC UNIT MOUNTS FOR NEW STRYKER STAIR CHAIRS; PARTS FOR M292 GLOVE BUTLER LATCH
799	03/19/2026	Claims	80	1480	BRUCKNER'S TRUCK & EQUIPMENT	1,298.38	PARTS E-241; PARTS B-292; E-211 PARTS
800	03/19/2026	Claims	80	1481	CANON FINANCIAL SERVICES INC	262.83	STATION 21 COPY MACHINE CONTRACT & OVERAGES
801	03/19/2026	Claims	80	1482	CARDINAL HEALTH	235.41	PATIENT MEDICATIONS
802	03/19/2026	Claims	80	1483	CITY OF ELLENSBURG	5,704.09	MARCH 2026 INTERNET; STATION 21 UTILITIES; STATION 29 UTILITIES
803	03/19/2026	Claims	80	1484	COMPREHENSIVE HEALTHCARE	138.75	FEBUARY EAP SERVICES
804	03/19/2026	Claims	80	1485	DAILY RECORD	1,066.63	NOVEMBER 2025 FIRE STATS; DECEMBER 2025 PUBLIC HEARING AD; JANUARY 2026 FIRE STATS; FEBRUARY 2026 FIRE STATS

# CHECK REGISTER

KITTITAS COUNTY FIRE DISTRICT 2

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
805	03/19/2026	Claims	80	1486	DELL MARKETING L.P.	1,648.67	2026 FINANCIAL SERVICES MANAGER REGULAR REPLACEMENT COMPUTER LAPTOP AND DOCKING STATION
806	03/19/2026	Claims	80	1487	ELLENSBURG CEMENT PRODUCTS	87.94	GRAVEL STATION 27
807	03/19/2026	Claims	80	1488	ELLENSBURG TIRE CENTER	1,643.65	SHOP COLUMN LIFT BATTERY; TIRES & WHEEL BALANCE & TIRE DISPOSAL E-292
808	03/19/2026	Claims	80	1489	FELD FIRE	358.80	DUTY BOOTS- GOEMAN
809	03/19/2026	Claims	80	1490	FIRE TECH ACADEMY	450.00	FIRE OFFICER 2 PREP AND TEST- CINDY DENNIS
810	03/19/2026	Claims	80	1491	GRAINGER	97.31	STATION 21 & STATION 29 DOOR BATTERIES; STATION 21 SUPPLIES CRATE FOR PROPANE CYLINDERS
811	03/19/2026	Claims	80	1492	IBS, INC.	48.88	FACILITY MATIENANCE SUPPLIES
812	03/19/2026	Claims	80	1493	KITTITAS CO PUD #1	559.74	WESTSIDE/REECER CREEK UTILITIES
813	03/19/2026	Claims	80	1494	KITTITAS CO TREASURER	667.00	Property Tax Parcel 128333; Property Tax Parcel 161933; Irrigation Assessment - Parcel 161933-100-1; Property Tax - Parcel 19434; Property Tax - Parcel 198633; Property Tax - Parcel 218633; Property T
814	03/19/2026	Claims	80	1495	KITTITAS VALLEY HEALTHCARE	337.00	NEW HIRE PHYSICAL- COLIN HODGES
815	03/19/2026	Claims	80	1496	LIFE ASSIST	6,193.95	PATIENT SUPPLIES; PATIENT SUPPLIES; PATIENT SUPPLIES; PATIENT SUPPLIES; PATIENT SUPPLIES; PATIENT SUPPLIES; PATIENT SUPPLIES
816	03/19/2026	Claims	80	1497	NEIL LEO O'NEILL	308.08	MILEAGE & MEAL REIMBURSMET WFCA FALL COMMISSIONER CONFERENCE
817	03/19/2026	Claims	80	1498	PAPE MACHINERY INC	473.15	MOWER SUPPLIES & BLADES; KITTITAS STATION GENERATOR AIR FILTER PARTS
818	03/19/2026	Claims	80	1499	RWC INTERNATIONAL	471.55	PARTS B-221; PARTS B-221 HEADLIGHT SWITCH
819	03/19/2026	Claims	80	1500	SETH MOTORS	159.59	B-201 ALIGNMENT
820	03/19/2026	Claims	80	1501	SNURE LAW OFFICE, PSC	540.00	LEGAL SERVICES
821	03/19/2026	Claims	80	1502	TACOMA DODGE CHRYSLER JEEP	79.06	PARTS M-211 FUEL FILTER
822	03/19/2026	Claims	80	1503	TARGET SOLUTIONS LEARNING, LLC	5,185.25	VECTOR SCHEDULING- 1 YEAR ANNUAL USER FEE
823	03/19/2026	Claims	80	1504	US BANK-BANKCARD DIVISION	9,697.81	ASSET TIGER- ASSET TRACKING SOFTWARE MONTHLY SUBSCRIPTION; SPRINGBROOK EXPRESS BIAS TRAINING CONFERENCE REGISTRATION FOR DANAE AND SYDNEY; 2026 SECURITY BREACH W-2 AURA CREDIT MONITORING SUBSCRIPTION;
824	03/19/2026	Claims	80	1505	WASH FIRE COMMISSIONERS ASSOC	312.93	SPRING SEMINSAR CONFERENCE SERIES- NEW COMMISSIONER TRAINING VIRTUAL
825	03/19/2026	Claims	80	1506	WASH STATE DEPT REVENUE	101.51	2025 Unclaimed Property
826	03/19/2026	Claims	80	1507	WASHINGTON STATE PATROL	376.40	PLANS REVIEW FEE

**CHECK REGISTER**

KITTITAS COUNTY FIRE DISTRICT 2

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
827	03/19/2026	Claims	80	1508	US BANK-BANKCARD DIVISION	108.72	STATION SUPPLIES- COSTCO; STATION THERMOMETER- AMAZON
						722,508.79	
010 GENERAL FUND 636-010						267,703.29	
011 EMS FUND 636-011						2,198.64	
041 EQUIPMENT FUND 636-041							
						<u>992,410.72</u>	Claims: 96,152.78 Payroll: 896,257.94

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

on this \_\_\_\_\_ day of \_\_\_\_\_ Secretary \_\_\_\_\_

Commissioners:

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

## Voucher and Payment Approval

The Board of Commissioners of Kittitas County Fire Protection District 2, having reviewed the attached check register and payment vouchers for the period of March 1<sup>st</sup>, 2026-March 31<sup>st</sup>, 2026, hereby certifies that the payments below were made in accordance with District policies and procedures, and ratifies the disbursement as just, due and proper obligations of the District.

### Summary of Payments by Fund:

010 GENERAL FUND 636-010	\$722,508.79
011 EMS FUND 636-011	\$267,703.29
020 CON FUND 636-020	
041 EQUIPMENT FUND 636-041	\$2,198.64
	\$ 992,410.72

### Summary of Payments by Type:

CLAIMS	96,152.78
PAYROLL	\$896,257.94
	\$992,410.72

These payments were previously issued by District staff in the normal course of business and are now presented to the Board for formal approval.

Approved this 9<sup>th</sup> day of April 2026 by the Board of Commissioners of Kittitas County Fire Protection District 2.

Attest to:

\_\_\_\_\_  
District Secretary

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

## 2026 BUDGET POSITION

KITTITAS COUNTY FIRE DISTRICT 2

Time: 17:22:21 Date: 04/08/2026

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All Funds		01/01/2026 To: 12/31/2026			
Revenues	Amt Budgeted	Revenues	Remaining		
<b>310 Taxes</b>					
010.311 10 00 000	Property Tax	8,750,000.00	39,825.91	8,710,174.09	0.5%
230.311 10 00 030	Real & Personal Property Taxes	485,000.00	2,090.06	482,909.94	0.4%
<b>310 Taxes</b>		<b>9,235,000.00</b>	<b>41,915.97</b>	<b>9,193,084.03</b>	<b>0.5%</b>
<b>320 Licenses &amp; Permits</b>					
010.322 90 00 000	Fire Permit Construction	6,000.00	6,527.00	(527.00)	108.8%
<b>320 Licenses &amp; Permits</b>		<b>6,000.00</b>	<b>6,527.00</b>	<b>(527.00)</b>	<b>108.8%</b>
<b>330 State Generated Revenues</b>					
011.332 92 10 000	COVID-19 Non-Grant Assistance	0.00	0.00	0.00	0.0%
011.332 93 40 000	Ground Emergency Medical Transport (GEMT)	312,000.00	309,152.36	2,847.64	99.1%
<b>000</b>		<b>312,000.00</b>	<b>309,152.36</b>	<b>2,847.64</b>	<b>99.1%</b>
041.331 97 00 000	Federal Direct Grant From The Department Of Homeland Security	0.00	0.00	0.00	0.0%
<b>331 Direct Federal Grants</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
010.333 10 66 000	Indirect Federal Grant - WA State (Radio	0.00	0.00	0.00	0.0%
041.333 10 66 410	Indirect Federal Grant - DNR Brush Trucks	0.00	0.00	0.00	0.0%
010.333 97 00 000	Indirect Federal Grants - Dept. Of Homeland Security	0.00	0.00	0.00	0.0%
010.333 97 00 001	Indirect Federal Grant - DHS Firewise	0.00	0.00	0.00	0.0%
<b>333 Indirect Federal Grants</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
010.334 01 30 000	State Grants - Washington State Patrol	6,000.00	0.00	6,000.00	0.0%
010.334 02 30 000	State Grants - Department Of Natural Resources	0.00	0.00	0.00	0.0%
010.334 02 30 001	State Grants - Firewise	0.00	0.00	0.00	0.0%
010.334 03 10 000	State Grant From Department Of Ecology	0.00	0.00	0.00	0.0%
010.334 04 20 000	State Grants - Ecomonic Development	0.00	0.00	0.00	0.0%
011.334 04 90 000	State Grants - Department of Health	0.00	965.00	(965.00)	0.0%
010.334 06 90 000	State Grants - Dept of Ecology	0.00	0.00	0.00	0.0%
041.334 06 90 001	State Direct/Indirect Grant From Other State Agencies	0.00	0.00	0.00	0.0%
<b>334 State Grants</b>		<b>6,000.00</b>	<b>965.00</b>	<b>5,035.00</b>	<b>16.1%</b>
010.337 00 00 001	Leasehold Excise Tax	4,000.00	0.00	4,000.00	0.0%
010.337 00 00 002	Timber Harvest Tax	0.00	0.00	0.00	0.0%
010.337 07 00 000	Interlocal Impact Payment	0.00	0.00	0.00	0.0%
010.337 07 01 000	In-Lieu Taxes	0.00	0.00	0.00	0.0%
010.337 13 18 001	Public Facilities Interlocal Grant	0.00	0.00	0.00	0.0%
020.337 13 18 002	Public Facilities Interlocal Grant	0.00	0.00	0.00	0.0%
<b>337 In-Lieu Payments</b>		<b>4,000.00</b>	<b>0.00</b>	<b>4,000.00</b>	<b>0.0%</b>
<b>330 State Generated Revenues</b>		<b>322,000.00</b>	<b>310,117.36</b>	<b>11,882.64</b>	<b>96.3%</b>

## 2026 BUDGET POSITION

KITTITAS COUNTY FIRE DISTRICT 2

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All Funds	01/01/2026 To: 12/31/2026			
Revenues	Amt Budgeted	Revenues	Remaining	
<b>340 Charges For Services</b>				
011.341 43 30 001 Budgeting & Accounting Services	0.00	0.00	0.00	0.0%
000	0.00	0.00	0.00	0.0%
010.341 43 00 010 Upper Co. Management Services	0.00	0.00	0.00	0.0%
341 General Governmental Services	0.00	0.00	0.00	0.0%
041.342 20 00 004 Contracts (wind farm)	0.00	0.00	0.00	0.0%
010.342 21 00 000 Fire Protection Contracts - Privately Owned	50,000.00	0.00	50,000.00	0.0%
010.342 21 01 000 Fire Protection Contracts - State Owned	885,000.00	0.00	885,000.00	0.0%
010.342 21 01 001 Fire Protection Contracts - Local Government	50,000.00	7,705.00	42,295.00	15.4%
010.342 21 02 000 Fire Protection - School Districts	4,100.00	0.00	4,100.00	0.0%
010.342 21 03 000 Fire Marshal Services - City Of Ellensburg	135,000.00	34,618.36	100,381.64	25.6%
010.342 21 04 000 Development - SEPA Process (County)	0.00	0.00	0.00	0.0%
010.342 21 05 000 Development - SEPA Process (City of Elle	0.00	0.00	0.00	0.0%
010.342 21 06 000 Fire Marshal Training Services	0.00	0.00	0.00	0.0%
010.342 21 06 001 Fire Marshal - County Assistance Contract	0.00	0.00	0.00	0.0%
010.342 21 07 000 Other Wind Facilities	0.00	0.00	0.00	0.0%
010.342 21 08 000 CPR Classes	0.00	0.00	0.00	0.0%
010.342 21 09 000 Fire Chief Services	0.00	0.00	0.00	0.0%
010.342 21 10 000 Mobilizations - Current Year Personnel	81,000.00	30,588.85	50,411.15	37.8%
010.342 21 10 001 Mobilizations - Current Year Equipment	20,000.00	1,603.64	18,396.36	8.0%
010.342 21 10 002 Mobilizations - Prior Year Personnel	3,000.00	100,425.23	(97,425.23)	3347.5%
010.342 21 10 003 Mobilizations - Prior Year Equipment	2,000.00	37,864.49	(35,864.49)	1893.2%
010.342 21 20 000 Firewise Fuel Reduction Project	0.00	0.00	0.00	0.0%
010.342 21 30 000 Out-of-District Fire Billings	0.00	0.00	0.00	0.0%
010.342 40 00 000 Plan Checking for Construction	2,000.00	0.00	2,000.00	0.0%
011.342 60 01 000 Ambulance Transport - KVFR	500.00	100.00	400.00	20.0%
011.342 60 01 001 Ambulance Transport - Systems Design	1,445,000.00	678,230.46	766,769.54	46.9%
011.342 60 03 000 Ambulance Standby	15,000.00	0.00	15,000.00	0.0%
011.342 60 04 000 KVFR Ambulance Bad Debt Recovery	100.00	70.00	30.00	70.0%
011.342 60 05 000 EMS Non-Transport Fees	0.00	0.00	0.00	0.0%
010.342 80 00 000 Dispatch Services	0.00	0.00	0.00	0.0%
<b>342 Public Safety Services</b>	<b>2,692,700.00</b>	<b>891,206.03</b>	<b>1,801,493.97</b>	<b>33.1%</b>
010.344 30 00 000 Mechanic Repair Fees	0.00	0.00	0.00	0.0%
010.344 40 00 000 Sales Of Parts	0.00	0.00	0.00	0.0%
<b>344 Transportation</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>340 Charges For Services</b>	<b>2,692,700.00</b>	<b>891,206.03</b>	<b>1,801,493.97</b>	<b>33.1%</b>
<b>360 Misc Revenues</b>				
231.361 11 00 031 Earned Interest	2,500.00	92.86	2,407.14	3.7%
000	2,500.00	92.86	2,407.14	3.7%
010.361 11 00 010 Earned Interest	100,000.00	12,848.98	87,151.02	12.8%
011.361 11 00 011 Earned Interest	30,000.00	3,907.33	26,092.67	13.0%
020.361 11 00 020 Earned Interest	6,500.00	859.15	5,640.85	13.2%

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KITTITAS COUNTY FIRE DISTRICT 2

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All Funds	Amt Budgeted	Revenues	Remaining	
<b>360 Misc Revenues</b>				
230.361 11 00 030 Earned Interest	4,000.00	800.80	3,199.20	20.0%
040.361 11 00 040 Earned Interest	20,000.00	3,716.71	16,283.29	18.6%
041.361 11 00 041 Earned Interest	15,000.00	2,462.44	12,537.56	16.4%
042.361 11 00 042 Earned Interest	20,000.00	3,745.45	16,254.55	18.7%
060.361 11 00 060 Earned Interest	2,000.00	391.35	1,608.65	19.6%
010.361 40 00 010 Other Interest Earned	0.00	0.00	0.00	0.0%
011.361 40 00 011 Other Interest Earned	0.00	0.00	0.00	0.0%
<b>361 Interest Earned</b>	<b>197,500.00</b>	<b>28,732.21</b>	<b>168,767.79</b>	<b>14.5%</b>
010.362 50 00 000 Space & Facilities Lease (long term)	14,000.00	3,517.86	10,482.14	25.1%
010.362 90 00 000 Other Rents & Use Charges	0.00	0.00	0.00	0.0%
<b>362 Rents and Leases</b>	<b>14,000.00</b>	<b>3,517.86</b>	<b>10,482.14</b>	<b>25.1%</b>
010.367 11 00 010 Donations - General	100.00	0.00	100.00	0.0%
011.367 11 00 011 Donations - EMS	0.00	0.00	0.00	0.0%
041.367 11 00 041 Donations - Equipment	0.00	0.00	0.00	0.0%
010.367 11 01 010 Donations - Prevention	0.00	100.00	(100.00)	0.0%
010.367 11 02 010 Donations - Training	0.00	0.00	0.00	0.0%
010.367 11 03 010 Donations - Volunteers	0.00	0.00	0.00	0.0%
<b>367 Donations</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>100.0%</b>
010.369 10 00 000 Sale of Surplus	200.00	0.00	200.00	0.0%
010.369 40 00 000 Judgements & Settlements	0.00	0.00	0.00	0.0%
010.369 91 00 010 Other Revenue	500.00	715.76	(215.76)	143.2%
011.369 91 00 011 Other Revenue	50.00	0.00	50.00	0.0%
020.369 91 00 020 Other Revenue	0.00	0.00	0.00	0.0%
041.369 91 00 041 Other Revenue	0.00	0.00	0.00	0.0%
010.369 91 01 000 Application Fee	0.00	0.00	0.00	0.0%
011.369 91 01 011 NSF Check Charges	0.00	0.00	0.00	0.0%
010.369 91 02 000 Insurance Premium Recovery	0.00	0.00	0.00	0.0%
010.369 91 03 000 NSF Check Fees	0.00	0.00	0.00	0.0%
010.369 91 04 000 Dividend/Rebate Payments	0.00	0.00	0.00	0.0%
010.369 91 05 000 Credit Card Rebates	0.00	0.00	0.00	0.0%
010.398 10 00 000 Insurance Premium Recovery	0.00	0.00	0.00	0.0%
<b>369 Other Revenues</b>	<b>750.00</b>	<b>715.76</b>	<b>34.24</b>	<b>95.4%</b>
<b>360 Misc Revenues</b>	<b>214,850.00</b>	<b>33,158.69</b>	<b>181,691.31</b>	<b>15.4%</b>
<b>380 Non Revenues</b>				
010.382 90 00 000 Leasehold Excise Tax Collected	1,800.00	451.71	1,348.29	25.1%
011.388 10 00 000 Prior Period Adjustment	0.00	0.00	0.00	0.0%
010.389 00 00 000 Other Non-Revenue	0.00	0.00	0.00	0.0%
<b>380 Non Revenues</b>	<b>1,800.00</b>	<b>451.71</b>	<b>1,348.29</b>	<b>25.1%</b>
<b>390 Other Revenues</b>				
010.391 10 02 000 Styker Accrual	0.00	0.00	0.00	0.0%
<b>000</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>

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KITTITAS COUNTY FIRE DISTRICT 2

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Revenues	Amt Budgeted	Revenues	Remaining	
<b>390 Other Revenues</b>				
230.391 10 00 000 General Obligation Bond Proceeds	0.00	0.00	0.00	0.0%
020.391 10 00 020 General Obligation Bond Proceeds (Voted)	0.00	0.00	0.00	0.0%
020.391 10 01 020 General Obligation Bond Proceeds (Non-Vo	0.00	0.00	0.00	0.0%
<b>391 Bond Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
010.395 10 00 000 Proceeds from Sale of Capital Assets	0.00	0.00	0.00	0.0%
010.395 20 00 000 Compensation for Loss of Capital Asset	0.00	0.00	0.00	0.0%
<b>395 Disposition of Capital Assets</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>390 Other Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>397 Interfund Transfers</b>				
010.397 00 10 011 Transfer In From Fund 011 EMS	0.00	0.00	0.00	0.0%
010.397 00 10 020 Transfer In From Fund 020 Construction	0.00	0.00	0.00	0.0%
010.397 00 10 040 Transfer in from Fund 040 Reserves	0.00	0.00	0.00	0.0%
010.397 00 10 041 Transfer In From Fund 041 Equipment	0.00	0.00	0.00	0.0%
010.397 00 10 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
011.397 00 11 010 Transfer In From Fund 010 General	1,000,000.00	0.00	1,000,000.00	0.0%
011.397 00 11 040 Transfer In From Fund 040 Reserves	0.00	0.00	0.00	0.0%
011.397 00 11 041 Transfer In From Fund 041 Equipment	0.00	0.00	0.00	0.0%
011.397 00 11 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
020.397 00 20 010 Transfer In From Fund 010 General	0.00	0.00	0.00	0.0%
020.397 00 20 022 Transfer In From Fund 322 Station 21 Construction Fund	0.00	0.00	0.00	0.0%
020.397 00 20 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
231.397 00 31 010 Transfer In From Fund 010 General	300,000.00	0.00	300,000.00	0.0%
040.397 00 40 010 Transfer In From Fund 010 General	0.00	0.00	0.00	0.0%
040.397 00 40 011 Transfer In From Fund 011 EMS	0.00	0.00	0.00	0.0%
040.397 00 40 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
041.397 00 41 010 Transfer In From Fund 010 General	0.00	0.00	0.00	0.0%
041.397 00 41 011 Transfer In From Fund 011 EMS	0.00	0.00	0.00	0.0%
041.397 00 41 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
042.397 00 42 010 Transfer In From Fund 010 General	0.00	0.00	0.00	0.0%
042.397 00 42 011 Transfer In From Fund 011 EMS	0.00	0.00	0.00	0.0%
042.397 00 42 020 Transfer In From Fund 020 Construction	0.00	0.00	0.00	0.0%
042.397 00 42 040 Transfer In From Fund 040 Reserve	0.00	0.00	0.00	0.0%
042.397 00 42 041 Transfer In From Fund 041 Equipment	0.00	0.00	0.00	0.0%
060.397 00 60 010 Transfer In From Fund 010 General	2,000.00	0.00	2,000.00	0.0%
060.397 00 60 020 Transfer In From Fund 020 Construction	0.00	0.00	0.00	0.0%
060.397 00 60 042 Transfer In From Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
<b>397 Interfund Transfers</b>	<b>1,302,000.00</b>	<b>0.00</b>	<b>1,302,000.00</b>	<b>0.0%</b>

## 2026 BUDGET POSITION

KITTITAS COUNTY FIRE DISTRICT 2

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Revenues	Amt Budgeted	Revenues	Remaining	
<b>Fund Revenues:</b>	<b>13,774,350.00</b>	<b>1,283,376.76</b>	<b>12,490,973.24</b>	<b>9.3%</b>
Expenditures	Amt Budgeted	Expenditures	Remaining	

**522 Fire Control**

011.522 71 41 004	GEMT State Match	0.00	0.00	0.00	0.0%
000		0.00	0.00	0.00	0.0%
010.522 10 11 000	Administrative Staff Salaries	1,055,359.91	419,887.22	635,472.69	39.8%
010.522 10 12 000	Overtime	61,000.00	0.00	61,000.00	0.0%
010.522 10 13 000	Deferred Comp	25,000.00	5,100.00	19,900.00	20.4%
010.522 10 20 000	Payroll Clearing	0.00	19,178.54	(19,178.54)	0.0%
010.522 10 21 000	Medical Active	167,500.00	62,013.99	105,486.01	37.0%
010.522 10 22 000	L&I Insurance	20,000.00	10,801.67	9,198.33	54.0%
010.522 10 23 000	Retirement	65,000.00	19,547.71	45,452.29	30.1%
010.522 10 25 000	Social Security & Medicare	35,000.00	15,121.42	19,878.58	43.2%
010.522 10 26 000	Medical - Retired LEOFF I	40,000.00	12,716.76	27,283.24	31.8%
010.522 10 27 000	Long Term Care - LEOFF I	7,500.00	7,174.71	325.29	95.7%
010.522 10 29 000	Unemployment Benefits	500.00	0.00	500.00	0.0%
010.522 10 31 000	Op. Supplies Office	7,000.00	276.96	6,723.04	4.0%
010.522 10 31 001	Op. Supplies - HR	1,000.00	87.60	912.40	8.8%
010.522 10 33 000	Meeting Meals	2,000.00	100.31	1,899.69	5.0%
010.522 10 33 001	Annual Banquet	10,000.00	1,494.38	8,505.62	14.9%
010.522 10 35 000	Office Machines / Software	95,445.00	15,772.65	79,672.35	16.5%
010.522 10 41 000	Professional Services - Other Administrative	80,000.00	6,003.73	73,996.27	7.5%
010.522 10 41 001	Architectural/Engineering	0.00	0.00	0.00	0.0%
010.522 10 41 002	City IT Contract Services	75,000.00	36,587.42	38,412.58	48.8%
010.522 10 41 003	Copy Machine Contracts	2,600.00	629.76	1,970.24	24.2%
010.522 10 41 004	Environmental Consulting	0.00	0.00	0.00	0.0%
010.522 10 41 005	Internet Services	3,500.00	861.00	2,639.00	24.6%
010.522 10 41 006	Legal Services - General	30,000.00	1,548.00	28,452.00	5.2%
010.522 10 41 007	Project Manager Services	0.00	0.00	0.00	0.0%
010.522 10 41 008	Website Maintenance	10,500.00	1,820.14	8,679.86	17.3%
010.522 10 41 009	Government Professional Services	300.00	0.00	300.00	0.0%
010.522 10 41 010	Unclaimed Property Custodial	50.00	0.00	50.00	0.0%
010.522 10 41 011	County Auditor - Electronic Payments	0.00	0.00	0.00	0.0%
010.522 10 41 012	State Auditor Fees	15,000.00	0.00	15,000.00	0.0%
010.522 10 41 013	Advertising	4,500.00	639.10	3,860.90	14.2%
010.522 10 41 014	County Auditor - Election Fees	0.00	14,994.00	(14,994.00)	0.0%
010.522 10 41 200	Professional Services - Other HR	16,000.00	1,122.75	14,877.25	7.0%
010.522 10 41 201	Employee Assistance Program	2,000.00	555.00	1,445.00	27.8%
010.522 10 41 202	Exposure Expenses	300.00	0.00	300.00	0.0%
010.522 10 41 203	Hiring Process	12,000.00	4,263.10	7,736.90	35.5%
010.522 10 41 204	Immunizations For Employees	3,000.00	0.00	3,000.00	0.0%
010.522 10 41 205	Legal Services - HR	50,000.00	10,362.49	39,637.51	20.7%
010.522 10 42 000	Communications - Administration	0.00	0.00	0.00	0.0%
010.522 10 42 001	Air Cards	600.00	143.01	456.99	23.8%
010.522 10 42 002	Cell Phones	6,500.00	1,530.39	4,969.61	23.5%
010.522 10 42 003	Office Phones	12,000.00	2,442.72	9,557.28	20.4%
010.522 10 42 004	Postage/Shipping	1,250.00	536.73	713.27	42.9%
010.522 10 43 000	Travel, Lodging, Meals	10,000.00	2,815.50	7,184.50	28.2%
010.522 10 44 000	LET Taxes	0.00	0.00	0.00	0.0%

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KITTITAS COUNTY FIRE DISTRICT 2

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>522 Fire Control</b>				
010.522 10 44 001 External Taxes & Operating Assessments	800.00	853.51	(53.51)	106.7%
010.522 10 45 000 Rentals	0.00	0.00	0.00	0.0%
010.522 10 46 000 Insurance	160,000.00	0.00	160,000.00	0.0%
010.522 10 49 000 Dues & Subscriptions	8,000.00	4,862.20	3,137.80	60.8%
010.522 10 49 001 Conferences / Training	10,000.00	40.00	9,960.00	0.4%
010.522 10 49 002 Bank Service Fees	0.00	0.00	0.00	0.0%
010.522 10 49 003 Other Expenses	0.00	0.00	0.00	0.0%
230.592 22 80 000 Bond Management Fees	350.00	0.00	350.00	0.0%
<b>010 Administration</b>	<b>2,106,554.91</b>	<b>681,884.47</b>	<b>1,424,670.44</b>	<b>32.4%</b>
010.522 11 11 000 Commissioners Stipends	23,000.00	7,084.00	15,916.00	30.8%
010.522 11 21 000 Medical Insurance	200.00	35.87	164.13	17.9%
010.522 11 22 000 L&I Insurance	200.00	26.54	173.46	13.3%
010.522 11 25 000 Social Security & Medicare	2,500.00	541.90	1,958.10	21.7%
010.522 11 43 000 Travel, Lodging, Meals	3,500.00	639.88	2,860.12	18.3%
010.522 11 49 001 Conferences / Training	2,500.00	392.93	2,107.07	15.7%
010.522 11 49 002 Other Expenses	0.00	0.00	0.00	0.0%
<b>011 Commissioners</b>	<b>31,900.00</b>	<b>8,721.12</b>	<b>23,178.88</b>	<b>27.3%</b>
010.522 20 11 000 Officers / Firefighters Wages	3,200,000.00	985,040.51	2,214,959.49	30.8%
010.522 20 12 000 Overtime	403,000.00	61,944.17	341,055.83	15.4%
010.522 20 13 000 Deferred Comp	93,600.00	26,700.00	66,900.00	28.5%
010.522 20 19 000 Payroll Clearing	0.00	0.00	0.00	0.0%
010.522 20 21 000 Medical - Active Employees	727,500.00	264,285.03	463,214.97	36.3%
010.522 20 22 000 L&I Insurance	230,000.00	99,395.26	130,604.74	43.2%
010.522 20 23 000 Retirement	185,000.00	51,536.73	133,463.27	27.9%
010.522 20 25 000 Social Security & Medicare	52,500.00	14,967.16	37,532.84	28.5%
010.522 20 26 000 Quarter Master Purchases	50,500.00	9,458.13	41,041.87	18.7%
010.522 20 26 001 Quarter Master Repairs	500.00	10.00	490.00	2.0%
010.522 20 26 002 Wildland PPE	20,000.00	7,017.08	12,982.92	35.1%
010.522 20 29 000 Unemployment Benefits	500.00	0.00	500.00	0.0%
010.522 20 31 003 Op. Supplies - All Stations	28,000.00	8,748.99	19,251.01	31.2%
010.522 20 31 004 Radio Supplies And Parts	3,000.00	0.00	3,000.00	0.0%
010.522 20 31 005 Wildland Equipment (non-Capital)	20,000.00	0.00	20,000.00	0.0%
010.522 20 32 000 Fuel Consumed	60,000.00	5,308.99	54,691.01	8.8%
010.522 20 33 000 Rehab Food & Beverages	5,000.00	816.23	4,183.77	16.3%
010.522 20 35 000 Small Tools & Equipment	16,000.00	34.73	15,965.27	0.2%
010.522 20 41 000 Professional Services - Other Suppression	5,000.00	0.00	5,000.00	0.0%
010.522 20 41 001 Air Sample/SCBA Testing	6,000.00	0.00	6,000.00	0.0%
010.522 20 41 002 Fire Extinguisher Services	3,500.00	0.00	3,500.00	0.0%
010.522 20 41 003 Heavy Equipment On Fires	4,000.00	3,228.69	771.31	80.7%
010.522 20 42 000 Communications - Suppression	0.00	0.00	0.00	0.0%
010.522 20 42 001 Cell Phones	6,200.00	1,525.95	4,674.05	24.6%
010.522 20 42 002 Dispatch Services	82,000.00	19,101.44	62,898.56	23.3%
010.522 20 42 003 Postage/Shipping	1,000.00	238.15	761.85	23.8%
010.522 20 43 000 Travel, Lodging, Meals	5,000.00	0.00	5,000.00	0.0%
010.522 20 48 000 Repair & Maint. - Supplies	100,000.00	18,542.61	81,457.39	18.5%
010.522 20 48 001 Repair & Maint. - Services	45,000.00	791.27	44,208.73	1.8%
010.522 20 48 002 Radio Repair & Maint. - Supplies	0.00	0.00	0.00	0.0%
010.522 20 48 003 Radio Repair & Maint. - Services	3,000.00	0.00	3,000.00	0.0%

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KITTITAS COUNTY FIRE DISTRICT 2

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>522 Fire Control</b>				
010.522 20 49 001 Conferences / Training	4,000.00	550.00	3,450.00	13.8%
010.522 20 49 002 Other Expenses	0.00	0.00	0.00	0.0%
<b>020 Fire Suppression</b>	<b>5,359,800.00</b>	<b>1,579,241.12</b>	<b>3,780,558.88</b>	<b>29.5%</b>
010.522 21 11 000 Mechanic Wages	115,000.00	36,729.30	78,270.70	31.9%
010.522 21 12 000 Overtime	6,000.00	0.00	6,000.00	0.0%
010.522 21 13 000 Deferred Comp	3,600.00	1,200.00	2,400.00	33.3%
010.522 21 21 000 Medical Insurance	39,000.00	14,722.55	24,277.45	37.8%
010.522 21 22 000 L&I Insurance	4,500.00	1,579.22	2,920.78	35.1%
010.522 21 23 000 Retirement	11,000.00	2,116.45	8,883.55	19.2%
010.522 21 25 000 Social Security & Medicare	9,000.00	2,901.59	6,098.41	32.2%
010.522 21 43 000 Travel, Lodging, Meals	1,000.00	0.00	1,000.00	0.0%
010.522 21 49 001 Conferences / Training	1,500.00	0.00	1,500.00	0.0%
<b>021 Mechanic</b>	<b>190,600.00</b>	<b>59,249.11</b>	<b>131,350.89</b>	<b>31.1%</b>
010.522 22 11 000 Resident FF Stipends	25,000.00	1,440.00	23,560.00	5.8%
010.522 22 15 000 Resident FF Extra Staffing	0.00	0.00	0.00	0.0%
010.522 22 15 001 Resident FF Firewise Program	0.00	0.00	0.00	0.0%
010.522 22 21 000 Medical Insurance	50.00	0.00	50.00	0.0%
010.522 22 22 000 L&I Insurance	0.00	0.00	0.00	0.0%
010.522 22 25 000 Social Security & Medicare	2,000.00	110.16	1,889.84	5.5%
<b>022 Resident FF's</b>	<b>27,050.00</b>	<b>1,550.16</b>	<b>25,499.84</b>	<b>5.7%</b>
010.522 23 11 000 Reserve FF Wages	30,000.00	0.00	30,000.00	0.0%
010.522 23 15 000 Reserve FF Extra Staffing	0.00	0.00	0.00	0.0%
010.522 23 21 000 Medical Insurance	0.00	0.00	0.00	0.0%
010.522 23 22 000 L&I Insurance	500.00	0.00	500.00	0.0%
010.522 23 25 000 Social Security & Medicare	2,500.00	0.00	2,500.00	0.0%
<b>023 Reserve FF's</b>	<b>33,000.00</b>	<b>0.00</b>	<b>33,000.00</b>	<b>0.0%</b>
010.522 24 11 000 Volunteer FF Stipends	60,000.00	77,935.00	(17,935.00)	129.9%
010.522 24 21 000 Medical Insurance	0.00	0.00	0.00	0.0%
010.522 24 22 000 L& Insurance	10.00	0.00	10.00	0.0%
010.522 24 25 000 Social Security & Medicare	4,000.00	6,093.85	(2,093.85)	152.3%
010.522 24 28 000 Disability Insurance Vol Firefighters	9,000.00	7,160.00	1,840.00	79.6%
<b>024 Volunteer FF's</b>	<b>73,010.00</b>	<b>91,188.85</b>	<b>(18,178.85)</b>	<b>124.9%</b>
010.522 30 11 000 Prevention Wages	355,000.00	89,676.24	265,323.76	25.3%
010.522 30 12 000 Overtime	87,000.00	18,194.82	68,805.18	20.9%
010.522 30 13 000 Deferred Comp	7,200.00	2,400.00	4,800.00	33.3%
010.522 30 21 000 Medical - Active Employees	75,000.00	27,888.88	47,111.12	37.2%
010.522 30 22 000 L&I Insurance	15,500.00	7,179.30	8,320.70	46.3%
010.522 30 23 000 Retirement	22,000.00	5,866.43	16,133.57	26.7%
010.522 30 25 000 Social Security & Medicare	6,500.00	1,578.64	4,921.36	24.3%
010.522 30 31 000 Op. Supplies - Prevention	5,000.00	540.55	4,459.45	10.8%
010.522 30 31 001 Op. Supplies - Ready Set Go & Fire	500.00	0.00	500.00	0.0%
010.522 30 31 002 Op. Supplies - Pub Ed	2,500.00	0.00	2,500.00	0.0%
010.522 30 41 000 Professional Services - Prevention	0.00	0.00	0.00	0.0%
010.522 30 41 001 Investigations Services	1,500.00	0.00	1,500.00	0.0%
010.522 30 41 002 Plans Review	2,500.00	605.09	1,894.91	24.2%
010.522 30 42 000 Communications - Prevention	0.00	0.00	0.00	0.0%

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>522 Fire Control</b>				
010.522 30 42 001 Cell Phones	1,800.00	418.59	1,381.41	23.3%
010.522 30 42 002 Postage/Shipping	300.00	103.70	196.30	34.6%
010.522 30 43 000 Travel, Lodging, Meals	4,500.00	272.00	4,228.00	6.0%
010.522 30 49 000 Dues & Subscriptions	3,500.00	1,749.00	1,751.00	50.0%
010.522 30 49 001 Conferences / Training	3,500.00	1,450.00	2,050.00	41.4%
010.522 30 49 002 Other Expenses	0.00	0.00	0.00	0.0%
<b>030 Prevention &amp; Investigation</b>	<b>593,800.00</b>	<b>157,923.24</b>	<b>435,876.76</b>	<b>26.6%</b>
010.522 45 11 000 Training Division Wages	290,000.00	88,964.52	201,035.48	30.7%
010.522 45 12 000 Overtime	27,000.00	4,266.48	22,733.52	15.8%
010.522 45 13 000 Deferred Comp	7,200.00	2,400.00	4,800.00	33.3%
010.522 45 21 000 Medical - Active Employees	75,000.00	29,575.71	45,424.29	39.4%
010.522 45 22 000 L&I Insurance	12,000.00	6,557.11	5,442.89	54.6%
010.522 45 23 000 Retirement	15,000.00	5,214.42	9,785.58	34.8%
010.522 45 25 000 Social Security & Medicare	4,500.00	1,366.85	3,133.15	30.4%
010.522 45 31 000 Op. Supplies / Training Aids	20,000.00	16,002.72	3,997.28	80.0%
010.522 45 33 000 Meeting Meals	3,500.00	622.34	2,877.66	17.8%
010.522 45 41 000 Professional Services - Training	0.00	0.00	0.00	0.0%
010.522 45 41 001 Fire Academy Tuition	55,000.00	0.00	55,000.00	0.0%
010.522 45 41 002 Outside Instructors	5,000.00	0.00	5,000.00	0.0%
010.522 45 41 003 Training Burns Expenses	3,000.00	0.00	3,000.00	0.0%
010.522 45 42 000 Communications - Training	0.00	0.00	0.00	0.0%
010.522 45 42 001 Cell Phones	4,200.00	1,011.36	3,188.64	24.1%
010.522 45 42 002 Postage/Shipping	100.00	0.00	100.00	0.0%
010.522 45 43 000 Travel, Lodging, Meals	2,000.00	419.47	1,580.53	21.0%
010.522 45 49 001 Conferences / Training	4,000.00	875.00	3,125.00	21.9%
010.522 45 49 002 Other Expenses	0.00	0.00	0.00	0.0%
<b>045 Training Obtained by Employees</b>	<b>527,500.00</b>	<b>157,275.98</b>	<b>370,224.02</b>	<b>29.8%</b>
010.522 50 31 003 Op. Supplies - All Stations	18,000.00	2,826.30	15,173.70	15.7%
010.522 50 47 000 Utilities - Station 21	35,000.00	7,985.70	27,014.30	22.8%
010.522 50 47 001 Utilities - Station 29	50,000.00	10,288.84	39,711.16	20.6%
010.522 50 47 002 Utilities - All Other Stations	25,000.00	10,005.81	14,994.19	40.0%
010.522 50 47 003 Solid Waste Disposal	16,000.00	2,515.23	13,484.77	15.7%
010.522 50 48 000 Repair & Maint. - Supplies - St. 21	5,000.00	2,797.73	2,202.27	56.0%
010.522 50 48 001 Repair & Maint. - Supplies - St. 29	9,000.00	730.03	8,269.97	8.1%
010.522 50 48 002 Repair & Maint. - Supplies - All Others	5,000.00	2,559.60	2,440.40	51.2%
010.522 50 48 003 Repair & Maint. - Services - St. 21	7,000.00	3,943.31	3,056.69	56.3%
010.522 50 48 004 Repair & Maint. - Services - St. 29	45,000.00	4,898.05	40,101.95	10.9%
010.522 50 48 005 Repair & Maint. - Services - All Others	4,000.00	68.28	3,931.72	1.7%
010.522 50 49 000 Other Expenses	0.00	0.00	0.00	0.0%
<b>050 Facilities</b>	<b>219,000.00</b>	<b>48,618.88</b>	<b>170,381.12</b>	<b>22.2%</b>
011.522 71 11 000 EMS Billing Wages	82,000.00	19,406.80	62,593.20	23.7%
011.522 71 12 000 Overtime	2,500.00	0.00	2,500.00	0.0%
011.522 71 13 000 Deferred Comp	3,600.00	1,200.00	2,400.00	33.3%
011.522 71 21 000 Medical - Active Employees	30,000.00	9,109.87	20,890.13	30.4%
011.522 71 22 000 L&I Insurance	500.00	127.20	372.80	25.4%
011.522 71 23 000 Retirement	8,000.00	1,149.86	6,850.14	14.4%
011.522 71 25 000 Social Security & Medicare	6,300.00	1,576.41	4,723.59	25.0%
011.522 71 31 000 Op. Supplies - Office	0.00	0.00	0.00	0.0%

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KITTITAS COUNTY FIRE DISTRICT 2

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>522 Fire Control</b>				
011.522 71 35 000	Office Machines/Software	0.00	0.00	0.00 0.0%
011.522 71 35 001	Office Machines - Other	0.00	0.00	0.00 0.0%
011.522 71 35 002	Software - Tritech	0.00	0.00	0.00 0.0%
011.522 71 41 000	Professional Services - EMS	40,000.00	6,243.55	33,756.45 15.6%
011.522 71 41 001	Collections Services	100.00	0.00	100.00 0.0%
011.522 71 41 002	Electronic Claims Services	77,000.00	19,317.03	57,682.97 25.1%
011.522 71 41 003	Medical Director Services	18,000.00	6,240.00	11,760.00 34.7%
011.522 71 42 000	Communications - EMS Administration	0.00	0.00	0.00 0.0%
011.522 71 42 001	Postage/Shipping	0.00	0.00	0.00 0.0%
011.522 71 43 000	Travel, Lodging, Meals	1,000.00	12.18	987.82 1.2%
011.522 71 44 000	Ambulance B&O Tax (WA State)	0.00	0.00	0.00 0.0%
011.522 71 49 001	Conferences / Training	1,000.00	0.00	1,000.00 0.0%
011.522 71 49 002	Other Expenses	0.00	0.00	0.00 0.0%
011.522 71 49 003	NSF Fees	50.00	0.00	50.00 0.0%
<b>071 EMS Administration</b>		<b>270,050.00</b>	<b>64,382.90</b>	<b>205,667.10 23.8%</b>
011.522 72 11 000	Officers/Firefighter Wages	1,600,000.00	553,839.63	1,046,160.37 34.6%
011.522 72 12 000	Overtime	325,000.00	75,125.98	249,874.02 23.1%
011.522 72 13 000	Deferred Comp	43,200.00	13,200.00	30,000.00 30.6%
011.522 72 21 000	Medical - Active Employees	335,000.00	147,831.98	187,168.02 44.1%
011.522 72 22 000	L&I Insurance	112,000.00	54,414.77	57,585.23 48.6%
011.522 72 23 000	Retirement	97,500.00	35,101.80	62,398.20 36.0%
011.522 72 25 000	Social Security & Medicare	27,500.00	9,179.90	18,320.10 33.4%
011.522 72 31 000	Patient Supplies	85,000.00	21,517.23	63,482.77 25.3%
011.522 72 31 001	Patient Medications	15,000.00	1,831.78	13,168.22 12.2%
011.522 72 31 002	EMS Op. Supplies	10,000.00	231.64	9,768.36 2.3%
011.522 72 32 000	Ambulance Fuel & Toll Fees	60,000.00	8,689.13	51,310.87 14.5%
011.522 72 41 001	Move Up Coverage From Other Districts	0.00	0.00	0.00 0.0%
011.522 72 41 002	EMS Provider Fees	18,000.00	7,205.00	10,795.00 40.0%
011.522 72 42 000	Communications - EMS Transport	0.00	0.00	0.00 0.0%
011.522 72 42 001	Cell Phones	7,000.00	1,715.46	5,284.54 24.5%
011.522 72 42 002	Dispatch Services (80%)	328,000.00	76,405.78	251,594.22 23.3%
011.522 72 42 003	Postage/Shipping	300.00	35.00	265.00 11.7%
011.522 72 43 000	Travel, Lodging, Meals	3,000.00	0.00	3,000.00 0.0%
011.522 72 43 001	Ambulance Transport Meals	6,500.00	2,430.65	4,069.35 37.4%
011.522 72 48 000	Repair & Maint. - Supplies	30,000.00	2,715.23	27,284.77 9.1%
011.522 72 48 001	Repair & Maint. - Services	10,000.00	358.38	9,641.62 3.6%
011.522 72 49 001	Conferences / Training	26,000.00	3,255.00	22,745.00 12.5%
011.522 72 49 003	Transport Refunds	15,000.00	3,299.37	11,700.63 22.0%
011.522 72 49 005	Other Expenses	0.00	0.00	0.00 0.0%
<b>072 EMS Transport</b>		<b>3,154,000.00</b>	<b>1,018,383.71</b>	<b>2,135,616.29 32.3%</b>
011.522 73 11 000	Community Paramedicine Wages	0.00	0.00	0.00 0.0%
011.522 73 12 000	Overtime	0.00	0.00	0.00 0.0%
011.522 73 13 000	Deferred Comp	0.00	0.00	0.00 0.0%
011.522 73 21 000	Medical - Active Employees	0.00	0.00	0.00 0.0%
011.522 73 22 000	L&I Insurance	0.00	0.00	0.00 0.0%
011.522 73 23 000	Retirement	0.00	0.00	0.00 0.0%
011.522 73 25 000	Social Security & Medicare	0.00	0.00	0.00 0.0%
011.522 73 31 000	Comm PM Op. Supplies	0.00	0.00	0.00 0.0%
011.522 73 32 000	Fuel	0.00	0.00	0.00 0.0%

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>522 Fire Control</b>				
011.522 73 41 000 Professional Services	0.00	0.00	0.00	0.0%
011.522 73 42 000 Communications - Community Paramed.	0.00	0.00	0.00	0.0%
011.522 73 42 001 Cell Phones	0.00	0.00	0.00	0.0%
011.522 73 42 002 Postage/Shipping	0.00	0.00	0.00	0.0%
011.522 73 43 000 Travel, Lodging, Meals	0.00	0.00	0.00	0.0%
011.522 73 48 000 Repair & Maint. - Supplies	0.00	0.00	0.00	0.0%
011.522 73 48 001 Repair & Maint. - Services	0.00	0.00	0.00	0.0%
011.522 73 49 001 Conferences / Training	0.00	0.00	0.00	0.0%
<b>073 Community Paramedicine</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>522 Fire Control</b>	<b>12,586,264.91</b>	<b>3,868,419.54</b>	<b>8,717,845.37</b>	<b>30.7%</b>

<b>580 Non Expenditures</b>				
010.582 90 00 000 Leasehold Excise Tax Remitted	1,800.00	423.19	1,376.81	23.5%
011.588 10 00 001 Prior Period Adjustment	0.00	0.00	0.00	0.0%
010.589 00 00 010 Revolving Fund Reimbursement - GEN	0.00	0.00	0.00	0.0%
011.589 00 00 011 Revolving Fund Reimbursement - EMS	0.00	0.00	0.00	0.0%
020.589 00 00 020 Revolving Fund Reimbursement - CON	0.00	0.00	0.00	0.0%
041.589 00 00 041 Revolving Fund Reimbursement - EQU	0.00	0.00	0.00	0.0%
010.589 90 00 010 L&I Balancing Feom EMS To GEN	0.00	0.00	0.00	0.0%
011.589 90 00 011 L&I Balancing EMS To GEN	0.00	0.00	0.00	0.0%
<b>580 Non Expenditures</b>	<b>1,800.00</b>	<b>423.19</b>	<b>1,376.81</b>	<b>23.5%</b>

<b>591 Debt Service</b>				
010.591 22 70 000 Copy Machine Contracts	5,020.00	1,672.00	3,348.00	33.3%
010.591 22 70 001 Portable Gas Monitors Lease	3,000.00	2,172.00	828.00	72.4%
010.591 22 71 000 Government Obligation Bonds	0.00	0.00	0.00	0.0%
010.591 22 71 001 Stryker Payment	0.00	0.00	0.00	0.0%
230.591 22 71 030 Bond Payments - Principal	315,000.00	0.00	315,000.00	0.0%
231.591 22 71 031 Bond Payments - Principal	250,000.00	0.00	250,000.00	0.0%
231.592 22 80 031 Bond Management Fees	400.00	0.00	400.00	0.0%
230.592 22 89 030 Bond Payments - Interest	134,550.00	0.00	134,550.00	0.0%
231.592 22 89 031 Bond Payments - Interest	46,160.00	0.00	46,160.00	0.0%
<b>000</b>	<b>754,130.00</b>	<b>3,844.00</b>	<b>750,286.00</b>	<b>0.5%</b>
010.592 22 83 000 Interest on Long-Term External Debt	0.00	0.00	0.00	0.0%
<b>020 Security Of Persons And Proper</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>591 Debt Service</b>	<b>754,130.00</b>	<b>3,844.00</b>	<b>750,286.00</b>	<b>0.5%</b>

<b>594 Capital Expenditures</b>				
010.594 22 10 000 Bond Related Expenses	0.00	0.00	0.00	0.0%
020.594 22 61 000 Land	0.00	0.00	0.00	0.0%
020.594 22 62 000 Buildings & Structures	0.00	0.00	0.00	0.0%
020.594 22 63 000 Other Improvements	0.00	0.00	0.00	0.0%
020.594 22 64 000 Furnishings	15,000.00	0.00	15,000.00	0.0%
041.594 22 64 001 Apparatus	8,000.00	66.59	7,933.41	0.8%

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>594 Capital Expenditures</b>				
041.594 22 64 002 Bunker Gear	55,000.00	549.97	54,450.03	1.0%
041.594 22 64 003 Communication Equipment	7,500.00	0.00	7,500.00	0.0%
041.594 22 64 004 Suppression Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 005 Hose	0.00	0.00	0.00	0.0%
041.594 22 64 006 Office Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 007 SCBA	0.00	0.00	0.00	0.0%
041.594 22 64 008 Ambulance Apparatus	0.00	0.00	0.00	0.0%
041.594 22 64 009 EMS Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 010 Exercise Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 011 Prevention Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 012 Training Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 013 Computer Equipment	25,000.00	3,034.67	21,965.33	12.1%
041.594 22 64 014 Ladders	0.00	0.00	0.00	0.0%
041.594 22 64 015 Facilities Equipment And Furnishings	25,000.00	0.00	25,000.00	0.0%
041.594 22 64 016 Tech Team Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 017 Wildland Equipment	0.00	0.00	0.00	0.0%
041.594 22 64 018 Wildland PPE	45,650.44	0.00	45,650.44	0.0%
041.594 22 64 019 Shop Equipment	18,950.00	0.00	18,950.00	0.0%
010.594 22 70 000 Stryker Payment	159,000.00	0.00	159,000.00	0.0%
011.594 22 70 001 Zoll Ventilator Payment	12,800.00	0.00	12,800.00	0.0%
<b>594 Capital Expenditures</b>	<b>371,900.44</b>	<b>3,651.23</b>	<b>368,249.21</b>	<b>1.0%</b>

### 597 Interfund Transfers

010.597 22 10 011 Transfer Out to Fund 011 EMS	1,000,000.00	0.00	1,000,000.00	0.0%
010.597 22 10 020 Transfer Out to Fund 020 Construction	0.00	0.00	0.00	0.0%
010.597 22 10 031 Transfer Out To Fund 231 Debt Service Fund Station 21 Bond	300,000.00	0.00	300,000.00	0.0%
010.597 22 10 040 Transfer Out to Fund 040 Reserves	0.00	0.00	0.00	0.0%
010.597 22 10 041 Transfer Out to Fund 041 Equipment Repla	0.00	0.00	0.00	0.0%
010.597 22 10 042 Transfer Out To Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
010.597 22 10 060 Transfer Out to Fund 060 Long Term Care	2,000.00	0.00	2,000.00	0.0%
011.597 22 11 010 Transfer Out to Fund 010 General	0.00	0.00	0.00	0.0%
011.597 22 11 040 Transfer Out to Fund 040 Reserve	0.00	0.00	0.00	0.0%
011.597 22 11 041 Transfer Out To Fund 041 Equipment Repla	0.00	0.00	0.00	0.0%
011.597 22 11 042 Transfer Out To Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
020.597 22 20 010 Transfer Out To Fund 010 General	0.00	0.00	0.00	0.0%
020.597 22 20 042 Transfer Out To Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
020.597 22 20 060 Transfer Out To Fund 060 Long Term Care	0.00	0.00	0.00	0.0%
040.597 22 40 010 Transfer Out To Fund 010 General	0.00	0.00	0.00	0.0%
040.597 22 40 011 Transfer Out to 011 EMS	0.00	0.00	0.00	0.0%
040.597 22 40 042 Transfer Out To Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
041.597 22 41 010 Transfer Out To Fund 010 General	0.00	0.00	0.00	0.0%
041.597 22 41 011 Transfer Out to Fund 011 EMS	0.00	0.00	0.00	0.0%

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Expenditures	Amt Budgeted	Expenditures	Remaining	
<b>597 Interfund Transfers</b>				
041.597 22 41 042 Transfer Out To Fund 042 Long Term Planning	0.00	0.00	0.00	0.0%
042.597 22 42 010 Transfer Out To Fund 010 General	0.00	0.00	0.00	0.0%
042.597 22 42 011 Transfer Out To Fund 011 EMS	0.00	0.00	0.00	0.0%
042.597 22 42 020 Transfer Out To Fund 020 Construction	0.00	0.00	0.00	0.0%
042.597 22 42 040 Transfer Out To Fund 040 Reserve	0.00	0.00	0.00	0.0%
042.597 22 42 041 Transfer Out To Fund 041 Equipment	0.00	0.00	0.00	0.0%
042.597 22 42 060 Transfer Out To Fund 060 Long Term Care	0.00	0.00	0.00	0.0%
<b>597 Interfund Transfers</b>	<b>1,302,000.00</b>	<b>0.00</b>	<b>1,302,000.00</b>	<b>0.0%</b>
<b>Fund Expenditures:</b>	<b>15,016,095.35</b>	<b>3,876,337.96</b>	<b>11,139,757.39</b>	<b>25.8%</b>
<b>Fund Excess/(Deficit):</b>	<b>(1,241,745.35)</b>	<b>(2,592,961.20)</b>		

## 2026 BUDGET POSITION TOTALS

KITTITAS COUNTY FIRE DISTRICT 2

Time: 17:22:21 Date: 04/08/2026

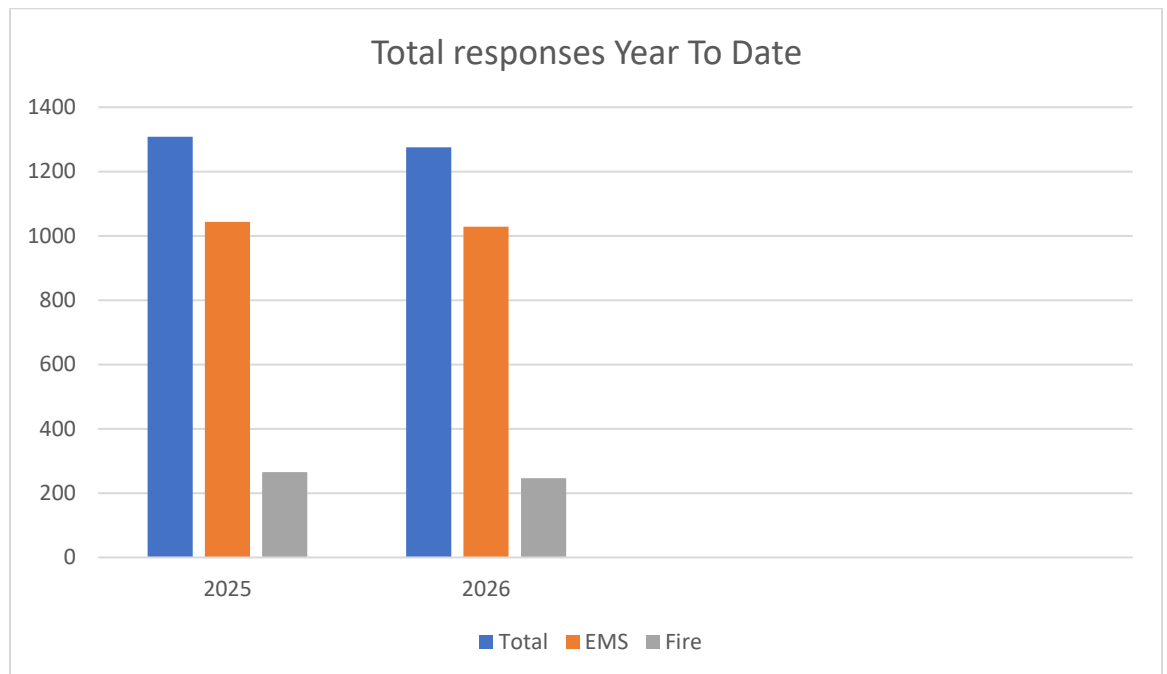
Page: 13

Fund	Revenue Budgeted	Received		Expense Budgeted	Spent	
010 GENERAL FUND 636-010	10,114,700.00	276,792.79	2.7%	10,632,684.91	2,789,920.12	26.2%
011 EMS FUND 636-011	2,802,650.00	992,425.15	35.4%	3,436,850.00	1,082,766.61	31.5%
020 CONSTRUCTION FUND 636-020	6,500.00	859.15	13.2%	15,000.00	0.00	0.0%
040 RESERVE FUND 636-040	20,000.00	3,716.71	18.6%	0.00	0.00	0.0%
041 EQUIPMENT FUND 636-041	15,000.00	2,462.44	16.4%	185,100.44	3,651.23	2.0%
042 LONG TERM PLANNING FUND 63	20,000.00	3,745.45	18.7%	0.00	0.00	0.0%
060 LONG TERM CARE FUND 636-060	4,000.00	391.35	9.8%	0.00	0.00	0.0%
230 DEBT SERVICE FUND - STATION B	489,000.00	2,890.86	0.6%	449,900.00	0.00	0.0%
231 DEBT SERVICE FUND - STATION 2	302,500.00	92.86	0.0%	296,560.00	0.00	0.0%
	13,774,350.00	1,283,376.76	9.3%	15,016,095.35	3,876,337.96	25.8%

## Deputy Fire Chief's Report – April 2026

### Operations:

- March was an average month for responses with 448 responses.
  - 351 EMS
  - 31 out of county transfers, 16 of which were to the West Side.
  - 89 Fire responses.
- Out-of-county transfers numbers are holding steady for the most part.
- Our total YTD total has gone down from 1308 in 2025 to 1275 in 2026. This shows a 2.5% decrease so far.



- Our 3 members at the WSFTA continue to excel. Graduation is coming up next Friday. If you are interested in attending contact the Training Division.

- The training division hosted a Red Card Field training day for March 21<sup>st</sup> at Bower's Field. The training went very well, even though the weather was not the best for burning.
- I am attending ESO conference in Austin Texas. I will be here through Friday 4/10.
- Last month I spoke with you about needing to find a solution for Duty Chief coverage. Prior to leaving for Texas, I also spoke with Chief Palmer about still needing a solution to this. Until a plan is in place, I am asking the Board for additional compensation for the added workload of being able to respond at a moment's notice 24/7 with no end in sight. Since the departure of Chief Goldsmith on December 18<sup>th</sup> through the end of March, there have been 104 calendar days. Of those 104 days, I have been on duty 24 hours a day as Duty Chief 79 days. That is 76% of the days I have been on duty which is unsustainable. I feel having a Duty Chief is an essential part of KVFR's response model and look forward to finding a solution that best fits the Citizens and our Department.

Date: April 9, 2026  
To: Board of Commissioners  
From: Roy Palmer, Interim Fire Chief  
Subject: March Activity Report



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**The following report is a compilation of the highlights of the activities of the Fire Chief. They are not listed in chronological order, nor in order of importance. They are listed as I remember them and are not inclusive of all the activities I was involved in during the month but attended as a brief overview of my activities as well as providing information to the board.**

### **HR/Personnel**

- Working through a few personnel issues
- Working through the transition of a new financial manager
- We have hired Nick Jones to fill an entry firefight position. His official first day will be April 15<sup>th</sup>, with his first on shift day of April 16<sup>th</sup>.
- Continue to meet with crews for introduction and general questions
- Continuing extensive review of district policies and procedures

### **General Info**

- Continue to work daily on my accumulation into the organization
- Continue organizational review
- Met with DNR regarding the upcoming Fire Season
- Met with Kittcom director
- Met with KVH management for monthly meeting
- Met with volunteers regard the development of an association
- Continue to develop a Duty Officer coverage policy/procedure
- Working to prepare for the upcoming WSRP scheduled for May 12<sup>th</sup>
- Attended the Kittitas Fire Adapted Communities Coalition meeting
- Met with Ellensburg manager
- Met with County Sheriff
- Attended a special board meeting
- Attended County Fire Chiefs meeting
- Attended Kittcom board meeting
- We have been informed that E282's ECM issue has potentially been resolved and should be back online soon
- Continue to prepare organization for what's down the road
  - Strategic Plan/ Standard of Cover
  - WSRB evaluation May 12<sup>th</sup>

- Financial Audit
- Labor Negotiations
- Renew the contract with the city of Ellensburg
- Develop hiring list for Fire Fighters

**KVFR**

- Attended the Labor/management meeting

**Budget**

- Working with staff and reviewing budget documents to better understand the 2026 adopted budget.
- Continue to monitor expenditures

**Prevention**

- No specific issues to report

**Training**

- No specific issues to report

**EMS**

- No specific issues to report

**Other**

**KITTITAS VALLEY FIRE RESCUE**

**RESOLUTION NO. 26-06**

**RESOLUTION PROVIDING FOR THE SUBMISSION OF A LEVY LID LIFT  
(Primary Election)**

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF KITTITAS VALLEY FIRE RESCUE, PROVIDING FOR THE SUBMISSION TO THE QUALIFIED ELECTORS OF THE DISTRICT AT A SPECIAL ELECTION TO BE HELD WITHIN THE DISTRICT ON AUGUST 4, 2026, IN CONJUNCTION WITH THE STATE PRIMARY ELECTION TO BE HELD ON THE SAME DATE, OF A PROPOSITION AUTHORIZING THE DISTRICT TO RESTORE ITS REGULAR PROPERTY TAX LEVY TO \$1.50 PER \$1,000.00 OF TRUE AND ASSESSED VALUATION SUBJECT TO OTHERWISE APPLICABLE STATUTORY LIMITATIONS.

**Background:** WHEREAS, it is the judgment of the Board of Commissioners of the District that it is essential and necessary for the protection of the health and life of the residents of the District that the fire and emergency medical services be provided by the District.

WHEREAS, The Board of Commissioners has determined that the accelerated demands for, and increasing costs of, providing services will necessitate the expenditure of revenues for improved fire protection operations, replacing apparatus and equipment, firefighter recruitment and training and maintaining emergency medical service levels in excess of those which can be provided by the District's regular tax revenue levied at the current rate of approximately \$1.35 per \$1,000.00 of assessed valuation of taxable property within the District as limited by the 101% limitation, not to exceed 1% maximum increase per year.

WHEREAS, The District has previously collected at the full \$1.50 rate in 2023.

WHEREAS, The Board of Commissioners has determined that it is in the best interest of the District that the maximum allowable levy authorized by this Resolution serve as the levy base for purposes of applying the limit factor established by RCW 84.55.010 in subsequent years.

**Resolution:** NOW, THEREFORE BE IT RESOLVED by the Board of Commissioners of Kittitas Valley Fire Rescue, Kittitas County Washington as follows:

**Section 1.** In order to meet increased call volumes, maintain the level of fire protection, prevention, emergency medical services and the protection of life and property in the District, it is necessary for the District to operate and maintain emergency fire and medical service vehicles and improve station and other capital facilities and to retain properly trained firefighters equipped with proper firefighting and emergency medical equipment.

**Section 2.** In order to provide the revenue adequate to pay the costs of maintaining and providing the services described in Section 1 and to assure the continuation and improvement of such services the District shall, in accordance with RCW 84.55.050, remove the limitation on regular property taxes imposed by RCW 84.55.010, and levy beginning in 2026 and collect beginning in 2027, pursuant to RCW 52.16.130, RCW 52.16.140 and RCW 52.16.160, a general tax on taxable

property within the District at a rate of \$1.50 per \$1,000.00 of assessed valuation subject to otherwise applicable statutory limits.

**Section 3.** If approved by the voters, the amount levied in 2026 for collection in 2027, shall serve as the District’s tax levy base for purposes of applying the limit factor established by RCW 84.55.010 in subsequent years.

**Section 4.** There shall be submitted to the qualified electors of the District for their ratification or rejection, at a special election on August 4, 2026, in conjunction with the state primary election to be held on the same date, the question of whether or not the regular property tax levy of the District should be restored to \$1.50 per \$1,000.00 of true and assessed valuation, subject to otherwise applicable statutory limitations. The Board of Commissioners hereby requests the auditor of Kittitas County, as ex-officio Supervisor of Elections, call such election, and to submit the following proposition at such election, in the form of a ballot title substantially as follows:

Name of Jurisdiction: Kittitas Valley Fire Rescue  
Proposition #: Proposition No. 1  
Short Title: Levy Lid Lift

Ballot Title: The Board of Kittitas Valley Fire Rescue adopted Resolution No.22-11 concerning a proposition to restore its regular property tax levy.

This proposition authorizes the District to restore its regular property tax levy to \$1.50 per \$1,000 of assessed value to be assessed in 2026 and collected in 2027. The funds will maintain and improve fire protection, and emergency medical services, replace apparatus and equipment, and provide for firefighter safety. The dollar amount of the 2026 levy collected in 2027 shall serve as the base for computing subsequent levy limitations as provided by chapter 84.55 RCW.

Should this Proposition be:

Approved.....  
Rejected .....

**Section 5.** In accordance with RCW 84.55.050(1), the ballot measure requires approval of a simple majority of the voters to pass.

**Section 6.** The Board hereby assigns to the Fire Chief or designee the task of appointing members to a committee to advocate voters’ approval of the proposition and to a committee to prepare arguments advocating voters’ rejection of the proposition.

**Section 7.** For purposes of receiving notice of any matters related to the ballot title, as provided in RCW 29A.36.080, the Board hereby designates the Fire Chief as the individual to whom the County Auditor shall provide such notice.

**Section 8.** The Chief is authorized to implement such administrative procedures as may be necessary to carry out the directives of this resolution, including modifying the text of the ballot title and any other text, language and/or descriptions relative thereto necessary to conform such ballot title, text, language and/or descriptions to the intent of the parties, consistent with the objectives of this resolution

**Section 9.** The Chief, or designee, is hereby authorized and directed, no later than May 1, 2026, to provide to the County Auditor a certified copy of this resolution and the proper District officials are authorized to perform such other duties or take such other actions as are necessary or required by law to the end that the proposition described in this resolution appear on the ballot before the voters at the August 4, 2026 election.

**Section 10.** If any section, subsection, paragraph, sentence, clause or phrase of this resolution is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of this resolution.

**Section 11.** Any act consistent with the authority and prior to the effective date of this resolution is hereby ratified and affirmed.

**Section 12.** This resolution shall take effect and be in force immediately upon its passage.

**Adoption:** ADOPTED by the Board of Commissioners of Kittitas Valley Fire Rescue, Kittitas County, WA, at a regular open public meeting of such Board on the 9 day of April, 2026, the following Commissioners being present and voting:

Attest to:

\_\_\_\_\_  
District Secretary

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

Election Date: August 4, 2026  
Name of Jurisdiction Submitting Measure: Kittitas Valley Fire Rescue  
Contact Name: Roy O. Palmer, Fire Chief  
Daytime Contact Phone Number: 509-933-7235

**Explanatory Statement**  
**Proposition No. 1**  
**(200 Word Limit)**

Kittitas Valley Fire & Rescue provides emergency fire protection and medical services to its citizens. If approved by the voters, this proposition authorizes the district to restore its regular real property tax levy rate to \$1.50 per \$1,000 of assessed valuation in 2026 for collection in 2027 (the current levy is approximately \$1.35 per \$1,000 of assessed valuation and the district previously collected the \$1.50 rate in 2023).

Your Kittitas Valley Fire & Rescue Board of Commissioners has determined that this proposition is necessary to maintain an effective level of services, firefighter staffing, equipment and facilities in light of rising costs and increasing service demands. Approval of this measure will allow your fire district to maintain the level of fire protection and emergency medical services provided to its citizens.

The dollar amount levied in 2026 for collection in 2027 shall serve as the fire district's tax levy base and absent further voter approval, the tax levy will then be subject to the statutory one percent limit.

Prepared by: Brian K. Snure  
Attorney for District  
612 S. 227<sup>th</sup> St.  
Des Moines, WA 98198-6836  
(206) 824-5630



# Kittitas County Elections Ballot measure submission cover sheet

This form must accompany each resolution or ordinance and be submitted to:

Kittitas County Elections  
205 W. 5th Ave, Suite 105; Ellensburg WA 98926  
509.962.7503  
[elections@co.kittitas.wa.us](mailto:elections@co.kittitas.wa.us)

## district information

name of district

district contact person and title

phone

email

## election information

election date

type of measure (levy, bond, advisory vote, etc)

pass / fail requirements (simple majority, super majority, 60%, etc), along with the applicable statutory references

## contact information for public

This contact person from the district should be able to respond to questions from voters about the ballot measure. This contact information will be provided upon request.

district contact person and title

phone

email

## Voter Pamphlet

## Contact Info

Pro Committee:

Name

Contact

Against Committee

name

Contact

For Office Use Only: Received Date Stamp:

Received by:

Kittitas Valley Fire Rescue is placing a proposition before the voters on the August 4, 2026, ballot authorizing the District to restore its 2026 regular property tax levy to \$1.50 per \$1,000.00 of assessed valuation for collection in 2027. The Fire District is accepting names of people interested in participating in voter pamphlet statement pro and con committees.

The deadline for appointing the committees is May 1, 2026. Citizens interested in participating, please call 509.933.7231 by April 21, 2026.

**KITTITAS COUNTY FIRE DISTRICT #2  
Ellensburg, WA**

**RESOLUTION 26-05**

**SUBJECT:** LITIGATION DEFENSE RCW 4.96.041

**WHEREAS,** RCW 4.96.041 authorizes local governmental entities to establish a policy and procedure to provide past and present officers, employees and volunteers who are named as defendants in an action or proceeding with a defense at the cost of the local governmental entity.

**WHEREAS,** RCW 4.96.041 requires that the policy and procedure be adopted by Resolution.

**WHEREAS,** 3The attached Litigation Defense Policy and Procedure meets the statutory requirements.

**THEREFORE,** BE IT RESOLVED, that the Board of Fire Commissioners, Kittitas County Fire District #2, by virtue of this resolution hereby authorizes and adopts the Litigation Defense Policy.

Adopted this 9th day of April 2026, at a regularly scheduled meeting of the Board of Commissioners.

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Commissioner

Attest to:

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
District Secretary

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner



# KITTITAS VALLEY FIRE & RESCUE

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400 E Mountain View • Ellensburg, WA 98926 • (509) 933-7231 • [mcbridesy@kvfr.org](mailto:mcbridesy@kvfr.org)

## Kittitas Valley Fire & Rescue Job Description

**Position Title:** Fire Chief

**Reports to:** Kittitas County Fire District 2 Board of Fire Commissioners

**Position Status:** Regular Full-Time

**FLSA Status:** Exempt

**Union:** Non-union

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Kittitas County Fire District 2, known as Kittitas Valley Fire & Rescue (KVFR) is a public service employer which is responsible to the citizens of Kittitas County Fire District 2 and the communities it serves. The main purpose of the Fire Chief is to always serve the citizens and support the mission of KVFR. The Fire Chief is responsible for providing leadership, direction, planning, managing and overseeing the activities and operations of KVFR by establishing goals and objectives within the directives set forth by the Kittitas County Fire District 2 Board of Fire Commissioners (BOFC). The Fire Chief carries out these goals and objectives by estimating KVFR's needs, preparing a budget, controlling expenditures, providing direction to personnel, developing, and implementing policy and guidelines and effectiveness of operations.

### **1. Supervisory Relationship:**

The Fire Chief reports to the BOFC, which consists of five elected Fire Commissioners. They work independently under general guidance from the BOFC to ensure coordination of objectives and priorities.

### **2. Supervision Exercised:**

The Fire Chief supervises staff, directly or through assigned managers. They shall exercise supervision and judgment in the interest of KVFR to hire, assign, recall, promote, discipline, suspend, and direct subordinate personnel in all aspects of KVFR business and to initiate and/or adjust grievances concerning personnel within KVFR. The Fire Chief will do so under applicable federal law, state law, KVFR policies, KVFR agreements or contracts, and KVFR procedures.

### **3. Essential Duties and Responsibilities:**

This is a representative sample only and does not imply a complete listing of responsibilities and tasks. Duties are subject to change and may be assigned at the BOFC's discretion. All the following are to be performed while adhering to KVFR policies, applicable safety rules, protocols, and applicable laws and procedures. KVFR has developed an atmosphere of trust between career, volunteer, administrative personnel and the BOFC's. The Chief will continue fostering these relationships to ensure that all embrace a shared vision regarding KVFR's future and their place within that future. All work and responsibilities performed by the Fire Chief shall be carried out in a manner that secures and retains the respect of subordinates and exceeds the requirements of KVFR. The Fire Chief will be responsible for incident command on emergency fire responses and must have operational knowledge for fire suppression, complex EMS situations and MCI's all within operating a safe scene.

**3.1** Assumes full management responsibilities of all KVFR's operations and activities. Including fire suppression, fire prevention, emergency medical services, and hazardous materials assignment and incidents. The Fire Chief may delegate authority to a specific employee within KVFR to perform the duties.

**3.2** Oversees establishment of staffing levels, staff assignments, reviews progress and directs changes in organizational priorities and operations.

**3.3** The role of Duty Chief responsibility is being evaluated, future developments may allow for duty chief responsibilities to be delegated. Currently the Chief shares Duty Chief responsibilities with the Deputy Chief of Operations, on a weekly rotation that can be modified with mutual agreement. While serving as Duty Chief, the individual will respond to large-scale or complex incidents across all hazard disciplines—including fire suppression, EMS, rescue, and hazardous materials—either in an incident command role or in support of ongoing operations. The Duty Chief may also respond upon request from the officer in charge.

**3.4** Responsible for maintaining and improving positive management/employee labor relationships with all employees, including any collective bargaining group or union.

**3.5** Oversees the policies, standard operating guidelines, procedures, and standards of KVFR.

**3.6** Develops and implements in conjunction with the Financial Services Manager and Administrative Services Manager the annual budget. Ensures that KVFR revenues and expenditures are kept within approved budgets.

**3.7** Will establish and maintain a high "standard" for all personnel. Must have a strong and confident presence, be a good listener, be accessible, and understand the importance of maintaining close and consistent communication with all personnel.

**3.8** Enhances relationships with an array of partner agencies on local, regional, statewide, and national levels.

**3.9** Oversees planning and goals of KVFR's fire protection, emergency medical, and rescue service needs.

**3.10** Shall provide oversight of programs and resources specific to volunteer recruitment and retention.

**3.11** Attends meetings, seminars, schools, and/or training sessions in support of professional development and continuing education.

**3.12** Enhances relationships with partner agencies and community stakeholders on local, regional, statewide, and national levels.

**3.13** Attends BOFC meetings, applicable stakeholder or partner agency meetings and regional fire chief meetings. Meetings may occur after traditional business hours.

**3.14** Oversees the management of the day-to-day operations of KVFR.

**3.15** Directly or through managers, appoints, supervises, provides for training, performance evaluation and development; safety; and accountability of all KVFR members.

**3.16** The Fire Chief by way of an agreement between KVFR and the City of Ellensburg serves as the Emergency Manager within the City of Ellensburg.

**4.0 Required Qualification Requirements:**

**4.1** Employee must possess the following traits: Honesty, integrity, reliability, promotes teamwork, confidence, respectful communication skills, ability to maintain confidentiality, positive attitude, decisiveness, eye for strategy and conscientiousness.

**4.2** Employee must be insurable under KVFR's existing vehicle and umbrella liability insurance carrier.

**4.3** Must be able to provide proof of U.S. citizenship or legal right to work in the United States.

**4.4** Requires ability to pass a comprehensive background check.

**4.5** Successfully pass a pre-employment drug screening examination and any subsequent testing.

**4.7** Must have or be able to obtain a valid Washington State Driver's License within 60 days of hire.

**4.8** At the time of hire or within six months of hire, the employee must live within the district.

**4.9** Must show completion and understanding of ICS 100, 200, 300, 400, 700 and 800.

**4.10** At the time of hire or within six months of hire, the employee must be certified as a NWCG Firefighter Type 2 (FFT2) and work toward obtaining Incident Commander Type 5 (ICT5) within one year from hire.

**4.11** History of increasingly responsible command and supervisory experience in an organized fire department or fire district as a company officer or higher.

**4.12** Certified in basic first aid and CPR at a minimum.

**4.13** Knowledgeable in all facets of the fire service including structural firefighting, fire-based Emergency Medical Services, wildland-urban interface fire suppression, and community outreach.

**4.14** Ability to rapidly analyze dangerous situations, taking reasonable courses of action; reacting quickly and calmly, recalling facts and conditions observed while under physical and emotional stress.

**4.15** Ability to establish and maintain effective working relationships with all stakeholders, outside agencies, and the community: communicating effectively with individuals and groups regarding complex or sensitive issues or regulations.

**4.16** Results oriented with a demonstrated ability to establish measurable goals, focusing on objective measurements of accomplishment.

**4.17** Ability to effectively communicate personnel responsibilities, set expectations and hold personnel accountable.

**4.18** Familiarity and practice with Washington Administrative Code, Revised Code of Washington, Washington State Labor Law, National Fire Protection Standards, County and City/County ordinances pertaining to fire service operations, Emergency Medical Services, and administration.

**4.19** Incident Safety Officer.

**4.20** IFSAC Fire Instructor I, Fire Officer I, Firefighter I, Hazardous Materials Awareness, or equivalency of experience.

## **5.0 Desired Qualifications:**

**5.1** Bachelor's degree or higher from an accredited university. Preferred to be a major in Fire Science, Business Administration, Public Administration, or related field.

**5.2** Familiarity with human resource management and supervisory practices.

**5.3** Successfully complete the Emergency Vehicle Incident Prevention Program (EVIP) or currently hold a equivalency within (3) three months of hire.

**5.4** EMT-B or higher certification.

**5.5** Administrative and operational understanding of the Washington Survey and Rating Bureau Community Fire Protection Class Grading System.

**5.6** Familiarity with fire prevention codes and ordinances and enforcement of these codes.

**5.7** Experience in a combination (career, part-time, volunteer members) fire department or district.

**5.8** IFSAC Fire Officer II, IFSAC Firefighter II, IFSAC Fire Instructor II, Hazardous Materials Operations

## **6.0 Necessary Knowledge, Skills and Abilities:**

### **6.1 Knowledge of:**

- Principles and practices of management necessary to plan, analyze, develop, evaluate and direct fire district services and operational needs.
- Principles and practices of modern fire prevention, fire suppression and emergency medical activities; including being able to lead as the incident commander on complex emergency responses for all hazards.
- Principles and practices of personnel management including training, performance evaluation, conflict management and labor relations;
  - Principles and practices of budget preparation and administration;
  - Pertinent Federal, State, and local laws, codes and regulations that may govern district activities;
- Incident management practices, including the National Incident Management System (NIMS);
- Proficient knowledge of applicable computer software applications, including specific knowledge of Microsoft Word, Excel, PowerPoint, ESO and other Fire Service Software.
- Working knowledge of modern administrative office procedures, methods and equipment.

## **6.2 Skill in:**

- Interacting with others using tact, patience and courtesy;
- Negotiating and resolving difficult or sensitive complaints or concerns from district personnel or external sources;
- Analyzing problems, identifying alternative solutions, projecting consequences of proposed actions;
- Assessing and prioritizing multiple tasks, projects, and demands.

## **6.3 Ability to:**

- Develop, implement and administer goals, objectives, and procedures for providing effective and efficient fire suppression, emergency medical and prevention services;
  - Develop a comprehensive budget and prepare clear and concise financial reports;
- Establish and maintain effective working relationships with those contacted in the course of work including personnel, other government officials, community groups, the general public, and media representatives;
- Select, train, supervise and evaluate an effective staff capable of properly executing the goals and objectives of the district;
- Properly interpret and make decisions in accordance with laws, regulations and policies
- Conduct themselves in a professional manner as defined by KVFR policy;
- Work independently and delegate authority and responsibility when appropriate;
- Maintain confidentiality;
- Perform research and present findings in an organized and professional manner;
- Provide verbal and written directives, information and advice to a wide variety of people and officials;
- Communicate in English clearly and concisely, both orally and in writing;

## **7.0 Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodation(s) may be made to enable individuals with disabilities to perform the essential functions but will not be made if the accommodation causes undue hardship on the district.

While performing the duties of this job, the employee is regularly required to talk and hear; use hands or fingers to handle and feel; and use the telephone and computer while communicating with internal and external clients. Requires sufficient manual dexterity and visual acuity to operate a personal computer and other standard office equipment. The employee will sit for several hours each day but will also need mobility and ability to stand and walk for periods of time, reach with hands and arms. Employees may need to lift up to 75 pounds on occasion. Visual and fine/gross motor skills enabling the safe operation of a vehicle during normal, as well as during hazardous weather situations. This position may require the employee to work under stressful conditions due to deadlines and time constraints.

## **8.0 Work Environment:**

Work is performed primarily in an office or administrative setting but also has an emergency response component in the field. Employees will be subject to frequent interruptions. Remains stationary for extended periods of time. While performing the duties of this job, an employee is regularly required to talk and hear; use hands or fingers to handle and feel or type on a keyboard. Frequent use of the telephone and computer requires manual dexterity and visual acuity to operate computer, phone or other standard office equipment. May be exposed to highly stressful situations and individuals who are irate or hostile; may be subject to long hours due to attendance at meetings and other responsibilities

required at this executive level. Flexibility to work evening/overnight and weekend hours and occasional overnight travel to conferences and training sessions are required. Also involves working in the field perform firefighting, emergency medical, and rescue work in emergency situations. Performs as an incident commander when required as Duty Chief. Emergency responses will require manual dexterity and visual acuity to operate fire equipment such as appliances or safety equipment like a radio. This position requires minimal to moderate physical exertion requirements. The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job.

- The employee occasionally works in outside weather conditions, including temperature extremes, during emergency response. and could include scenes above or underground and in and/or around water, hazardous traffic areas and under unfavorable or unsanitary conditions which may include burning debris, falling structures, biohazards, air and blood-borne pathogens; confined spaces; commercial and residential structures, etc.
- The employee may be exposed to wet and humid conditions, fumes, airborne particles, toxic or caustic chemicals, extreme heat and risk of electrical shock
- Work is often performed in emergencies and stressful situations.
- May be exposed to hearing alarms, audible tone alerts, radio traffic and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents, and oils.
- The employee occasionally works near moving, mechanical parts, in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes, or airborne particles, toxic or caustic chemicals, risk of electrical shock and vibration.
- Frequent exposure to the typical office setting.

This job description was adopted on this 9th day of April 2026, at a regular meeting of the Board of Fire Commissioners.

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

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HR Manager

(Date)

Employee

(Date)

Notice: The above job profile does not include all essential and nonessential duties of this job. All employees are encouraged to contact the HR Manager to review and discuss the essential and nonessential functions of the job. An employee with a disability can evaluate the job in greater detail to determine if they can safely perform the essential functions of the job with or without reasonable accommodation. This job description may be subject to change at any time due to reasonable accommodation or other reason. By signing above the employee acknowledges that they accept the position and its description.

# REQUEST FOR PROPOSAL



## KITTITAS VALLEY FIRE & RESCUE

### RFP KVFR STANDARDS OF COVER AND STRATEGIC PLAN

IGNITING FIRE & RESCUE PERFORMANCE POTENTIAL





PROPOSAL FOR:

# KITTITAS VALLEY FIRE & RESCUE

*Standards of Coverage & Strategic Plan*



Identify  
Risks

Gauge  
Response

Navigate  
Resources

Implement  
Strategies

Track  
Results

Enhance  
Outcomes

**DATA → DECISIONS → DOLLARS**

**Randy Reeder, MPA, FESA | *President***

**FLASHPOINT STRATEGIES, LLC**

*“Igniting Fire & Emergency Services Performance Potential”*

[www.FlashpointFD.com](http://www.FlashpointFD.com) | Email: [Randy@FlashpointStrategies.net](mailto:Randy@FlashpointStrategies.net) | Phone: 708.967.5599

## FLASHPOINT STRATEGIES, LLC

PROPOSAL FOR  
**KITTITAS VALLEY FIRE & RESCUE**  
*Standards of Coverage & Strategic Plan*

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### 1. SUBMITTAL LETTER

April 7, 2026

Chief Roy Palmer  
Kittitas Valley Fire & Rescue  
400 E. Mountain View Ave  
Ellensburg, WA 98926

Re: **RFP – Standards of Coverage and Strategic Plan**

Chief Palmer,

Kittitas Valley Fire & Rescue (KVFR) is operating within a complex and evolving service environment—balancing geographic scale, increasing service demand, and long-term sustainability across a diverse community profile. This project presents an opportunity not simply to evaluate current operations, but to establish a clear, data-driven roadmap for the next 5, 10, and 20 years.

Flashpoint Strategies is pleased to submit this proposal to support KVFR in developing an integrated Standards of Coverage (SOC) and Strategic Plan. Our approach is designed to align **community risk, response performance, deployment, staffing, facilities, and financial planning** into a single, actionable framework.

We do not produce static reports. We deliver **decision-ready analysis**—grounded in data, aligned with NFPA standards and accreditation best practices, and structured to support leadership, Board-level decision-making, and community understanding.

We appreciate the opportunity to be considered and look forward to the potential to partner with KVFR on this important initiative.

Respectfully,

**Randy Reeder, MPA, FESA**  
President - Flashpoint Strategies, LLC  
15826 S. LaGrange Rd #187  
Orland Park, IL 60462  
[Randy@FlashpointFD.com](mailto:Randy@FlashpointFD.com)



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## 2. EXECUTIVE SUMMARY

### Kittitas Valley Fire & Rescue *Standards of Coverage & Strategic Plan*

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#### PROJECT PURPOSE

Kittitas Valley Fire & Rescue (KVFR) is operating within a complex and evolving service environment—balancing geographic coverage, increasing EMS demand, and long-term sustainability.

This project will deliver a **data-driven roadmap** aligning:

**Community Risk → Response Performance → Resources → Financial Strategy**

The result is not simply a report—but a **decision framework** to guide KVFR over the next 5, 10, and 20 years.

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#### WHAT FLASHPOINT DELIVERS

Flashpoint Strategies integrates Standards of Coverage and Strategic Planning into a single, performance-based model:

**Risk → Response → Resources → Results → Revenue**

This ensures all recommendations are:

- Operationally realistic
  - Measurable against industry benchmarks
  - Financially aligned with long-term sustainability
- 

#### WHAT MAKES THIS APPROACH DIFFERENT

Most studies describe performance.

Flashpoint evaluates:

- **System reliability** (not just response times)
- **Deployment effectiveness under real-world conditions**
- **Alignment between risk, staffing, facilities, and funding**

Using advanced analytics and GIS-based modeling, KVFR will gain a clear understanding of:

- Where coverage is strong
  - Where gaps exist
  - What changes will have the greatest impact
- 

#### KEY OUTCOMES FOR KVFR

This process will provide:

- **Clear deployment and staffing recommendations**
  - **Validated station and facility planning strategies**
  - **Performance benchmarks aligned with NFPA standards**
  - **5-, 10-, and 20-year financial projections**
  - **A prioritized implementation-ready Strategic Plan**
- 

#### PROVEN RESULTS



Flashpoint’s work is designed to support informed decision-making at the Board and community level. In multiple communities, Fire Districts have successfully leveraged Flashpoint’s analysis to support **capital planning and voter-approved funding initiatives**, including:

- Lemont Fire Protection District (IL)
- Manhattan Fire Protection District (IL)
- Tri-State Fire District (IL)

These outcomes demonstrate the ability to connect:

**DATA → DECISIONS → DOLLARS**

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## CURRENT, RELEVANT EXPERIENCE

Flashpoint is actively engaged in similar initiatives:

- **Tri-State Fire District (IL):** SOC + Strategic Plan with deployment modeling and capital planning
- **Huntley Fire Protection District (IL):** SOC + Strategic Plan with regional system evaluation
- **City of Lincoln Fire & Rescue (NE):** Recently selected for Strategic Plan development

This ensures KVFR benefits from **current, real-world application—not theoretical methodology**.

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## PROJECT TIMELINE

- **Start:** May 2026
- **Completion:** November 2026

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## INVESTMENT

**Not-to-Exceed: \$68,500**

Inclusive of all services, travel, analysis, stakeholder engagement, and final deliverables.

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## BOTTOM LINE

Flashpoint does not deliver reports—we deliver **clarity, alignment, and decision-ready outcomes**.

KVFR will leave this process with:

- A clear understanding of system performance
- A defensible path forward
- The data and strategy needed to support future operational and financial decisions


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## FLASHPOINT STRATEGIES, LLC

Randy Reeder, MPA, FESA – President

 [www.FlashpointFD.com](http://www.FlashpointFD.com)

 [Randy@FlashpointStrategies.net](mailto:Randy@FlashpointStrategies.net)

 708.967.5599



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## 3. CONSULTANT PROFILE

Flashpoint Strategies LLC is a nationally recognized fire service consulting firm specializing in:

- Community Risk Assessments / Standards of Coverage (CRA/SOC)
- Strategic Planning
- Accreditation (CFAI) Support
- ISO Classification Improvement
- Deployment, Staffing, and GIS Modeling
- Performance Analytics and System Optimization

With more than 40 years of fire service leadership and consulting experience, Flashpoint has supported fire departments nationwide in improving service delivery, aligning resources with risk, and achieving measurable performance outcomes.

Flashpoint's work has contributed to:

- Multiple ISO Class 1 improvements and maintenance
- Successful capital and operational referendums
- Regional deployment and system optimization studies
- Accreditation and reaccreditation efforts

Flashpoint specializes in producing **defensible, board-ready recommendations** that support real-world decision-making.

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### Recent Engagements

Flashpoint Strategies was recently selected by the City of Lincoln Fire & Rescue (NE) to lead the development of its next Strategic Plan following a competitive evaluation process. This selection reflects the firm's ability to deliver clear, defensible, and implementation-ready planning solutions for municipal fire and EMS agencies.

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### Demonstrated Outcomes

Flashpoint's work is designed to support not only operational improvement but also informed decision-making at the governance and community level. In multiple engagements, Fire Districts have successfully leveraged Flashpoint's analysis and recommendations to support capital planning initiatives, including voter-approved funding measures for station relocation, facility upgrades, and system improvements.



This includes successful initiatives in:

- Lemont Fire Protection District (IL)
- Manhattan Fire Protection District (IL)
- Tri-State Fire District (IL)

These outcomes reflect the ability to connect **data, risk, and performance with clear, defensible justification for investment.**

---

## 4. PROJECT UNDERSTANDING

KVFR operates within a uniquely complex service environment characterized by:

- A large and diverse response area (278 sq. miles fire / 1,200 sq. miles EMS)
- A combination of staffing models of career and volunteer personnel
- Increasing EMS demand and system utilization
- Facility and deployment considerations across urban and rural environments
- The need for long-term financial sustainability and capital planning

The core challenge is not simply evaluating current performance, but ensuring that **deployment, staffing, facilities, and financial resources are aligned with both current and future risk.**

This project requires an integrated approach that delivers **clear, actionable, and financially viable strategies**—not just analysis.

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### Relevant Current Experience

Flashpoint is currently engaged in multiple integrated Standards of Coverage and Strategic Planning initiatives for fire districts facing challenges similar to KVFR's.

This includes:

- **Tri-State Fire District (IL):** Combined SOC and Strategic Plan development, including deployment modeling, response reliability analysis, station location evaluation, and long-term capital planning.
- **Huntley Fire Protection District (IL):** Integrated SOC and Strategic Plan development, with a concurrent regional evaluation effort examining system efficiency, deployment alignment, and long-term sustainability across neighboring jurisdictions.

These active engagements ensure that Flashpoint's methodologies are not theoretical—they are actively applied and refined in real-world environments comparable to KVFR.



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## 5. KVFR SYSTEM INSIGHT PREVIEW

Based on the initial review of KVFR's service environment, several system dynamics are anticipated:

### 1. System Reliability & Overlapping Demand

Geographic scale and EMS transport responsibilities likely create variability in unit availability and response reliability.

### 2. Combination Staffing Model

Variability in volunteer response may affect turnout times and the effective assembly of the response force.

### 3. Deployment & Facility Alignment

Current station placement may not fully align with evolving demand patterns or growth areas.

### 4. EMS Utilization Impact

Transport and interfacility responsibilities likely influence unit hour utilization and system workload.

### 5. Financial Sustainability

Future staffing, facility, and deployment decisions must align with long-term funding capacity.

This project will transform these dynamics into **clear, measurable, and actionable decisions**.

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## 6. PROJECT APPROACH & METHODOLOGY

Flashpoint utilizes an integrated, performance-based methodology:

**Risk → Response → Resources → Results → Revenue**

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### Phase 1 – Discovery & Data Validation

- CAD/NFIRS/RMS validation
- Response time component analysis
- Unit Hour Utilization (UHU)
- Reliability and overlap analysis



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## Phase 2 – Community Risk Assessment

Flashpoint will conduct a comprehensive Community Risk Assessment integrating incident data, demographic trends, and advanced spatial analysis to define current and emerging risk conditions across KVFR's service area.

This phase will include:

- Five-year incident trend analysis by type, location, and severity
- GIS-based spatial analysis of incident density, frequency, and clustering
- Identification and mapping of target hazards and high-risk occupancies
- Risk classification (low, moderate, high) based on probability and consequence
- Evaluation of temporal demand patterns (hour, day, seasonal variation)

**GIS will be utilized as an analytical tool—not simply for visualization.** Spatial modeling will be applied to identify relationships between incident demand, geographic distribution, travel constraints, and resource deployment.

This approach allows KVFR to move beyond static mapping toward a **dynamic understanding of how risk translates into service demand and operational workload.**

The Community Risk Assessment will be structured using Flashpoint's **Top Ten T's© Framework**, ensuring direct alignment between:

**Threat → Type → Tasks → Total Demand → Required Response**

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## Phase 3 – Standards of Coverage

The Standards of Coverage analysis will evaluate KVFR's ability to deliver effective, reliable emergency response aligned with community risk and industry benchmarks.

This phase will include:

- Response performance analysis using NFPA 1710/1720 benchmarks (90th percentile)
- Detailed breakdown of response time components:
  - Call Processing
  - Turnout Time
  - Travel Time
  - Total Response Time
- First Due unit performance evaluation
- Effective Response Force (ERF) assembly analysis
- Unit Hour Utilization (UHU) and workload distribution



- Reliability analysis, including overlapping incidents and unit availability
- 

### GIS-Based Deployment & Coverage Modeling

Advanced GIS modeling will be used to evaluate real-world system performance, including:

- Drive-time travel modeling based on actual roadway networks
- First-due coverage analysis (4-minute / 8-minute travel benchmarks)
- ERF assembly performance across the service area
- Identification of coverage gaps and underserved areas
- Scenario modeling for alternative deployment strategies and station locations

This analysis will quantify how well KVFR's current deployment model aligns with both **risk distribution and service demand**, providing a clear picture of system strengths, limitations, and opportunities for improvement.

---

### System Reliability Focus

The primary objective of the SOC analysis is not simply to measure response times, but to evaluate **system reliability**:

- How often are units available when needed
- How consistent performance benchmarks are achieved
- How effectively resources are distributed across the service area

This approach ensures that recommendations are grounded in **operational reality** rather than theoretical performance.

---

### Outcome

The SOC analysis will result in:

- Clear identification of performance gaps
- Data-driven deployment recommendations
- Evaluation of staffing and resource allocation
- Defensible justification for potential system improvements

All modeling outputs will be structured to support executive-level decision-making, including deployment adjustments, capital planning, and long-term system design.

**Focus: System reliability—not just response times**

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### Phase 4 – Organizational Assessment

- Staffing and structure
- Apparatus and equipment
- Training and readiness



- Operational efficiency

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## Phase 5 – Financial & Capital Planning

- 5, 10, and 20-year projections
- Staffing and deployment cost modeling
- Capital improvement planning
- Funding strategy alignment

Recommendations will support **informed capital and funding decisions.**

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## Phase 6 – Strategic Plan Development

- Stakeholder engagement
- SWOT analysis
- Strategic priorities aligned with:

**Response | Readiness | Resources | Relationships | Resiliency**

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## Phase 7 – Implementation Framework

- KPI development
- Performance reports
- CQI model:

**Measure → Benchmark → Monitor → Improve**

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## 7. DELIVERABLES

- Comprehensive SOC & Strategic Plan
- Executive Summary (public-ready)
- GIS maps and analytics
- Financial modeling
- Implementation roadmap
- Formal Board presentation

All deliverables are **decision-ready and publicly defensible.**



## 8. PROJECT TIMELINE

Phase	Timeline
Initiation	May 2026
Data & Risk	May–June
SOC Analysis	July–August
Strategic Planning	September
Draft Report	October
Final Delivery	November 2026

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## 9. PROJECT TEAM

### **Randy Reeder, MPA, FESA**

Project Lead

President, Flashpoint Strategies

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### **Adjunct Subject Matter Experts**

#### **Forest Reeder**

Retired Fire Chief – Tinley Park Fire Department (IL)

Senior Advisor – Strategic Planning & Organizational Development

#### **David Piper**

Deputy Chief – Manhattan Fire Protection District (IL)

Advisor – Operations, Deployment, and System Performance

These adjunct team members provide additional depth in **command-level operations, strategic planning, and system evaluation**, ensuring a comprehensive and practical perspective.

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## 10. REFERENCES

- Manhattan Fire Protection District (IL)
- Lisle-Woodridge Fire District (IL)
- Orland Fire Protection District (IL)
- More available upon request



## 11. FEE PROPOSAL

**Not-to-Exceed: \$68,500**

Includes:

- All professional services
- Travel and expenses
- Data analysis and GIS modeling
- Stakeholder engagement
- Report and presentation

Valid for 90 days.

### Fee Breakdown

Phase	Cost
Phase 1 – Discovery & Data Validation	\$8,500
Phase 2 – Community Risk Assessment	\$10,000
Phase 3 – Standards of Coverage	\$14,500
Phase 4 – Organizational Assessment	\$8,000
Phase 5 – Financial & Capital Planning	\$10,500
Phase 6 – Strategic Plan Development	\$9,000
Phase 7 – Implementation Framework & Presentation	\$8,000
<b>Total Not-to-Exceed</b>	<b>\$68,500</b>

**THIS PROPOSAL IS DESIGNED TO PROVIDE KVFR WITH IMMEDIATE CLARITY ON SYSTEM PERFORMANCE AND A DEFENSIBLE PATH FORWARD.**

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## 12. INSURANCE & COMPLIANCE

Flashpoint Strategies will maintain all required coverage:

- General Liability
- Professional Liability (E&O)

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## 13. CONFLICTS OF INTEREST

No known conflicts of interest.

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## 14. CLOSING STATEMENT

Flashpoint Strategies does not deliver reports—we deliver **clarity, alignment, and decision-ready outcomes**.

This process will equip KVFR with the data, strategy, and justification necessary to confidently guide operations, investment, and service delivery into the future.

Flashpoint proprietary methodologies, frameworks, and analytical models remain the intellectual property of Flashpoint Strategies, LLC.



## From Analysis to Action: Data → Decisions → Dollars

Flashpoint’s work is designed to move beyond analysis—providing clear, defensible recommendations that support informed decision-making at the Board and community level.


### PROVEN RESULTS: DATA → DECISIONS → FUNDING

*Turning Analysis into Community Support*

 <b>\$46 MILLION</b> BOND REFERENDUM APPROVED <i>Station Analysis &amp; Relocation Initiative</i>	 <b>\$38.1 MILLION</b> BOND REFERENDUM APPROVED (2026) <i>Tri-State FPD, Illinois</i>
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*RESULTS BACKED BY STRATEGIC PLANNING & SYSTEM EVALUATION*

### WHAT THIS MEANS FOR YOUR FIRE DEPARTMENT:

-  **Informed Board Decision-Making**
-  **Stronger Public Communication**
-  **Increased Funding Success**
-  **Sustainable Service Delivery**

**FLASHPOINT**  
STRATEGIES  
DATA-DRIVEN | RESULTS-FOCUSED

These outcomes demonstrate the ability to translate **risk, performance, and system analysis into actionable decisions that support sustainable service delivery and long-term investment.**



# FITCH


& ASSOCIATES


Development of a Fire/EMS Services Standards of Coverage, Community Risk Assessment, and a Strategic Plan

Kittitas County Fire District No. 2, Washington



 PO Box 170, 2901 Williamsburg Terrace, Suite G, Platte City, Missouri 64079

 (816) 431-2600

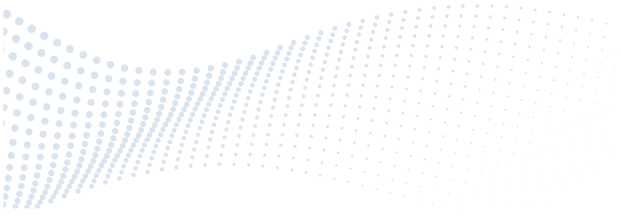
 (816) 431-2653

 [www.fitassoc.com](http://www.fitassoc.com)



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**ATTACHMENT A: CURRICULUM VITAE/RESUMES**





8 April 2026

Roy Palmer  
Fire Chief  
Kittitas Valley Fire & Rescue  
400 E. Mountain View Ave  
Ellensburg, WA 98926

Dear Chief Palmer:

Thank you for considering Fitch & Associates (*FITCH*) to provide consulting services for the Kittitas Valley Fire & Rescue. The primary deliverable is to complete a *Fire Services/Emergency Medical Services Standards of Coverage* and the development of a *Community Driven Strategic Plan*.

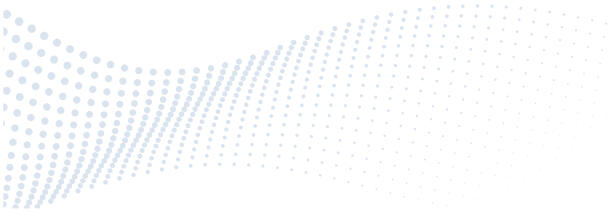
Fitch & Associates, LLC is a Limited Liability Company initially established as a corporation in 1984. The Firm is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address and office contact information are:

		PO Box 170, 2901 Williamsburg Terrace, Suite G, Platte City, Missouri 64079
		(816) 431-2600
		(816) 431-2653

Fitch & Associates Federal Employer Identification Number (EIN) is 43-1780744.

As proposed, I, (Dr. Steven Knight, EFO) will serve as the project manager for this project. Chief Knight retired from St. Petersburg Fire & Rescue, FL as the Assistant Chief and also served as the department's accreditation manager for two successful rounds of reaccreditation. St. Petersburg is a 5-time internationally accredited and ISO 1 agency. As a partner with the firm, I can bind the firm for any contracts or agreements. My contact information is provided with my signature on the following page.

Fitch & Associates is a thought leader in the public safety industry and routinely author's articles, research, industry surveys, and white papers. In addition, the firm's members regularly are requested to



present at international and national conferences. Therefore, the firm seeks out opportunities to partner with agencies that are willing to ask the tough questions, seek transparency, public input, and are interested in planning for the future in a sustainable manner that is aligned with community expectations and unique community risks.

All of the consultants proposed for this project have either spent their careers in, or are still employed, as fire service leaders with a long history of performance management, organizational optimization, risk assessment, and strategic planning. Finally, the proposed consultants have extensive experience with the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI).

Our firm is uniquely qualified to submit this response and perform the work required. Fitch & Associates has provided similar planning and analysis services for over 1,000 clients represented in every continent except Antarctica and in all 50 U.S. States throughout its 40-year history. Our team has wide ranging technical expertise and specific experience with the Commission on Fire Accreditation International's (CFAI) model and within Washington.

On behalf of Fitch & Associates, we appreciate the opportunity to respond to your request for consulting services and to continue our relationship. Please feel free to contact me directly if you have any follow up correspondence during the selection process.

Sincerely,







Steven Knight, PhD  
Partner  
816-500-7481  
sknight@fitchassoc.com

# Consultant Profile

## Brief Firm History

---

Fitch & Associates, LLC is a Limited Liability Company initially established as a corporation in 1984. The Firm is located in Platte City, Missouri, a suburb of Kansas City. Our physical mailing address and contact information are provided below:

		PO Box 170, 2901 Williamsburg Terrace, Suite G, Platte City, Missouri 64079
		(816) 431-2600
		(816) 431-2653

*FITCH* has earned credibility for nearly forty years by implementing innovative, customized solutions in the public safety and healthcare arenas. In our 40-year history, the Firm has consulted with over 1,500 communities in 50 U.S. states, every Canadian Province, and 12 other countries.

The firm has 5-principals and approximately 44 employees plus independent consultants that work exclusively for the firm.

Projects have included objective reviews, system assessments, communications system design, consolidations, mergers, strategic partnerships, enhancement studies, and detailed operational, financial, and transition management services.

*FITCH's* success is attributable to its experience, credibility, and the solid consulting methodologies it develops and applies to reflect individual situations. Our collaborative approach facilitates support for implementation and long-term system stability. Project research outcomes are data-driven and identified within a community-specific, comprehensive, objective, and accurate framework.



## Example Case Studies

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**City of Fort Worth, TX and MedStar Mobile Health** – *FITCH* was hired to assess the MedStar EMS system and provide recommendations and alternatives for the future. MedStar Mobile Health was created by an interlocal agreement between the City of Fort Worth and 13 other municipalities in the Fort Worth metro-plex. The interlocal agreement (ILA) allowed MedStar to function as the exclusive provider for the operating area.

Historically, there was limited to no public subsidy for the MedStar EMS system as they could operate off of the patient transport revenues. However, the service was operating within a structural deficit and reached out to the owners of the system, the 14 municipalities, for public subsidy.

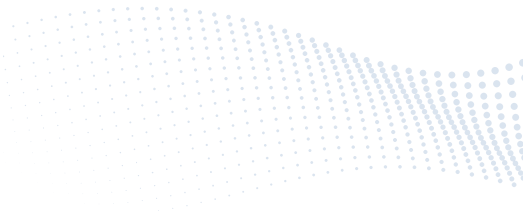
Prior to providing considerable subsidy, the City of Fort Worth requested a comprehensive study of the organizational and operational efficiency and effectiveness of the organization as well as the fiscal sustainability for the future.

Analyses found opportunities for improvement in communications, transparency, accountability, and fiscal sustainability. Policy alternatives were provided that ranged from improvements to the current state, creating a 3<sup>rd</sup> service EMS system within the City of Fort Worth, and several versions of operating the EMS system within the Fire Department structure under the City of Fort Worth's governance. All alternatives were provided with implementation strategies and timelines, costs, and pros and cons associated with the alternatives.

Ultimately, the city council voted unanimously to create a single-role EMS system that would continue to run a hub-based high-efficiency EMS service and had to make a rapid transition in approximately one year. Subsequently, the City of Fort Worth and MedStar hired *FITCH* for management services for the implementation period. All interlocal agreements had to be cancelled with unanimous consent from the 14 participating municipalities and new interlocal agreements being installed that transferred the services and assets to the City of Fort Worth. Each of the interlocal agreements included cost sharing strategies provided by *FITCH*.

During implementation, the city had to create new employee classifications under the civil service environment, establish all salary and benefits and develop the hiring and onboarding processes for approximately 600 EMTs and Paramedics.

This was a large project the fire department having 46 fire stations and the MedStar ambulance service providing approximately 50 ambulances at peak. The population of the metro service area was



approximately 1.4m. This project demonstrates the ability to maintain the political acumen to navigate operational needs and the utmost transparency to create the best environment for policy exploration.

The project was highly politicized and had to be completed within six months. The cost for the initial project was \$185,000.

The contact person for the study was Fire Chief James Davis and he can be contacted at 614-774-3504.

**Polk County, FL** – Polk County has experienced considerable growth in both population and development. Therefore, they hired *FITCH* to complete long-term master planning for the Fire and EMS services. Similar to Leon County, Polk County is the exclusive EMS patient transportation provider including the 17 municipalities. The county Fire and EMS departments merged more than a decade ago, but the exclusivity of EMS has remained. For the municipalities that the County doesn't provide fire protection for, those department do provide first response EMS, with many at the ALS level.

The study evaluated the operational and fiscal needs of the system to manage both current and future states. Overall, the operational recommendations were supported by the county administration and county commission, as the addition of approximately 15 fire stations (a few of them relocated) 29-staffed ambulance, and 174 cross-trained personnel over 10-years were approved. All costs and millage rates were developed and proposed.

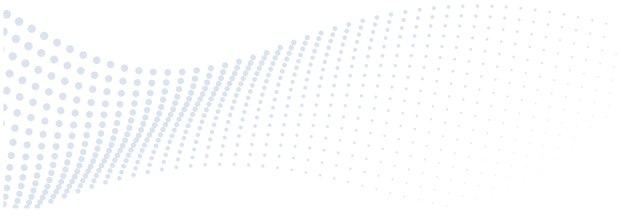
This project demonstrates effective operational and fiscal analyses to assist a Florida county fire department in established desired performance and building the appropriate resource allocation strategies to meet expectations. This also demonstrates the ability to work within a county governance structure that has to work with municipal governments.

Subsequently, the county engaged with *FITCH* again to conduct a staffing study. The studies cost approximately \$120,000.

The contact for this project is Fire Chief Anthony Stravino. He can be reached at 836-519-7353 or [tonystravino@icloud.com](mailto:tonystravino@icloud.com).

**Charlotte County, FL** – Charlotte County Fire Rescue has been experiencing considerable growth and wanted to evaluate their system's operations and performance as they planned for the future. *FITCH* was hired to conduct a system evaluation and build a risk-based standards of cover and follow up with an integrated strategic planning process.

Charlotte County Fire Rescue is the exclusive EMS provider for all of the unincorporated county areas and the 14 municipalities that reside within the county. The municipalities that provide their own fire



protection provide first response EMS services. All other areas contract for fire services with Charlotte County.

The evaluation recommended additional and relocated fire stations, increased staffing, and additional ambulance resources to meet the demand for services. Recommendations were approved and adopted by the County Commission and County Administration.

A strategic plan was developed to help the agency prioritize next steps and develop accountability and areas of responsibility in bringing the adopted recommendations to fruition.

This project demonstrates the expertise to function within county government and maintain the political acumen to navigate competing demands between operational needs and fiscal realities. This study also demonstrates expertise in operational assessments, station location studies, staffing analyses, fiscal assessments, and planning. The cost for this project was approximately \$75,000.

The contact for this project is Deputy Fire Chief Bryan Carr. He can be reached at 941-626-1147 or [Bryan.Carr@charlottecountyfl.gov](mailto:Bryan.Carr@charlottecountyfl.gov).

## **Firm Experience with Standards of Cover and EMS Assessments**

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In addition to the intuitive strengths derived from leadership in the emergency services field and more than 40 years of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

In this section titled "References" we provide a brief description and contact information for references. In addition, the following cities and counties are current clients where we have either recently finished or are still completing the consultancy, specifically for a Community Risk Assessment and Standards of Cover and/or EMS assessments.

- Grant County, WA
- Snohomish County Fire District #7, WA (Third Project after Mergers)
- City of Kennewick, WA
- City of Richland, WA
- City of Pasco, WA
- Combined Shared Services (Kennewick, Richland, and Pasco), WA
- Clallam County Fire District #3, WA
- City of Vancouver, WA (Three projects)
- Central Pierce Fire District, WA (EMS assessment)
- City of Edmonds, WA
- Camano Island, WA
- City of Gresham, OR
- City of Santa Fe, NM
- Oklahoma City, OK
- City of Houston, TX
- Prince Georges County, MD (3 Projects)
- City of Dallas, TX
- El Dorado County ESA JPA, CA (EMS Assessment)
- El Dorado County Fire Protection District, CA (Consolidation)
- City of Scranton, PA (EMS Feasibility Study)
- City of North Canton, OH (EMS Feasibility Study)
- City of Burleson, TX (EMS Feasibility Study)
- City of Tampa, FL (2<sup>nd</sup> Project)
- City of Rochester, NY (2<sup>nd</sup> Project – EMS Feasibility and Compliance Study)
- City of Davis, CA
- City of Manteca, CA (2<sup>nd</sup> Project)
- Suisun City, CA
- City of Sanger, CA
- City of Chico, CA
- City of Roseville, CA
- City of Encinitas, CA (3 Projects)
- City of Rocklin, CA
- City of Watsonville, CA
- City of Riverside, CA
- City of Orlando, FL (3<sup>rd</sup> Project)
- City of St. Petersburg, FL (Station Location Study)
- Polk County, FL
- City of Bloomington, IL
- Guilford County, NC
- City of Cape Coral, FL
- City of North Port, FL (2<sup>nd</sup> project)
- City of Mount Dora, FL
- Volusia County, FL (two projects)
- City of Ft. Myers, FL
- City of Ft. Myers Beach, FL
- St. George's Fire District, LA
- Mountain View Fire District, CO
- City of Deltona, FL
- San Carlos Park Fire District, FL
- Lehigh Acres Fire District, FL
- Bonita Springs Fire District, FL
- Estero Fire District, FL
- City of Oakland Park, FL (3<sup>rd</sup> project)
- Tuolumne County, CA
- Union County, SC
- Greenville County, SC
- Jefferson County, WV
- Columbia County, NY
- Leon County, FL
- Bend, OR (2<sup>nd</sup> Project)
- City of Fort Worth, TX (3 Projects)
- City of Bryan, TX
- Bedford County, VA

# Project Approach and Timeline

## Project Approach

Our project management methodology is a disciplined and structured approach to managing projects. This approach will provide a framework for effective management and completion of this project while providing ample flexibility to meet the unique needs of your organization. Key activities are clearly outlined and logically organized to produce specific deliverables within the period. We will review our progress against our work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action is taken, through discussion with you, to address any potential issues.

The following figure graphically illustrates the project approach.

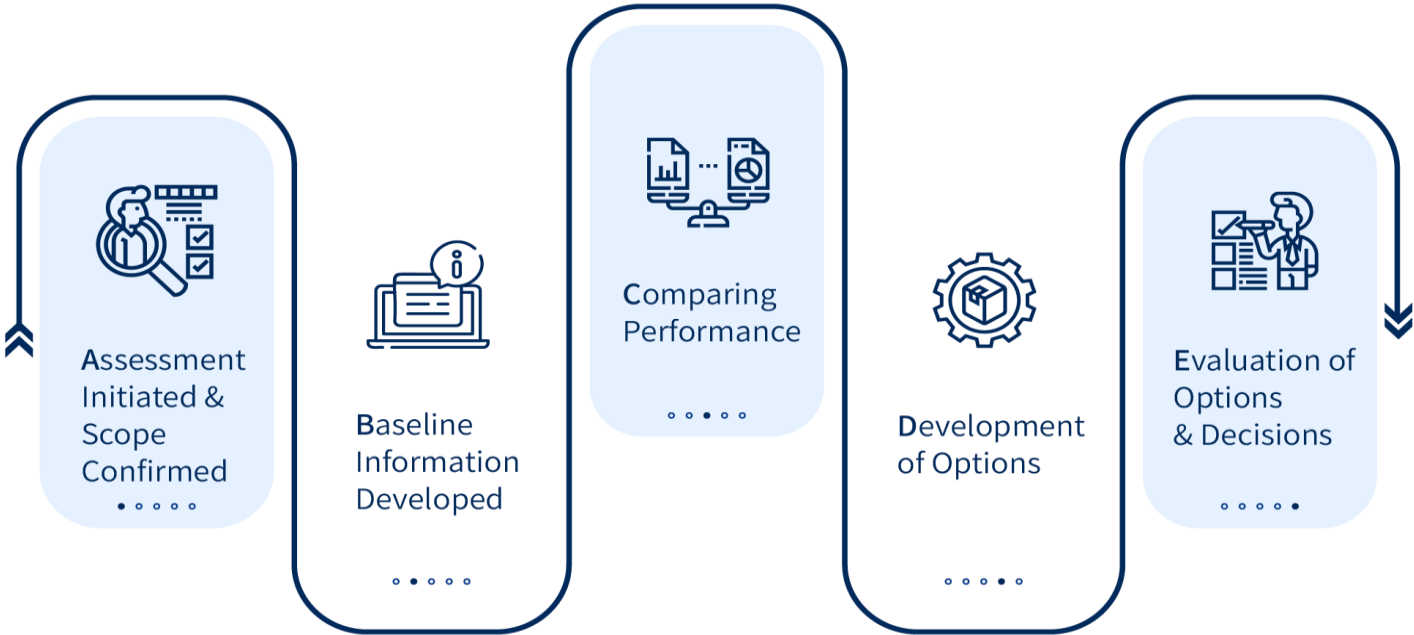


Figure 1 - Project Approach

The phases outlined below include **A**ssessment initiation, **B**aseline information development, **C**omponents and Models, **D**evelopment of responses, and **E**valuation of options and decisions to implement.

# A

A kick-off meeting to finalize the work plan and timeline is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its team. At the kick-off meeting, an overview of the project's approach will be provided to stakeholders. Any final logistical and scheduling issues will be resolved during this phase.

# B

Baseline information is collected and typically includes the following:

- Previous studies and planning documents
- Annual reports and records
- Available response and deployment planning data
- Budgets and expenditure reports
- Relevant performance documentation

Baseline data is collected utilizing an Information and Data Request (IDR) instrument to collect detailed information from the providers, communications center, and stakeholders. This instrument will enable us to access key information about the agency.

# C

Comparing Performance to internal and external benchmarks provides a valuable framework for objectively recommending options for improvement.

- Operational Performance & Metrics
- Clinical Care
- Fiscal Policies and Processes
- Regulatory Environment
- Community Engagement and Other Initiatives
- Organizational Structure and Effectiveness
- Risks

# D

Development of Options is an iterative process based on reviewing the current situation, organizational capabilities, and the service mandate.

# E

Evaluation of Options and Decisions is the stage where the final report is presented in a briefing. This provides a framework to discuss the findings, recommendations, implementation strategies, and timeframes.



## Project Understanding and Approach

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It is our understanding of the project that the consultant would partner with the city and fire department to develop a *Community Risk Assessment* and *Standards of Cover* and the development of a community driven *Strategic Plan*. This would include evaluations of first unit arrival performance (response times), effective response force performance, station level reliability, station level call concurrency (simultaneous events), and workload. In addition, this analysis would include temporal analysis of requests for services by month, week, and time of day to identify any gaps in performance or challenges to provide commensurate services regardless of the timeframe.

A community risk assessment will be completed that evaluates risk from two perspectives. First, is the historical risk based on community driven requests for service. This will be informed from the quantitative data analysis described above. Each call type will be evaluated individually (fire, EMS, hazmat, technical rescue). The second lens is prospective risk. Prospective risk is identified as the potential of risk. Typically, this is completed through the development of risk matrices to evaluate occupancy level risks (typically commercial structures and high density residential). Finally, these two risk evaluations will be blended to create a community wide risk rating structure for each station area to best align resource allocation to risk.

The development of the *Standards of Cover* will be the culmination of all-hazard risk profiles that include historical and prospective risk in combination with environmental, topographical, geographical, natural, transportation, aviation, hazardous materials, and health risks that will inform the ultimate recommendations on the appropriate allocation of resources to ensure the deployment plans meet expectations for service.

The development of expectations for service is an important part of this project that will be informed from the quantitative analyses, risk analyses, and GIS simulation and modeling. Alternatives with varying performance windows will be communicated to the Department to help make an informed decision on the desired performance. All alternatives will be compared with the national recommendations from NFPA, WSRB, Commission on Fire Accreditation International (CFAI) and current evidenced based research. This will include any mandated requirements from the state, region, or local governing bodies.

A review of budget and capital outlays will be seamlessly integrated with the development of potential alternatives for expected service levels and/or changes to the status quo deployment. In this manner, both current and future projections will be evaluated to ensure fiscal sustainability.

At the client's discretion, following the CFAI requirements, community engagement would be necessary to ensure that there is congruence between the Department's desire to provide exemplary service and the community's expectations of services. This may have been completed in conjunction with the community input during the strategic planning process. However, any community engagement activities or decisions will be at the Client's discretion.

## **Kittitas Valley Fire & Rescue Identified Scope of Services**

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The purpose of this study is to develop a forward-thinking Fire/EMS Standards of Cover and Strategic Plan that will be used to guide current and future decision-making, resource allocation, and operational priorities.

***All elements identified in the RFP's Scope of Services section will be completed while following the rigor of the CFAI model for the development of a Standards of Cover, Community Risk Assessment, and Community Driven Strategic Plan.***

However, since the proposed project plan encompasses each of the desired elements within the development of the Standards of Cover, Community Risk Assessment, and Standards of Cover, the scope of services is briefly identified here to ensure that *FITCH* acknowledges and understands the totality of the requested work.

1. Organizational Assessment
2. Facility Evaluation
3. Service Levels
4. Standardization
5. Efficiency Analysis
6. Stakeholder Engagement
7. Community Risk and Service Demand Analysis
8. Strategic Priorities and Goal Setting
9. Financial Planning
10. Implementation and Performance Metrics



## Fitch – Scope of Work

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### ■ PROJECT MANAGEMENT AND INTERACTION WITH THE DISTRICT

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action taken, through discussion with you, to address issues.

As designed, this project will be transparent and highly collaborative. It is essential to the *FITCH* team that the key stakeholders have sufficient opportunity for input and guidance throughout the project. This proposal is assuming a kick-off meeting with the District leadership. As proposed, the *FITCH* team will conduct a minimum of three onsite visits including a formal presentation of the findings and at least one public input meeting, for each agency (if desired). At a minimum, the *FITCH* team will meet with elected officials, fire department administration, and identified key stakeholders.

We make every effort to respond to communications within the same day, but if unable to do so, we will return communications within 24 hours. All these activities and control measures ensure that we complete projects on time and within budget.

### ■ SERVICE AVAILABILITY

*FITCH* does not allow our consultants to work more than three projects at a time. In addition, if the projects are large or complex, we may limit the consultants' commitments accordingly. As a client centric and high-engagement consulting firm, we ensure that the resources and personnel dedicated to the project have ample time and availability to accomplish all goals and tasks as designed.

Additionally, as a client centric firm, we routinely work outside of "traditional" working hours to accommodate differences in time zones, public engagement and publicly noticed meetings, as well as travel. In other words, we will accommodate the schedules that best meet our clients' needs.

### ■ PROJECT OBJECTIVITY AND NEUTRALITY

The *FITCH* team has broad-based expertise that naturally blends the competing demands for efficiency and system design in an objective and neutral manner. By design, the firm utilizes a data and research-based foundation, coupled with inner rater reliability procedures, that controls for the naturally occurring biases. Our firm has extensive experience in high-performance system design and efficiency

in the use of human and physical resources. Finally, *FITCH* brings nearly 150 years of direct fire/EMS service system leadership and management experience to this project that serves to balance the “do more with less” movement with realistic and highly implementable solutions for long-term sustainability while maintaining high quality services.

## ■ AREAS OF CONCERN AND VARIABLE STAKEHOLDER INTERESTS

As a high-engagement and transparent consultancy, there are times that the various stakeholder groups may have competing interests. *FITCH* has extensive experience navigating the political and stakeholder environments to find implementable solutions. We spend considerable effort attempting to ensure and/or create commonality of purpose within these consultancies. Finally, as discussed previously, the advantage of utilizing an objective data-driven process serves to establish a common understanding and discussion around the “facts” first and education and transparent discussions may serve to limit the variability of interests.


There is not a specific area of concern, but rather a typical observation for project planning and timelines. As a data-driven process, the timeline doesn’t materially begin until the *FITCH* team receives usable data that was requested at contract execution. In other words, any delays that may arise are typically due to the delay in receiving the necessary raw data to begin.

## ■ PROJECT INITIATION, KICKOFF, AND ACQUISITION AND REVIEW OF BACKGROUND INFORMATION

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided to stakeholders. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

During the project initiation and/or first on-site visit, structured interviews will be scheduled with the following key stakeholders:

- Elected Officials
- District Administration
- Fire Chief
- Department Leadership Team
- Labor Executive Boards (If appropriate)



Concurrently, *FITCH* will submit an Information Data Request (IDR) that the Department will typically complete within 14 to 30 days of project initiation.

## **Component A: Community Overview**

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Within a risk-based schema, the first step in an analysis is to understand the individual or specific aspects to the Department and their respective jurisdictions. Therefore, a description of the community served by Department will be completed. Elements included in the community description may include:

- Legal Basis
- Governance and Lines of Authority
- Brief History of the Agency
- Organizational Design
- Financial Basis, including Operating Budget, Funding, Fees, and Taxation
- Economy
- Land use
- Geography
- Topography
- Climate
- Transportation networks
- Population
- Demographic Features
- Disaster Potential
- Fire station locations (current and planned)
- Current and planned emergency response zones

Socioeconomic and demographic information will be provided at the municipal level and then later partitioned for each planning zone within each of the municipal response areas as part of the risk assessment. Socioeconomic and demographic variables may include the following typical examples: population density, household density, population changes, age, race/ethnicity, languages spoken, education level, household income, home values, unemployment, homeownership versus rentals, vacancy rates, and age of building stock.

## **Component B: Analysis and Summary of Services Provided**

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The next step is to review the services that are provided within the existing deployment model and the associated baseline performance for the Department and mutual/automatic aid agencies. All of the currently provided service delivery programs will be evaluated in an effort to establish the current

deployment strategy and to identify the current baseline performance. The deployment-related service delivery programs to be evaluated include:

- Fire Suppression
- Rescue
- Emergency Medical Services
- Hazardous Materials
- Specialized Services such as Technical Rescue, Swift-Water Rescue, Marine Rescue & Firefighting, Dive Rescue, and Wildland Firefighting (as appropriate)

In addition, the current deployment strategy will be identified and described with regards to the number of fire and EMS stations (current and proposed), response territories or demand zones, and apparatus quantity and type. Similarly, the current staffing strategies will be identified and described including the organizational structures, administrative and support staffs, emergency response staffing, and a brief summary of the Department's response history.


#### ***Citizen Needs and Stakeholder Input (Client's Discretion)***

A review of the community's expectations for service will be completed. This review will include several strategies designed to elicit both internal and external stakeholder input. The process *FITCH* will utilize to elicit internal stakeholder input regarding service expectations will include a series of on-site structured interviews with key stakeholders. Preliminarily, the stakeholders that have been identified include:

- Elected Officials
- Fire Chief
- Leadership Team
- Random Sample of Line Personnel
- Labor's Executive Board (if appropriate)

Previously captured data elements such as population density will be synthesized with the forthcoming risk assessment to lend insight for the development of performance goals and objectives. In addition, a review of existing internal guiding documents will be completed. For example, the *FITCH* team will review mission, value, and purpose statements and any existing or desired performance goals and objectives.

Often, a "review of community expectations" only includes inferences from internal staff. At the client's discretion, the process typically suggested by *FITCH* is to conduct a town-hall style meeting of key external stakeholders. *FITCH* will facilitate a process that allows participants to prioritize the available



services and provide essential feedback through the consumer's lens. *FITCH* will review and seamlessly incorporate the external stakeholder feedback. This is very valuable to the process and may serve to balance the gap that often exists between the Departments' desire to provide exemplary services and the community's expectations of said services.

## **Component C: Examine the Effectiveness of Inter-Jurisdictional Response**

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Analyses at the station level will determine the appropriateness of the fire and EMS station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS and quantitative analyses presented in tabular form. Examples of similar analyses are presented for your review and convenience.

### ***Marginal Utility of Optimized Resource Allocation***

We utilize a proprietary marginal utility model to engage communities in their understanding of the balance between response time performance, the community's willingness to assume risk, and the costs associated with comparative service levels. In this transparent dialogue, community policy can be clearly derived that meets the best balance between community expectations for service, costs, and outcomes.

Therefore, in each community at any given response time objective (Minutes), an optimal number of fixed facility fire and EMS station locations are identified. Many communities have sited their fire station locations for a wide variety of reasons with the least of them being a specific performance objective. The concept that "faster is always better" passes the commonsense test, but in most communities, there is a marginal benefit or marginal return on fixed cost investments that may not be providing the desired return on investment. These analyses and continued dialogue with the community provide for a transparent and accountable method to best meet community expectations for service.

In the following example, this community has two fire stations and was meeting their desired performance (minutes). However, the first fire station captures 97.46% of all of the calls in the community from the current location within the desired performance level. In this case it was eight (8)

minutes travel time. The second station only added 0.3% improvement in coverage. A quantitative analysis, such as typically presented in an annual report, would report the aggregate performance at 8 minutes 90% of the time, but fall short of illustrating the diminishing return on investment of the second fire station’s contribution at a constant fixed cost for each fire station.

Figure 2: Marginal Utility and Optimization of Fire and EMS Station Locations

Station Rank in Contribution to System	Existing Station Number	Station Capture	Total Capture (Cumulative)	Percent Capture (Cumulative)	Contribution to the System
1	Station 2	4,562	4,562	97.46%	97.46%
2	Station 1	14	4,576	97.76%	0.3%

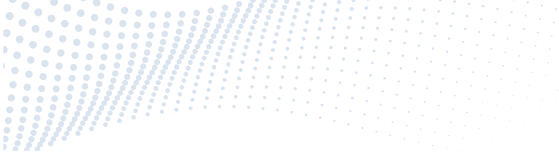
This approach will be utilized to assist in the evaluation of automatic/mutual aid capabilities from surrounding agencies as desired. In other words, this evaluation will assist in uncovering potential efficiencies and/or gaps in coverage between the cooperative agencies.

Our approach to optimizing the fire station locations and utilization is determined by the desired service level and capabilities from each of the facilities. Since an optimal number of facilities exist, some communities may be able to consolidate stations or redistribute resources to areas of need, some may currently have the optimal number of facilities, and some may need additional facilities to meet the desired service levels. However, this analysis is the only method to identify the diminishing return or marginal utility of resource allocation as quantitative analyses alone will not identify “overlapping” predetermined response areas.

## Component D: Analysis and Summary of Community Risk

*FITCH* utilizes two perspectives to evaluate community risks. One is the retrospective or historical community demand. As a continuation of the distribution and location of calls sorted by call type (severity) from the previous section, we will complete the review of historical demand and sort by station response area by each call type/severity.

In addition, we can utilize a prospective view to evaluate community risks. Utilizing available data from WSRB or internal RMS data, we will create a risk matrix that will categorize risks as low, moderate, high, or maximum/special risks. This information will be utilized at the occupancy level for the commercial properties within the jurisdiction. ***The Department will participate in the development of the risk matrices utilized; the following are only examples.*** An example of an occupancy level risk matrix is provided below.

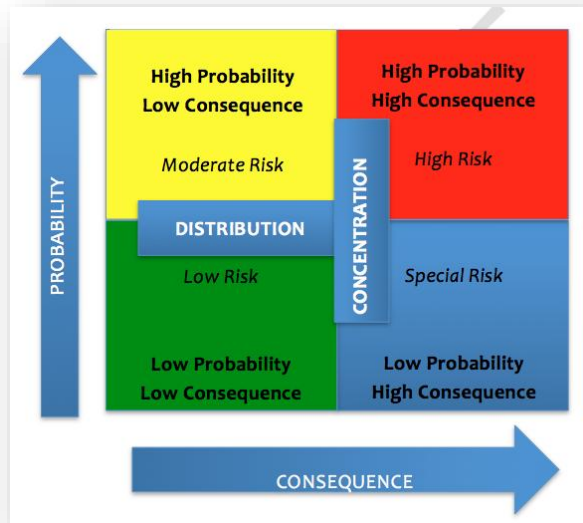


Risk Class	Fire Flow		Number of Stories		Square Footage		Basement Present (Yes/No)	Full Credit Sprinkler System (Yes/No)	Construction Class		Building Combustion Class		Total Risk Score
	Value	Scale	Value	Scale	Value	Scale			Value	Scale	Value	Scale	
	<b>High</b>	3	≥ 1500 gpm	5	≥ 4	5			>=100k GPM	5/0	-10/0	5	
<b>Moderate</b>	2	> 499 and < 1500 gpm	3	> 1 and < 4	3	> 10k gpm < 100k GPM	5/0	-10/0	3	Joisted Masonry	3	Combustible	>8 and <18
<b>Low</b>	1	≤ 499 gpm	1	1	1	< 10k GPM	5/0	-10/0	1	Non-Combustible, Masonry Non-Combustible, Fire Resistive	1	Slow Non/Limited Combustible	≤ 8

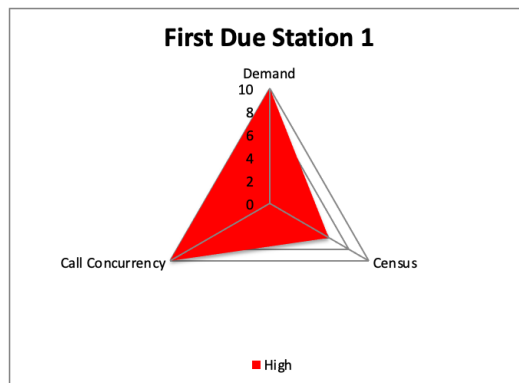
The combination of the prospective risk as defined (in this example) will generate risks that are mapped by station demand zone and quantitatively analyzed within the context of a station level risk matrix. An example of a station level risk matrix that incorporates both the historical demand (risk) and the prospective (potential) risk is utilized to determine the appropriate balance between the distribution and concentration of needed resources and is provided below.

Risk Level	Community Demand (D)		Call Concurrence (C)		Homogenized Risk (R)		Total Risk Score $\sqrt{\frac{[(CD)^2 + (CR)^2 + (DR)^2]}{2}}$
	Value	Scale (Average Calls per Period)	Value	Scale (%)	Value	Scale (Average Score)	
	<b>Maximum</b>	10	> 4,049	10	> 26.99	10	
<b>High</b>	7 to 9	> 2,699 to 4,049	7 to 9	> 17.99 to 26.99	7 to 9	7 to < 10	44.5 to < 99.5
<b>Moderate</b>	4 to 6	> 1,349 to 2,699	4 to 6	> 8.99 to 17.99	4 to 6	4 to < 7	12 to < 44.5
<b>Low</b>	1 to 3	≤ 1,349	1 to 3	≤ 8.99	1 to 3	< 4	< 12

While occupancy level data is primarily used for fire protection, ultimately, all of the types of risk (fire, EMS, Hazmat, Rescue) will be categorized utilizing a probability/consequence matrix to best determine the appropriate number of resources and staffing to respond to or mitigate risks. This is utilized to ensure that there is appropriate balance between preparedness or readiness, for the delivery system and the actual historical demand. An example of the two-dimensional probability/consequence matrix is provided below.



However, a more robust three-dimensional model will also be utilized to also account for the Department’s capabilities as the best balance is posited in a balance between potential risk, historical risk probability, and department capabilities. An example of a station level risk profile is provided.



An example of the per station, or demand zone, risk matrix is provided below.

First Due Station	Component Risk Scores for Census Variables									2017-2021 Call Data				Final Scoring		
	Population Density	Square Miles	Median Age of Residents	Median Household Income	Unemployment Rate	Percentage of Homes > 50 Years Old	Number of Moderate, High, and Maximum-Risk Structures	Census Average Value	Census Average Value Risk Score	Total Number of Calls	Average Number of Calls per Period	Demand Risk Score	Call Concurrency Rate	Call Concurrency Rate Risk Score	Final Risk Score	Final Risk Level
ST01	5	2	6	6	4	10	10	6.14	6	40,351	8,070.2	10	45.1	10	92.74	High
EFD	2	4	7	5	6	4	1	4.14	4	20,529	4,105.8	10	32.0	10	81.24	High
ST02	2	2	6	6	7	1	10	4.86	4	20,014	4,002.8	9	28.7	10	74.15	High
PGFD	3	2	7	3	7	4	1	3.86	3	15,319	3,063.8	7	23.0	8	45.57	High
ST12	4	1	6	5	4	1	1	3.14	3	14,070	2,814.0	7	22.1	8	45.57	High
ST08	4	1	6	4	3	2	2	3.14	3	10,960	2,192.0	5	16.1	6	26.92	Moderate
ST07	1	2	6	3	3	4	4	3.29	3	8,252	1,650.4	4	13.3	5	19.61	Moderate
ST05	1	8	6	4	4	2	2	3.86	3	6,408	1,281.6	3	12.4	5	16.29	Moderate
ST04	1	10	7	3	3	1	2	3.86	3	5,244	1,048.8	3	10.7	4	13.58	Moderate
ST06	1	5	6	5	8	5	2	4.57	4	3,843	768.6	2	6.2	3	11.05	Low
ST09	1	10	5	2	8	5	1	4.57	4	1,640	328.0	1	6.7	3	9.19	Low
ST03	2	1	7	3	4	1	1	2.71	3	3,671	734.2	2	8.1	3	8.75	Low
ST11	1	2	6	3	7	3	3	3.57	3	3,976	795.2	2	7.0	3	8.75	Low
ST16	1	4	6	5	7	10	1	4.86	4	1,629	325.8	1	3.6	2	6.48	Low
ST15	1	1	6	2	3	1	1	2.14	2	2,238	447.6	1	4.7	2	3.46	Low
ST10	1	1	7	4	1	5	1	2.86	3	305	61.0	1	1.6	1	3.08	Low

Examples of socioeconomic and demographic risks include population density, square miles, median age, median household income, unemployment, occupancies over 55 years old, number of occupancies stratified by risks. Additional elements identified in the RFP will be included that include land use, transient population, special risks such as hazardous substances and processes and other non-structural risk categorization.

Finally, an evaluation of land use plans, annexation plans, and anticipated changes in community demographics, socioeconomic status, or population will be considered in determining the most appropriate allocation of resources to best meet the unique community profile.

## Component E: Review of Historical Fire Service System Performance

The analysis for this part of the scope of work is a continuation of previous quantitative work for the station locations and response areas as well as the GIS analysis of the location of historical incidents. Therefore, in addition to the previously presented tabular data, all incidents will be geocoded in GIS to generate heat maps. Each major call type will receive a specific analysis (fire, EMS, hazmat, technical rescue, etc.).

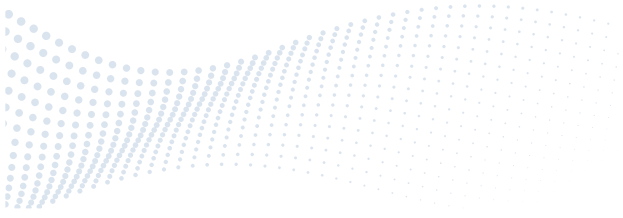
In summary, the following elements will be evaluated while completing the review of 5-years of historical system performance for the Department and all mutual/automatic aid responses given or received:

- Number of calls
  - Reliability / Concurrent Calls  
**(Reliability and Capacity Study)**
- Call frequency
  - Time of day
  - Day of week
  - Month of year
- Call type and Location **(Historical Study)**
  - Fire
  - Ems
  - Hazmat
  - Tech Rescue
- Elements of Time
  - Dispatch time
  - Turnout time
  - Travel time
  - Total response time
- Performance
  - Unit performance
  - Station performance
  - System performance
- Effectiveness / Outcome Measures
  - Call Type
  - Program Area
- Workload
- Call duration
- Unit Utilization
- Workload Distribution at Unit and Station levels
- Deployment Modeling
  - Effective Response Force (ERF) performance and capabilities
  - Distribution of Resources  
**(Distribution Study)**
  - Concentration of Resources  
**(Concentration Study)**
  - Automatic and Mutual Aid Capabilities **(Capacity Study)**
  - Historical and Live Traffic Performance Summary **(Live Traffic Performance)**

## Distribution Analysis - Resources and Service Demand

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Analyses at the station level will determine the appropriateness of the fire and EMS station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS and quantitative analyses presented in tabular form.



In addition to the broad-based description of analyses of resources and service demands, it is understood that specific analyses are desired for the historical incident demographics, that may include temporal traffic assessments. Specific assessments will also include the operational staffing levels and the distribution of resources; administration and support staffing; and a correlation between increased demand for services and the respective staffing levels.

## **Workload and Unit Hour Utilization (UHU)**

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The overall assessment utilizes a system of measures to understand how to best manage changes in a dynamic environment. For example, the system of measures may include response times, desired outcomes, reliability, simultaneity, and workload. However, the Unit Hour Utilization (UHU) accounts for the “people” part of the delivery model to ensure that the employees’ workload is well managed to reduce clinical errors, driving errors, and the impacts of fatigue and sleep deprivation.

Therefore, the UHU will be calculated as the totality of all time on task by unit type and deployment schedule. Recommendations will be supported by quantitative analyses.

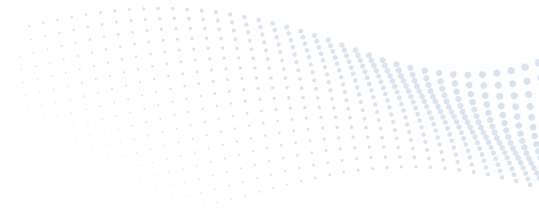
## **Concentration Study and Effective Response Force (ERF)**

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As part of the risk assessment process, incident types will be classified and categorized by program area and risk level. An exercise with the client representatives will be completed to validate and/or establish new resource allocation strategies based on the critical tasking that is developed. In other words, the critical tasking exercise will define what critical tasks need to be accomplished to mitigate said risk category and classification, i.e. fire suppression – high risk.

As a facilitated event, a collaborative approach will be utilized to challenge and/or validate current resource allocation decisions to various call types and levels of risk. Risk may increase or decrease the associated resource allocation based on the critical tasks required to mitigate the event.

Finally, once the desired critical tasking establishes the needed effective response force (ERF), then the historical performance will be measured utilizing quantitative data as well as Geographic Information Systems (GIS) to describe what fractal performance can be achieved through each of the communities and as a region. A similar assessment will be provided for any proposed changes to the staffing or deployment to quantify the relative impact and return on investment.



It is understood that this part of the assessment may include multiple variables such as a more robust distribution of stations or resources, greater concentration of resources, greater concentration of per unit staffing, and alternative apparatus types.

While the previous description is a high-level review of the general risk assessment process and generally would cover any of the requested review items in the RFP, the following section provides specific detail for selected elements.

Finally, current and/or desired service levels will be compared with recommendations from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and the Insurance Services Office (ISO).

The process will provide the clients with sufficient data to establish desired service levels. All subsequent solutions and alternatives will be in relation to the gap between current and desired performance, if applicable.

## **Component F: Performance Objectives and Measures**

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The adoption of performance objectives was previously discussed. However, the process will develop and seek policy adoption of performance and outcome measures. These will be informed by unique community risks, comparable agencies, and national best practices.

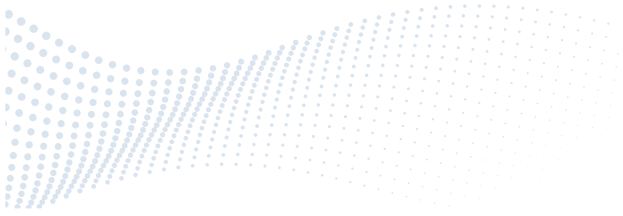
The policy group and administration will have considerable flexibility to find the right balance between the amount of protection that the agency can afford and the amount of risk the county is willing to absorb.

## **Component G: Overview of Compliance Methodology**

---

*FITCH* will work with the Department's management teams to develop methodologies that will allow the Department to continually measure future performance. This may include enhanced technologies, the assignment of oversight, schedules, planning, review requirements, and adopted metrics. This will be a seamless construct from the previous work in this project and adopted service levels.

Part of the discussion will be to evaluate if each department will elect distinctive performance objectives by community, or if there is a mutual benefit to a commensurate set of performance objectives and methodology that can be employed from the regional lens.



It is understood that at this stage, a compliance methodology will include adherences to all state and local reporting requirements that is consistent across the three agencies. At a minimum, the system of measures for compliance will include the following:

- Records management systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements
- Department adopted metrics

## **Component H: Evaluation, Conclusions, and Recommendations**

---

This objective data-driven and risk-based process will naturally provide for an overall evaluation of the participating agencies' staffing, deployment, risk to resource allocation, station locations, and performance. As a highly transparent process, implementable solutions and recommendations, or validation of current practices, will be provided when and where appropriate.

### **■ DEVELOP AND ANALYZE VARIOUS OPTIMIZED OPERATIONAL MODELS**

Alternatives and recommendations will be provided for all opportunities for improved services and/or maximized efficiencies within the adopted envelope for desired performance. All previous work will seamlessly inform this deliverable. All alternatives will be transparently discussed, and we will provide the client an opportunity to prioritize alternatives.

### **■ PROVIDE RECOMMENDATIONS IDENTIFYING LONG-RANGE STRATEGIES**

Recommendations will be stratified as short, mid, and long-term strategies. Where appropriate, substantive alternatives or recommendations will be accompanied by the pros/cons of implementation, expected benefits, costs, potential sources of revenue, and high-level implementation strategies.

### **■ IDENTIFY TRIGGER-POINTS SIGNALING THE NEED FOR ENHANCEMENTS**

Consistent with previous responses, all substantive alternatives and recommendations will be stratified by short, mid, and long-range goals. Alternatives and recommendations are anchored in a highly

transparent set of foundational data points so that all recommendations can be easily validated and justified.

## **Component I: Development of a Draft Report**

---

As designed, the project will have incremental milestones where the Department will have an opportunity to validate and provide feedback on results. For example, after the draft data report, and the geospatial and temporal analyses the clients will be informally presented the material. Therefore, approximately 90% of the final draft report will have been reviewed and validated by the staff prior to completion.

The project is designed to be facilitative and highly collaborative between the *FITCH* team and the Department's staff. The draft report will be provided for further validation, feedback, and discussion prior to finalizing the draft report.

The final draft report will include the following elements, with detailed information and supporting materials as well as clearly designated recommendations that are highlighted for easy reference:

- Standards of Cover – Executive Summary Style Report
- Appendices and Supporting Information
  - Quantitative Data Report – Technical Supporting Document
  - GIS Analyses Report – Technical Supporting Document
  - Community Risk Assessment – Technical Supporting Document

## **Component J: Final Standards of Cover Assessment Document**

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Once the feedback from the draft review has been incorporated into the revised final report, a formal presentation of the report will be provided to the District Administration, Fire Department, elected officials, and/or the general public as desired. As a highly transparent process, there will be ample time to ask questions and all materials, presentations, and supporting documents will be provided.



# Client Responsibilities

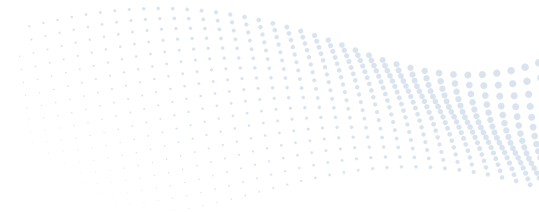
The project design is for the *FITCH* team to provide the heavy lifting during the completion of the scope of work. However, the cities would be responsible for providing background information for the following items. This list may be expanded or contracted based on specific client needs and expectations at project kickoff. Therefore, the following list is intended to be indicative of the typical types of data points that our clients can either provide or facilitate an introduction to the responsible parties.

## Identified Department Resources

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As a data-driven analysis, the following sources of information have been pre-identified.

- Department RMS Data
  - Department Incident Reporting RMS
  - Department Patient Care Reports (if separate)
  - Department Inspection/Permitting Records
  - Department Pre-fire Planning Records
- Public Safety Answering Point (PSAP)
  - Five Years of Raw CAD Data
- Economic Development / Planning
  - Identified Planning Areas
  - Projected Growth
  - Anticipated Annexations
  - Zoning
- Facilities and Apparatus
  - Access and Observation
  - RMS or Database with maintenance records
  - Replacement Schedules
- Fiscal Services
  - Agency Budgets
  - Capital Improvement Plans
  - Revenue and Taxing Information
  - Grants - Current or Anticipated
- Agency/Department GIS
  - Station Territories (Shape files)
  - Agency Boundaries
  - Major Transportation
  - Critical Infrastructures
  - Growth Boundaries
  - Water Distribution
- Agency/Department Human Resources
  - Payroll
  - Staffing
  - Scheduling
- Miscellaneous Documents
  - Automatic/Mutual Aid Agreements
  - Contractual Documents for External Services
  - Department Policies and Procedures



Finally, as proposed this project will require three on-site visits with the Department and staff. During these visits, access to staff for structured interviews and facilities for direct observation will be necessary as well as continued dialogue for clarification of information, review and approval of draft materials, and decision making on prioritization of alternatives.

Once the agency provides the base requested data, the only investment from the department staff would be review of draft materials and the coordination of meeting spaces. If the participating agencies are requesting community input, then there would be some client driven interaction to facilitate the logistics, coordination, invitations, hosting digital surveys, etc.

After the initial data requests, is our estimate that the agency would have a total of 40 hours of effort over the four to six-month study period.

# PROJECT SCHEDULE

The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed tasks to achieve success.

Scope of Work Elements	Month 1 2026	Month 2 2026	Month 3 2026	Month 4 2026	Month 5 2026	Month 6 2026
<b>Community Risk Assessment and Standards of Cover</b>						
Kick-Off Meeting, Refine Work Plan and Scope, and Meet with Stakeholders						
Component A: General summary of the community						
Component B: Analysis and summary of services provided						
Component C: Examine the effectiveness of inter-jurisdictional response						
Component D: Analysis and summary of the community risk						
Component E: Review of historical fire service system performance						
Component F: Performance objectives and measures						
Component G: Overview of compliance methodology						
Component H: Evaluation, conclusions, and recommendations to policy makers						
Component I: Develop and produce a draft written report						
Component J: Delivery of final written report						
<b>Project Deliverables</b>						
Comprehensive Quantitative Data Report						
Comprehensive GIS Report						
Risk Assessment Report – Agency Level and Station Demand Zone						
Draft Standards of Cover Document						
Final Documents						
Presentation						
Proposed Onsite Visits	#1	#2		#3		#4

The proposed timelines are predicated, or begin, once we receive usable supporting data as requested at project kickoff. In addition, virtual meetings will be utilized bi-weekly for project updates.

# Strategic Planning

## Proposed methodology

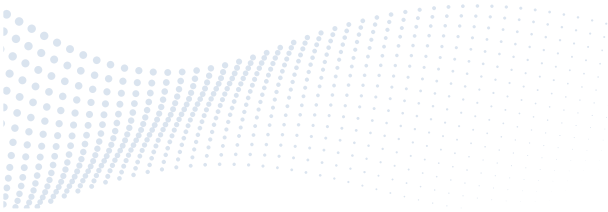
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Methodology depends greatly on the needs of the client. For some agencies, they may not have the resources or capacity to conduct a strategic planning process yet need a finished product quickly and plan on contracting out such services again and again in the future. *FITCH* can certainly provide this level of service quickly and efficiently at intervals that best meet the client's timelines. For other agencies, they have the resources and capacity but are not experienced in strategic planning. These agencies might be more interested in a process they are able to replicate internally during future planning cycles. *FITCH* can certainly deliver this level of service, including providing templates for efficient replication.

With *FITCH*, it is our experience that the most successful strategic planning processes typically include a high level of involvement from a cross-section of key leaders, both formal and informal, from within the organization, such as the fire chief, command staff, line personnel, labor group leadership, and administrative support staff. Additionally, the *FITCH* team conducts a community feedback session where key stakeholders and community leaders are asked to attend and provide invaluable insights. While their participation is not required at each step, their buy-in along the way provides the highest chances of a successful project for all stakeholders in the end and will provide the most value for years after the plan development.

The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome. A table for each of the proposed objectives and time frames is included to describe the project more clearly.

- Facilitate the development of mission, vision, and values statements for the fire department. The *FITCH* Team uses several tools to ensure participation by all team members. We use a nominal group technique so that everyone in the group is engaged and to build consensus and collaboration.
- Engage the team in a SWOT analysis to identify both internal and external challenges of department. Additionally, we discuss industry trends that may affect the strategic plan prior to design of the final plan.
- The plan will identify Areas of Focus (AOF) that will be determined during the work session.

- 
- The plan will have clearly stated strategies, goals and tasks that will need to be accomplished during a 5-year timeline.
  - Horizon issues (beyond 5-years) will be identified and listed in the report.
  - The final report will be in an easily understandable document and will include a tracking methodology to ensure the plan is being executed.
  - The strategic plan will be designed to meet the requirements for accreditation through the Commission on Fire Accreditation International (CFAI) if the agency decides to become a candidate.
  - The agency will have a group of community advocates that can be of assistance for future outreach/feedback needs after the conclusion of the process.

## **Component A: Project Initiation and Development of the Work Plan**

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The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items from the agency and provide an opportunity to refine any specific objectives related to each service area or objective.

Specifically, the following elements will be confirmed:

- Primary tasks to be performed.
- Person(s) responsible for each task.
- Timetable for each objective to be completed.
- Method of evaluating results.
- Resource identification.
- Identify obstacles or problem areas associated with the accomplishment of each task.

### **■ RESOURCES AND OBLIGATIONS OF CLIENT/AGENCY STAFF**

- Review and provide feedback of draft work products.
- Provide final approval of strategic plan.
- Provide supplies for the workshop. (self-stick easel pads, yellow post it pads, multi-color post it pads, sharpies). We will also need several documents printed; a separate list will be forthcoming.

- Provide a workshop space to accommodate 30-40 stakeholders (internal/external)
- Send out pre-workshop survey for external participants.

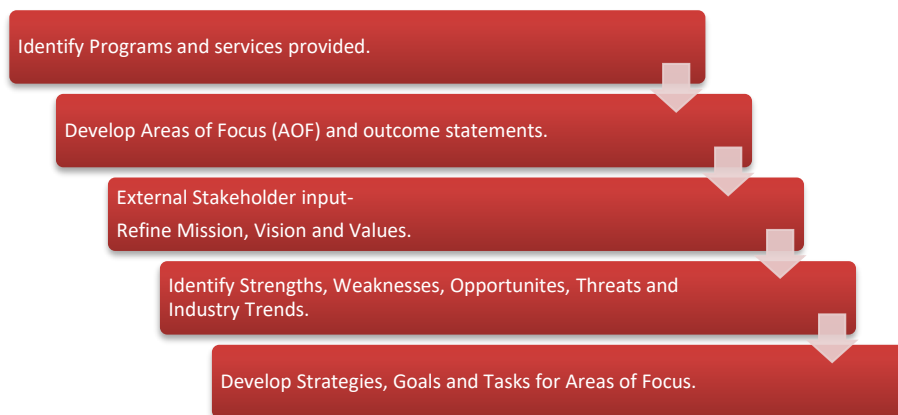
## Component B: Facilitated Internal and External Stakeholder Workshop

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The Facilitated external stakeholder part of the workshop is designed to provide a brief overview of the agency’s services and have the participants provide prioritized feedback on the current services delivered by the agency as well as desired services moving forward. In addition, open-ended questions will be provided for participants to provide candid feedback for the agency on strengths and challenges. As desired, the intended audiences will be defined in collaboration with the agency’s leadership. This segment of the process should be conducted in-person or virtually depending on the client’s desires.

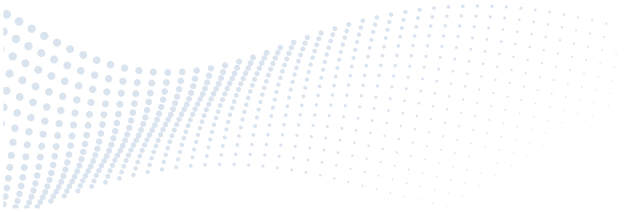
The facilitated planning process will include representation from every identified stakeholder group. During the proposed three-day process, *FITCH* will guide the participants through the development or refinement of the mission, vision, and values statements, a SWOT Analysis, and the development of strategies, goals, and tasks as well as implementation timelines using the following approach.

### Project Approach



### ■ OBJECTIVE 1: VISION, MISSION, AND VALUES

*FITCH* will facilitate and guide the local planning team in the development of vision, mission and value statements. Primarily, this is proposed to be completed during the internal stakeholder meetings. It is



understood that the facilitators are tasked with stimulating challenging thought processes, preventing tangential discussions, and moving the group towards consensus.

### ■ OBJECTIVE 2: INTERNAL AND EXTERNAL ASSESSMENTS

*FITCH* will facilitate and guide the local planning team in identifying assessments of both internal and external opportunities and challenges. This will be an integral part of the SWOT/SWOC analyses previously identified. The internal and external assessments will be facilitated in such a manner as to develop honest and objective inputs.

### ■ OBJECTIVE 3: GOALS AND OBJECTIVES

As previously presented, *FITCH* will facilitate and guide the local planning team in identifying and creating goals and objectives, critical tasks, and timelines necessary to bring initiatives to fruition. The goals and objectives will be developed during the internal stakeholder meetings. Ultimately, a planning tool such as a Gantt Chart will be provided for the department's utilization.

### ■ OBJECTIVE 4: PERFORMANCE MEASUREMENTS

An integral part of the facilitation is the identification and adoption of performance measurements that will assist the department in successful implementation and achievement of goals and objectives. The Gantt Chart will identify key tasks, timelines, and responsible parties to ensure that a detailed strategic planning management process is utilized.

To the extent desired by the agency, and the extent that the data infrastructure will support the analysis, outcome measures may be adopted to help guide broad based goals and objectives that meet the mission, vision, and value statements previously discussed.

## **Component C and D: Preparation, Review, and Finalization of Strategic Plan**

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The work products from the strategic planning workshop will be collated into a one-page document and a supporting operations plan. The draft will be shared on the third day of site visit with the agency's strategic planning team to ensure the *FITCH* team captured both the accuracy and intent from the workshops. Once approved, the strategic plan will be completed and disseminated in final form.

As proposed, the FITCH team would request that the staff assist with the following items:

- Identifying and scheduling internal and external stakeholders (numbers TBD)
- Assist in sending out a pre-survey to stakeholders and community leaders that will be invited to attend the strategic planning workshop.
- Provide meeting facilities for internal and external stakeholder groups.
- Provide workshop supplies (list to be provided)
- Provide copies of documents to review for participants.

Figure 3 – Example Strategic Plan

Logo Here	FY24 - FY26 Strategic Plan	Mission	Vision	Values	Facilitators
Pillar					
Owner					
Backup					
Desired Outcome					
FY24 Strategy					
FY25 Strategy					
FY26 Strategy					
Horizon Issues					
Key Performance Indicator					
Pillar Team Members					

Strategic Plan by Fitch and Associates, LLC

Figure 4 – Example Operations Plan for each Area of Focus (AOF)

FY24 - FY28 Operational Plan				Operations				Metrics			
Lead	Bryan Maples			Protect, serve and prevent harm to the community with dedication and compassion.	Tasks	Count	Percentage	Last Updated			
Support	Chief Swisher				Not started	44	100.00%				
					In Process	0	0.00%				
				Complete	0	0.00%	8/28/23				
				Total	44	100.00%					
<b>FY24 Strategy</b>	Improve Departmental Efficiency by Managing Workload			<b>FY25 Strategy</b>	Positive Departmental Representation Throughout All Aspects of the City			<b>FY26 Strategy</b>	Provide Enhanced Internal & External Training Opportunities		
<b>FY 24 Goal 1</b>	Increase Transport Units		Clatterbuck	<b>FY 25 Goal 1</b>	Accreditation Policy		Snyder	<b>FY 26 Goal 1</b>	Regional Training Facility		Division Chief
<b>Task 1</b>	Complete deployment analysis			<b>Task 1</b>	Application			<b>Task 1</b>	Review the size and need		
<b>Task 2</b>	Educate employees			<b>Task 2</b>	Standards of Cover			<b>Task 2</b>	Assess appropriate location		
<b>Task 3</b>	Educate city administration and fleet officials			<b>Task 3</b>	Self assessment			<b>Task 3</b>	Coordinate regional partners		
<b>Task 4</b>	Procure equipment & employees			<b>Task 4</b>	Finalization			<b>Task 4</b>	Planning		
<b>Task 5</b>	Establish operating areas			<b>Task 5</b>	Annual review/maintain			<b>Task 5</b>	Development		
<b>FY24 Goal 2</b>	Increase Stations/reallocation of Stations		Debose	<b>FY 25 Goal 2</b>	Maintain/Enhance ISO		Cousins	<b>FY 26 Goal 2</b>	Optimize Training Relationships		Cousins
<b>Task 1</b>	Analyze Standards of Cover			<b>Task 1</b>	Review previous data			<b>Task 1</b>	Analyze training goals/needs		
<b>Task 2</b>	Educate employees			<b>Task 2</b>	Implement/improve shortfall/lacking			<b>Task 2</b>	Develop training plan		
<b>Task 3</b>	Educate city administration and fleet officials			<b>Task 3</b>	Budget enhancement			<b>Task 3</b>	Develop training agreement		
<b>Task 4</b>	Establish operating area			<b>Task 4</b>	Coordinate with associating dept/agencies			<b>Task 4</b>	Establish regional instructors		
<b>Task 5</b>	Procure/relocate equipment & employees			<b>Task 5</b>	Implement/maintain new grade			<b>Task 5</b>	Facilities maintenance		
<b>FY24 Goal 3</b>	Increase Staffing		Swisher	<b>FY 25 Goal 3</b>	Community/Public Involvement		Fleemin	<b>FY 26 Goal 3</b>	Development of Alternative Department Services/Offerings		Fleemin
<b>Task 1</b>	Complete staffing analysis			<b>Task 1</b>	Educate students			<b>Task 1</b>	Analyze community needs		
<b>Task 2</b>	Streamline the hiring process			<b>Task 2</b>	Scane photos for promotions			<b>Task 2</b>	Operational planning		
<b>Task 3</b>	Review/finalize staffing needs			<b>Task 3</b>	Education on proper social media etiquette			<b>Task 3</b>	Implementation		
<b>Task 4</b>	Proactive candidate search			<b>Task 4</b>	Promote involvement in communities			<b>Task 4</b>	Re-evaluation		
<b>Task 5</b>	Finalize hiring process			<b>Task 5</b>				<b>Task 5</b>			

The strategic plan final report will include specifics related to but not limited to:

- Confirming the agency’s Mission, Vision, and Core Values.
- Recommendation of strategic initiatives based on Areas of Focus, goals objectives and tasks, in priority order, for three to five years depending on agency preference.
- Summary of the strategic planning process, stakeholder feedback, and SWOT Analysis and analytics necessary to meet CFAI standards for consideration for accreditation.
- The agency will also receive a project tracking form that will allow tracking of assignments throughout the lifespan of the strategic plan.

## Work Plan and Timetable

The process identified in the previous sections will yield the desired results for this project.






Example 3 Day Strategic Planning Workshop Agenda with Community Input					
Day 1		Day 2		Day 3	
0800-0900	Room Setup	0800-0900	SWOT	0800-1030	Goals
0900-0930	Intro	0900-1000	Values	1030-1130	Tasks
0930-1030	Areas of Focus	1000-1130	Mission	1130-1230	Lunch
1030-1100	Community Prep	1130-1230	Lunch	1230-1530	Tasks/Rework
1100-1300	Community Luncheon	1230-1400	Vison	1530-1600	MDI
1300-1330	Community Cleanup/Break	1400-1500	AOF Desired Outcome	1600-1630	Process Wrap Up
1330-1600	Document Review	1500-1600	Strategies		
1600-1630	Day 1 Wrap Up	1600-1630	Day 2 Wrap Up		

Scope of Work Elements	Month 1	Month 2
<b>Community Driven Strategic Planning</b>		
Kick-Off Meeting, Refine Work Plan and Scope, Schedule Strategic Planning Workshop	On-site or virtual	
External Stakeholder Workshop - Invitations	Virtual	
Internal Stakeholder Workshop – Invitations	Virtual	
Distribute Surveys		Sent to Stakeholders
Internal/External Stakeholder Workshop		Day 1
Development of Draft Strategic Plan		Day 2
Review and Refine Draft Strategic Plan with Client		Day 3
Development and Delivery of Final Strategic Plan		15 Days
Formal Presentation (TBD)		TBD
Proposed On-site or Virtual	Either	On-Site

# Proposed Team and Qualifications

## Qualifications of the FITCH Team

*FITCH's* specific strengths for this project are centered on objectively conducting research, managing multiple project priorities, and blending expert and local resources while building support for the outcome(s). Our key strengths include talented and experienced consultants who are leaders in their field, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.

	<p><b>Talent</b></p> <p>Team members are all subject matter experts and leaders in their fields and have been selected for their particular areas of expertise that match the requirements of this project.</p>
	<p><b>Time-Tested Methodologies</b></p> <p><i>FITCH's</i> experience represents an unparalleled base for the tasks at hand; we have worked with local, state, and federal government agencies, municipal and volunteer fire departments, ambulance services, and hospitals.</p>
	<p><b>Teamwork</b></p> <p><i>FITCH</i> has stayed true to its core values by accomplishing projects using a collaborative approach offering high level involvement for system participants without compromising the independent or objective nature of the project.</p>
	<p><b>Timeliness</b></p> <p><i>FITCH</i> is known for consultant access, responsiveness, producing its work on or before the scheduled completion date and within budget. Timeliness also involves.</p>
	<p><b>Tangibles</b></p> <p><i>FITCH</i> is known for developing innovative solutions to complex issues, and our recommendations and tangible work products have been implemented more frequently than any national public-safety consulting firm.</p>

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing large urban and rural services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive

emergency services management experience. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

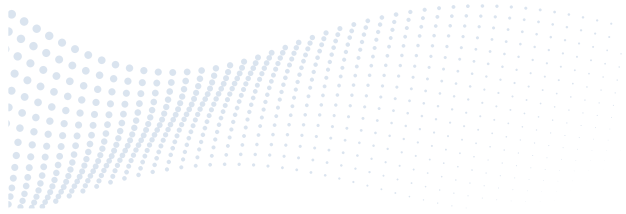
We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for your agency to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks and expectations for service.

*FITCH* is uniquely suited for this project. We have reviewed emergency service systems and developed staffing, deployment plans, and future oriented strategic initiatives for nearly 40 years. We have taught multiple approaches for fire and EMS deployment models for more than a decade as part of the Communications Center Manager's (CCM) program and the Ambulance Service Managers program (ASM) we conduct under the auspices of the International Academies of Emergency Dispatch (IAED) and the American Ambulance Association, respectively. We have served as a resource for detailed reports on emergency services and are a Strategic Partner of the International City and County Management Association (ICMA).

## ■ BEST PRACTICES UTILIZED BY FITCH & ASSOCIATES

*FITCH* remains on the cutting edge of best practices in the fire and emergency medical services. Our consultants are intimately involved with many state and national associations and are frequent presenters at international conferences:

- Fire Rescue International by the International Association of Fire Chiefs (IAFC)
- Firehouse World
- Excellence Conference by the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI)
- Volunteer Chiefs Association (VCOS)
- Canadian EMS Chiefs Conference
- Ontario Fire Chiefs Association
- International City/County Management Association (ICMA)
- Navigator - International Academies of Emergency Dispatch (IAED)
- EMS World
- EMS World – Europe
- EMS World – Latin America
- National Forum for Black Public Administrators (NFBPA)



Additionally, your proposed team has presented at the following state associations:

- California League of Cities
- Florida Fire Chiefs Association
- Louisiana Fire Chiefs Association
- Texas Fire Chiefs Education Conference
- Illinois Fire Chiefs Association
- Washington Fire Chiefs Association
- Nevada Fire Chiefs Association (Nevada Fire Show)
- Connecticut Fire Chiefs Association
- Georgia EMS Conference

Finally, *FITCH* hosts its own conference on Fire/EMS best practices titled Pinnacle Leadership. All of these efforts assist *FITCH* in maintaining our best practices approach to consulting and advising. For example, a proprietary process is utilized to develop a temporal and demand based geographic marginal utility model that is leading edge in designing fire and EMS systems in a manner that best articulates and describes both return on investment of resource allocation and the assumption of risk by the community.

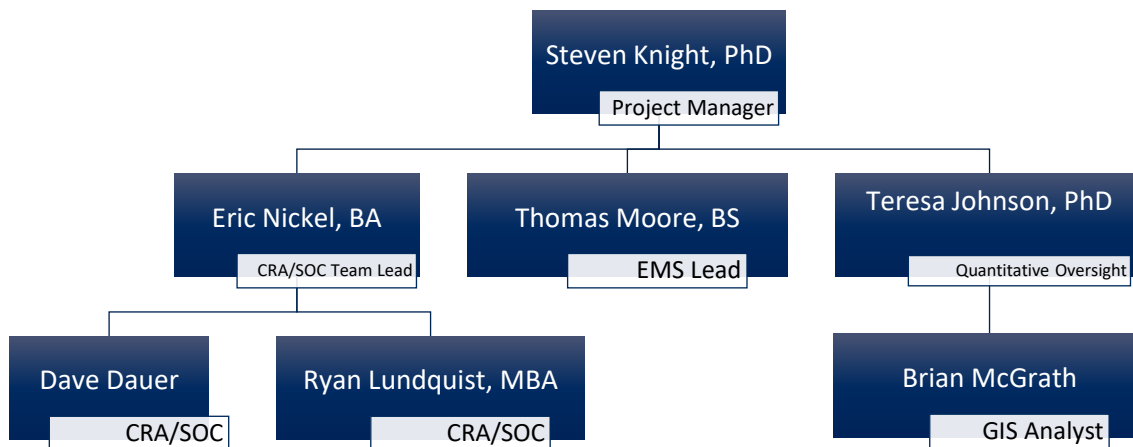
## ■ TEAM PERSONNEL AND EXPERIENCE

*FITCH'S* proposed team has considerable expertise in all facets of the strategic assessment and planning process. For example, Dr. Steven Knight was the accreditation manager for the City of St. Petersburg Fire & Rescue's, FL department for two successful rounds of accreditation. While the accreditation manager, Chief Knight developed and managed the standards of coverage plan and strategic planning process. In addition, Chief Knight has served as a peer team leader and assessor for more than a dozen agencies while assisting the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI), all of whom included a detailed evaluation of the quality of the community risk assessment, standards of response coverage, and strategic planning documents.

Overall, the team brings considerable operational experience for the requested scope of work and seamlessly integrates the political acumen to work with multiple agencies and find reasonable and implementable solutions across the stakeholders.

All of *FITCH's* fire service consultants have spent a career in the field and management of fire and rescue services providing specific understanding and insight into the challenges and complexities of managing emergency services within a dynamic and changing environment.

Figure 5: FITCH Team Project Organizational Chart



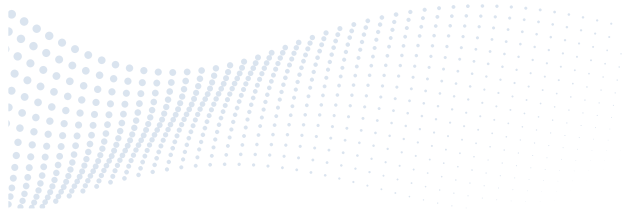
The following biographical profiles highlight the expert qualifications this team brings to the project.

### Project Team Members

**Chief Steven Knight (Ret.), PhD, Partner – Project Lead.** Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and previous faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight has been accredited multiple times as a Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute and is an affiliate faculty with the University of Central Florida's College of Medicine.

**Dave Dauer – Consultant – Fire and EMS.** Dave Dauer serves as a team leader, assessor, and annual compliance reviewer for the Center for Public Safety Excellence (CPSE) and Commission and Fire Accreditation International (CFAI). In that role, he has led numerous assessments of major cities, smaller



communities, and Department of Defense bases. All assessments include comprehensive standards of cover and strategic plan reviews. Also, as an annual compliance reviewer for CPSE for documents submitted by accredited agencies, he provides extensive review and advice on continuous quality improvements to 60 agencies per year.

He brings over 42 years of fire/EMS experience. He retired as the Chief Financial Officer for the Toledo Fire and Rescue Department but was immediately hired back in charge of performance management, ISO and accreditation compliance. He formed and facilitates the Michigan-Ohio-Indiana-Kentucky CPSE Consortium. The purpose of the consortium is to provide education based upon standards and best practices that is expected of a modern credible organization and expand the knowledge and skills of fire and emergency services personnel. He has instructed numerous times on risk assessments, standards of cover, strategic planning process, and leadership & development.

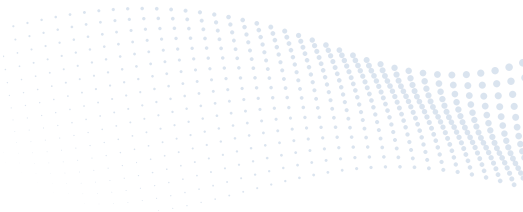
**Ryan Lundquist, MBA – Senior Consultant – Fire, Emergency Medical Services, and Washington Fire Districts.** Chief Lundquist is currently the Assistant Chief of Operations for Snohomish Regional Fire and Rescue, WA. Ryan’s areas of expertise are in fire/EMS operations and future planning. This includes Standards of Cover, Strategic Planning, and financial planning and sustainability.

Chief Lundquist has served as an integral part of the administrative team that merged several agencies into Snohomish Fire Protection District #7 over a 5-year period.

Chief Lundquist has a Master’s degree in Business Administration and BS in public safety and Emergency Management.

**Thomas Moore, BS – Partner – Finance and Emergency Medical Services.** Thomas Moore, a senior associate with Fitch & Associates, serves as the Director of Emergency Medical Services for the University Medical Center Health System in Lubbock, Texas. The EMS agency is accredited by the International Academies of Emergency Dispatch (ACE) and the Commission on Accreditation of Ambulance Services (CAAS); it was the first facility in Texas to receive the Texas Department of Health’s Level 1 Trauma Center designation and has the distinction of being the recipient of the Texas Department of Health’s Trauma Center of the Year award.

As a consultant, Mr. Moore serves leading health systems, public safety agencies, government units, and municipalities in radically transforming their operating models and cost structures, improving performance, and building sustainable businesses. His primary focus areas include strategy, growth, M&A, business building, large-scale performance transformations, procurement of Emergency Medical Services, and risk disaggregation and reallocation across the healthcare ecosystem. He also supports



clients in developing innovative approaches to reduce medical and administrative costs, defining organizational strategies, and optimizing their organizations.

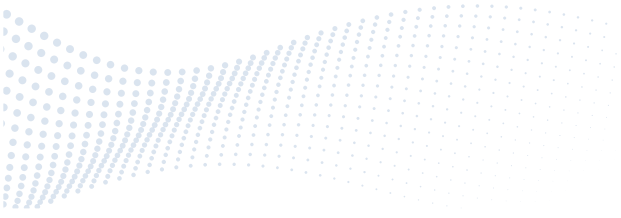
Thomas' expertise has been essential in defining the structural and performance implications of organizational transformation and restructuring, strategic growth, productivity, and core operations performance improvement. He has tackled issues as diverse as healthcare-system-level strategies, the regional organization of health-service provisions, and large-scale EMS system development to improve quality, access, and efficiency. Mr. Moore's experience spans publicly traded and not-for-profit organizations, academic medical centers, leading health systems, and EMS services. Before joining the Firm, he was responsible for running EMS agencies in the private and public sectors, serving as the Director of Emergency Medical Services for metropolitan and rural communities. His expertise includes system design, operations, and technology optimization, EMS economics, revenue cycle management, operating model reform, data and strategic analysis, and public affairs. He earned a Bachelor of Science in Management. He is a graduate of the Ambulance Service Manager program and was the recipient of the Jerry Love Leadership Award.

**Teresa R. Johnson, PhD - Senior Consultant-Data Analyst.** Dr. Johnson served as the Director of the Office of Assessment and Evaluation at the Johns Hopkins University School of Medicine (JHUSOM). In this role, she is responsible for designing and launching initiatives related to the assessment of students and the evaluation of programs in undergraduate, graduate, and continuing medical education, graduate biomedical education, and post-doctoral training. She establishes strong partnerships with faculty members and program administrators to ensure that assessment and program evaluation activities align with learner needs, program goals, accreditation standards, and evidence-based best practices.

Prior to joining Johns Hopkins, Dr. Johnson served in a similar role at the University of Central Florida's College of Medicine.

Dr. Johnson completed her M.S. and Ph.D. degrees in Educational and Sport Psychology at Florida State University (FSU) in Tallahassee, FL. During her graduate studies, she worked as a Sport Psychology Consultant for the FSU NCAA Division I women's softball and men's golf teams and taught undergraduate sections of Sport Psychology and Classroom Applications of Educational Psychology.

**Brian McGrath – Senior Consultant – GIS and Mapping Analyst.** Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and



Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation lifecycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

#### ■ UTILIZATION OF SUB-CONSULTANTS

*FITCH* does not utilize any sub-consultants. All of our consultants work exclusively for the firm.

#### ■ REPLACEMENT OF CONSULTING MEMBERS

It is understood that consultants will not be arbitrarily removed or replaced without the express written approval of the client.

# Minimum Qualifications

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## ■ FIRE DEPARTMENT DEPLOYMENT PRINCIPLES AND PRACTICES

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

## ■ FIRE DEPARTMENT STAFFING PRACTICES

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, ranging from volunteer, combination, and all career departments.

## ■ FIRE DEPARTMENT FIREFIGHTER AND CIVILIAN LABOR RELATIONS

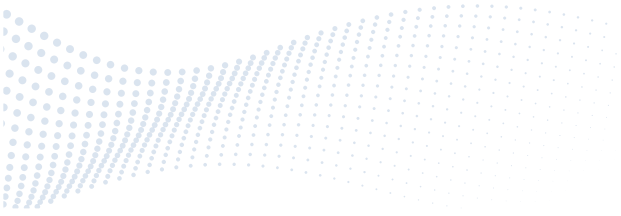
All of the primary consultants that would be utilized on this project have served in chief officer positions with direct responsibility for maintaining effective relationships between management and labor, participate in collective bargaining and negotiations, and oversee all matters of discipline and daily operations within the boundaries of the collective bargaining agreements. This is held true for both sworn and civilian personnel.

## ■ FIRE DEPARTMENT PERFORMANCE MEASUREMENT

Fitch & Associates is a thought leader in fire department performance measurement. Specifically, two members of the staff have served as peer team leaders and peer assessors for over 10 years with the Commission on Fire Accreditation International and have co-authored the latest versions of the Self-Assessment Manual (9<sup>th</sup>) and the Standards of Coverage document. (6<sup>th</sup> edition).

Members of our staff have taught at international conferences on performance measurement as well as recently won an award for Innovation from the Center for Public Safety Excellence (CPSE) for the department's commitment to outcome measures.

Finally, Fitch & Associates has proprietary analyses that can assist in discerning the return on investment of every resource and station location to the desired service levels.



## ■ FIRE PREVENTION, URBAN-WILDLAND INTERFACE, AND COMMUNITY RISK REDUCTION

Again, each of our members has had direct relationships to overseeing or participating in fire prevention and community risk reduction efforts. Our California members have direct experience with wildland urban interface, the prevention and abatement of wildland urban interface issues, and deployment and operations to large incidents.

## ■ FIRE DEPARTMENT DISPATCH AND COMMUNICATIONS

Fitch & Associates assesses communication centers in an effort to maximize efficiency and effectiveness and to meet or exceed performance thresholds. All variables of staffing, technology, and process issues are evaluated.

In addition, Fitch & Associates provides management services for 911 communication centers.

## ■ ADVANCED LIFE SUPPORT AMBULANCE DEPLOYMENT AND DELIVERY MODELS

Dr. Steven Knight has extensive experience and expertise in system design and operations for Advanced Life Support ambulance deployment and delivery models. Dr. Knight has led projects that have evaluated various configurations for fire-based and private ambulance service systems complete with performance, workload, billing performance, and overall fiscal valuations.

## ■ FIRE SERVICES MANAGEMENT PRACTICES

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

## ■ FIRE DEPARTMENT FLEET MANAGEMENT

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

## ■ FIRE SERVICES TECHNOLOGY

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

## ■ SAFETY AND TRAINING

All of the primary consultants that would be utilized on this project have spent their careers in municipal fire protection, teach academically at the college/university level, and provide consulting services for efficiency, effectiveness, and long-term sustainability.

Specifically, one of the team members spent years in the Safety and Training Division of a large metro-sized agency as both an officer and then Division Chief.

## ■ LAND USE PLANNING

Our team has a healthy blend of both fire department operational and management expertise as well as city and county management. Fitch & Associates utilizes structured interviews as well as direct materials such as the comprehensive land use plans, annexation plans, and other known or anticipated development to project future demands for service.

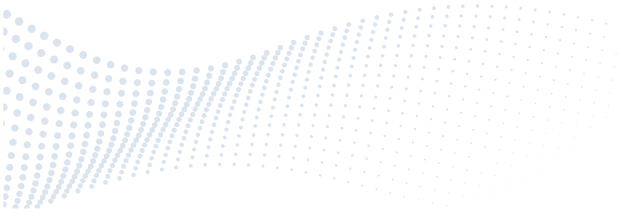
## ■ STRATEGIC, MASTER AND BUSINESS PLANNING

At least two members of our team were accreditation managers for their respective departments as well as chief officers that were responsible for the development and/or management of strategic, business, and master planning efforts.

Additionally, Fitch & Associates has provided planning services for emergency service agencies for over 3 decades.

## ■ MARINE SAFETY OPERATIONS

Chief Knight has served as a beach lifeguard and oversaw a marine rescue and dive team as the operations chief prior to his retirement. In addition, Dr. Knight has conducted studies in other jurisdictions that have similar marine and life-guard programs that fall under the fire department public safety umbrella.



## Knowledge of Industry Best Practices

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The project team has extensive experience and understanding with the National Fire Protection Association (NFPA), the Washington Survey and Rating Bureau (WSRB), the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE), the International Association of Fire Fighters (IAFF) and the International Association of Fire Chiefs (IAFC

Finally, *Fitch* has a robust database of comparative agencies after 40 years of experience to provide contextual discussion around desired performance, best practices, and community expectations.

# References

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

*FITCH* is uniquely qualified to conduct this review. *FITCH* specializes in public safety consulting and has direct experience with assignments similar to yours. Below are several projects that demonstrate our experience developing community risk assessments and standards of coverage documents for public fire agencies.

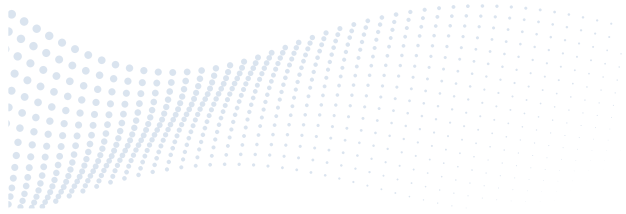
## ■ KENNEWICK, WA

*FITCH* was retained to complete a Fire Department Standards of Cover Assessment, Risk Assessment, EMS System Deployment Assessment, comprehensive data analyses, geospatial analysis, and Revenue Cycle Analysis. The Kennewick Fire Department (KFD) provides a range of services, including fire suppression, EMS, fire prevention, hazardous materials, and technical rescue for the growing community of more than 86,000. The review identified and quantified risks and provided the operational and fiscal impacts of alternatives to the current service delivery model that aligned risk, demand, and human and capital resource allocations. This comprehensive assessment was completed to provide department leadership recommendations and the information necessary to make informed decisions now and in the future.

The contact for this project is Fire Chief Chad Micheal. He can be reached at 509-981-9251.

## ■ GRANT COUNTY FIRE PROTECTION DISTRICT #3, WASHINGTON

*FITCH* was retained to complete a *Comprehensive Review of EMS Services for the Quincy Valley*. The primary client and point of contact for the project was Grant County Fire District#3. The firm subsequently analyzed coverage requirements, prepared detailed specifications, and conducted an assessment of current services and presented feasibility options for alternatives that ranged from improving the status quo to a fire department-based EMS solution. This project was concluded in 2025.



The contact for these projects is Fire Chief David Durfee at [ddurfee@gcfd3.net](mailto:ddurfee@gcfd3.net) or 509-398-1629.

The project demonstrates the firm's experience with EMS assessments and the ability to successfully navigate multi-provider systems and competing interests within a rural environment.

### ■ COLUMBIA COUNTY, OREGON

FITCH completed a comprehensive EMS System Assessment and Ambulance Service Area (ASA) Plan redesign for the County. The assessment included an evaluation of five different EMS providers that provide transport services in the County and included a comprehensive quantitative data analysis, GIS analysis, and simulation scenarios, an organizational assessment supported by qualitative contextual data identified through structured interviews and document reviews, staffing analyses, system status plan evaluation, response time compliance standards development, Ambulance Service Area Plan evaluation and revision, quality assurance and quality improvement measure development, that could be implemented in the EMS system for operational and organizational efficiency, effectiveness, improvement, and long-term sustainability.

Each department was evaluated separately, and associated synergies were identified. The assessment included reviewing all aspects of the operations, from dispatch to administrative functions.

The contact for this project is Jamie Aanensen, Director of Public Health. She can be reached at 503-397-7232 or [Jaime.Aanensen@columbiacountyor.gov](mailto:Jaime.Aanensen@columbiacountyor.gov).

### ■ CITY OF VANCOUVER FIRE DEPARTMENT, VANCOUVER, WA

*FITCH* was retained to complete a review of the City's EMS program and its relationship with the County and EMS District 2. The City made the decision to withdraw and not participate in the upcoming ambulance transport procurement prior to the consultation. In determining the optimal structure for the system, *FITCH* developed a strategy approved by both agencies to reverse roles and have the City lead the procurement process enabling the enhancements the City sought but preserving the economic advantages of procuring a single transport provider and maintaining service availability throughout the City and County. The firm subsequently analyzed coverage requirements, prepared detailed specifications, and conducted a national procurement process. This project was concluded in 2014.

Subsequently, *FITCH* was contracted to complete a Standards of Cover that focuses efforts towards outcomes and deemphasizing response time, this was completed in August 2019. Additionally, the City

has asked *FITCH* to complete a compliance evaluation for the ambulance service contract they manage. This project concluded in June 2020.

The contact for these projects is Tara Erickson at tara.erickson9@gmail.com or 360-903-5037.

The project demonstrates the firm's experience with Community Risk Assessment and Standards of Response Coverage Development as well as EMS assessments.

### ■ CLALLAM COUNTY FIRE PROTECTION DISTRICT #3, WA

In Clallam County, WA the *FITCH* team is conducting a *Fire and EMS Service Review*. Clallam County Fire Protection District #3 operates an integrated combination Fire, EMS, and Rescue delivery model. The District operates out of seven (7) fire stations, with three full-time career staffed stations and four volunteer stations in the rural areas.

This study included reviewing all aspects of the operations from dispatch thru administrative functions as well as an objective assessment of current risk.

The contact for this project is Ben Andrews, Fire Chief. He can be reached at 360-912-0194.

Direct relevance is that this project involves working with a combination service delivery model to determine efficiencies and effectiveness.



## Conflicts of Interest & Regulatory Sanctions

Fitch & Associates has no known conflicts of interest. Because it is a small world, we do have an independent consultant that works in close proximity and is not, and will not, be a part of this study if we are selected. It is not uncommon after 40 years of practice to have connections in the industry, but we work hard to be transparent and remove any real or perceived conflicts of interest.

Fitch & Associates does not have any history of regulatory sanctions and are in good standing with high customer satisfaction.

## Other Relevant Qualifications

*FITCH* is highly qualified to meet the needs of the department. The consulting team has unparalleled experience in California, with the accreditation process for both standards of response coverage and strategic planning, and proprietary deployment and GIS analytics.

Team members have experience from all aspects as leaders of fire service agencies, responsible chief officers for the project and performance management, and authors of standards of coverage and strategic planning documents. Each of the team members have had the experience evaluating standards of response coverage and strategic plans through the accreditation lens as well facilitation/development in consulting. In other words, we practice what we preach.

Finally, *FITCH's* process is both data-driven to maintain a high degree of objectivity and neutrality and highly transparent to ensure that the *FITCH* team and the department staff develop the necessary relationships to provide the greatest value to the department that accommodates the unique challenges and environment within the Department. Ultimately, the value is in finding implementable solutions that best serve the agency for both today and into the future.

# Fee Proposal

As proposed, this project will be a fixed cost, not to exceed, price of \$79,995 including all travel and expenses. This proposal encompasses the development and completion of a *Community Risk Assessment* and *Standards of Cover* and *Strategic Planning* and includes a minimum of four on-site visits that will include structured interviews, direct observations, and onsite final presentations. This fixed-cost pricing is inclusive of this proposal response.

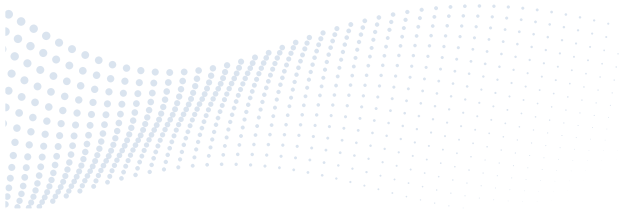
The following describes the professional services fee for each area of the assessment.

Project Activity	Professional fee
Professional Services – Community Risk Assessment and Standards of Cover	\$54,995
Professional Services – Strategic Planning	\$25,000
Travel and Expenses	Included
Total Fixed Cost – Not to Exceed Value with 10% Returning Client Discount	\$79,995

As a fixed cost price agreement, *FITCH* holds the liability of completing all elements of the RFP and this proposal and insulates the client from additional costs for within scope items.

There are no ongoing or recurring costs, software costs, or software maintenance costs.

At the Client’s sole discretion, additional services, or implementation services can be accomplished at either \$275/hour for individual hourly requests or mutually agree to amend the contract for another fixed cost amount.



# Insurance and Liability

*FITCH* carries liability insurance and provides Certificates of Insurance (COIs) on all municipal projects. We have never been denied the ability to acquire the coverages. However, we are unable to provide a client specific COI without some corroborating evidence such as a contract, purchase order, or receipt of a “notice to proceed.”



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/17/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Alliant Insurance Services, Inc 32 Old Slip New York NY 10005  License#: 0C36861 EMPRGRO-01	<b>CONTACT NAME:</b> Mary Busch <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> Mary.Busch@alliant.com													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td>INSURER B : Hartford Insurance Group</td> <td>914</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Federal Insurance Company	20281	INSURER B : Hartford Insurance Group	914	INSURER C :		INSURER D :		INSURER E :		INSURER F :
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<b>INSURED</b> Fitch & Associates, LLC Emprize Group LLC PO Box 170 Platte City MO 64079														

**COVERAGES**

CERTIFICATE NUMBER: 206490901

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			35996881	2/12/2026	2/12/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			73583142	2/12/2026	2/12/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
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B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	10WECIO6094	2/12/2026	2/12/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

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2/19/2026

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	<b>PHONE (A/C. No. Ext):</b>	<b>FAX (A/C. No):</b>
<b>E-MAIL ADDRESS:</b> James.DeLauro@alliant.com		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A :</b> Arch Specialty Insurance Compa		21199
<b>INSURED</b> Fitch & Associates, LLC Emprize Group, LLC PO Box 170 Platte City MO 64079	<b>INSURER B :</b>	
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

**COVERAGES**

CERTIFICATE NUMBER: 1621052689

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

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	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber Liability			C4LPX253129CYBER2026	2/12/2026	2/12/2027	Limit of Liability \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

To Whom it May concern

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/19/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Alliant Insurance Services, Inc. 32 Old Slip New York NY 10005	<b>CONTACT NAME:</b> James M. DeLauro	
	<b>PHONE (A/C, No. Ext):</b>	<b>FAX (A/C, No):</b>
<b>E-MAIL ADDRESS:</b> James.DeLauro@alliant.com		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A :</b> Allied World Surplus Lines Ins		24319
<b>INSURED</b> Fitch & Associates, LLC Emprize Group, LLC PO Box 170 Platte City MO 64079	<b>INSURER B :</b>	
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

**COVERAGES**

CERTIFICATE NUMBER: 17769058

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			0313-7106	2/12/2026	2/12/2027	Limit Per Claim: \$3,000,000 Aggregate Limit: \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

To Whom it May concern

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

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ATTACHMENT A:  
Curriculum Vitae/  
Resumes

**SUMMARY** Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence. He has also served as a team leader and assessor for the Commission on Fire Accreditation International and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

**CAREER**

**2018-Present Partner**

**2014-2017 Senior Associate**

**Fitch & Associates, LLC Platte City, Mo.**

- Provides consulting and turnkey management services to a wide variety of public safety, healthcare, government, and business organizations.
- Designs and implements programs enhancing effectiveness; improving productivity; and maximizing potential for organizations and individuals.

**1996-2013 Assistant Fire Chief**

**St. Petersburg Fire & Rescue Florida**

- Managed metro-sized emergency service agency including fire suppression, fire prevention, public education, community risk reduction, emergency medical services, training, hazardous materials, technical rescue, urban search and rescue, marine rescue, emergency management, and response to natural and man-made disasters.
- Managed over 300 employees during a continuous 24/7 deployment with a \$45 million dollar budget.

**1992-1996 Firefighter/Paramedic**

**South Pasadena Fire Department Florida**

- Responded to requests for emergency service for fire suppression, emergency medical services, and fire prevention activities.

**2008 Subject Matter Expert**

**National Fire Academy**

- Planning and Information Management Program

**2010-Present Technical Advisor**

**Center for Public Safety Excellence**

- Provide consulting services for the accreditation process and assist in the development of agency specific community-based strategic planning while representing the Center for Public Safety Excellence.

**2005-Present Team Leader/Peer Assessor**

**Commission on Fire Accreditation International**

- Lead accreditation teams on site-visits for candidate agencies and present findings to the Commission. Participated with the following agencies:
  - Aurora, Colorado
  - Salem, Oregon
  - Charlotte, North Carolina
  - Plano, Texas
  - Montgomery County, Maryland
  - Newport News, Virginia
  - Anchorage, Alaska
  - Cobb County, Georgia
  - Las Vegas, Nevada
  - Henderson, Nevada
  - Honolulu, Hawaii
  - Regina, SK, Canada
  - Overland Park, KS

**2012-2014                      Senior Manager, Fire & EMS  
International City/County Management Association**

- Provide project management and consulting services for fire and emergency medical services
  - St. Louis, MO (Fire/EMS)
  - Greenville, NC (Fire/EMS)
  - Johnson City, TN (Fire)
  - Washington County, TN (EMS)
  - Mankato, MN (Combination Fire)
  - Ontario, OR (Combination Fire)
  - Grants Pass, OR (Fire/Law Enforcement)
  - East Brunswick, NJ (EMS/Volunteer Fire Districts)
  - Prescott, AZ (Fire)
  - Long Beach, NY (Combination Fire/EMS)

**1998-2013                      Adjunct Instructor – Fire Science and Public Safety Administration Program  
St. Petersburg College and State College of Florida**

- Curriculum development, overall course management, and grading

**2006-2007                      Program Director – Emergency Medical Services  
Manatee Technical Institute**

- Developed all curriculum, course structure, schedules, faculty hiring and development, and maintenance of accreditation.

**1999-2010                      Instructor – Minimum Standards and Continuing Education Training  
Pinellas County School Board**

- Developed syllabi, overall course structure, and administered all grades.

**2013-Present                    Affiliate Faculty College of Medicine**

**University of Central Florida College of Medicine**

- Mentor medical students conducting research in the pre-hospital environment

**2013-Present                    Faculty for Executive Fire Officer Program – USFA/NFA**

**National Fire Academy**

- Faculty for Executive Leadership and Executive Development

**EDUCATION**

University of South Florida, Tampa FL                    2012

Ph.D. in Curriculum & Instruction in Adult Education

Cognate in Research and Measurement

Dissertation: “An Examination of Self-Directed Learning Readiness in Executive-Level Fire Officers”

Troy State University, Troy, AL                    2000

M.P.A. in Public Administration

4.0 GPA

University of Cincinnati, Cincinnati, OH,                    1998

B.S. Fire & Safety Engineering Technology

Summa Cum Laude

**AWARDS AND PROFESSIONAL RECOGNITIONS**

- Outstanding Research Award by the National Fire Academy/United States Fire Administration/Federal Emergency Management Agency – 2007
- Chief Fire Officer Designation (CFO) by the Center for Public Safety Excellence – 2008
- Executive Fire Officer Program (EFO) by the National Fire Academy/United States Fire Administration/Federal Emergency Management Agency – 2008
- A. Don Manno Award for Excellence in Research by the National Society for Executive Fire Officers - 2007
- Fire Office of the Year presented by St. Petersburg Fire & Rescue - 2009

**PRESENTATIONS**

- “Setting Organizational Policy: What drives your fire ground, science or tradition?” Presented at the Firehouse World Expo, San Diego, CA (January 2015)
- “Fire Department Imagery: What are we selling?” Presented at the Firehouse World Expo, San Diego, CA (January 2015)
- “Setting Organizational Policy: What drives your fire ground, science or tradition?” Presented at the Nevada Fire Chiefs Association’s Reno Fire Show, Reno, NV (October 2014)
- “Fire Department Imagery: What are we selling?” Presented at the Nevada Fire Chiefs Association’s Reno Fire Show, Reno, NV (October 2014)
- “Leading from the Middle” Presented at Nevada Fire Chiefs Association’s Reno Fire Show, Reno, NV (October 2014)

- “How the Fire Department Needs to Evolve: Expectations from City/County Government.” Presented at the Pinnacle Conference, Scottsdale, AZ (July 2014)
- “Setting Organizational Policy: What drives your fire ground, science or tradition?” Presented at the Texas Fire Chiefs Association’s Conference, San Antonio, TX (February 2014)
- “In Search of a Culture of Safety: An Exploration in Decision Making” Presented at the Florida Fire Chiefs Association’s Fire Rescue East Conference, Daytona Beach, FL (January 2014)
- “In Search of a Culture of Safety: An Exploration in Decision Making” Presented at the Florida Fire Chiefs Association’s Health and Safety Conference, Orlando, FL (October 2013)
- “Leading with Vision and Purpose” Presented at the International Association of Fire Chief’s Fire Rescue International Conference, Chicago, IL (August 2013)
- “Setting Organizational Policy: What drives your fire ground, science or tradition?” Presented at the International Association of Fire Chief’s Fire Rescue International Conference, Chicago, IL (August 2013)
- “Leading with Vision and Purpose” Presented at the Florida Fire Chief’s Association’s Executive Development Conference, Key West, FL (July 2013)
- “Setting Organizational Policy: What drives your fire ground, science or tradition?” Presented at the Florida Fire Chief’s Association’s Executive Development Conference, Key West, FL (July 2013)
- “An Examination of Self-Directed Learning Readiness in Executive-Level Fire Officers” Selected to present at the 2013 International Symposium for Self-Directed Learning, Cocoa Beach, FL (February 2013)
- “Leading with Vision and Purpose: How does agency and personal accreditation assist us?” Presented at the Center for Public Safety Excellence’s 2013 Excellence Conference, Henderson, NV (March 2013)
- “Leading from the Middle” Presented at Fire Rescue East Conference, Daytona Beach, FL (January 2013)
- “Fireground Tactics: What Does Science Tell Us About Tradition?” Presented at the Florida Fire Chiefs Associations’ Safety & Health Conference, Orlando, FL (December 2012)
- “Leading from the Middle: The 360 Degree Accreditation Manager” Presented at the Center for Public Safety Excellence’s Excellence Conference, Las Vegas, NV (March 2012)
- “Rank Leadership” Presented at the Florida Fire Chiefs Association’s Executive Development Conference, Marco Island, FL (July 2011)
- “Leading from the Middle: The 360 Degree Accreditation Manager” Presented at the Center for Public Safety Excellence’s Conference, Orlando FL (March 2011)
- “Help Me, Help Me Not: A Practical Use of the LAP Instrument” Presented at the International Self-Directed Learning Symposium, Cocoa Beach, FL (February 2010)
- “Sink or Swim: Is St. Petersburg Fire & Rescue Doing Enough to Prevent Drowning” Presented at the National Fire Academy EFO Graduate Symposium, Emmitsburg, MD (May 2008)
- “Socio-Economic and Demographic Factors and the Use of the EMS System” Selected to present at the American Society of Public Administration’s Southeastern Conference, Atlanta, GA (circa 2003)

### **RECENT PROFESSIONAL DEVELOPMENT –**

- ICMA’s “Asking your Police and Fire Chiefs the Right Questions to Get the Right Answers”
- Leadership Development Program with the Center for Creative Leadership
- Leadership St. Pete
- Executive Fire Officer Program with the National Fire Academy
- Executive Fire Officer’s Graduate Symposium
- Florida Fire Chiefs Association’s Executive Development Conference

- Center for Public Safety Excellence's Excellence Conference
- National Society of Executive Fire Officer's Polishing the Gold Conference
- International Association of Fire Chief's Fire Rescue International Conference
- Florida Fire Chiefs Association's Health and Safety Conference
- Florida Fire Chiefs Association's Fire Rescue East

### **COMPUTER PROFICIENCY –**

- Microsoft Operating System
- Microsoft Office Suite: Word, PowerPoint, Excel, Outlook
- Learning Management Systems: Blackboard, WebCT, Angel
- PASW (previously SPSS) Statistical Software for Social Sciences
- Survey monkey survey building tool

### **MEMBERSHIPS –**

- America Society of Public Administrators – Council Member for Suncoast Chapter (Emergency Management, Public Administration, and Research sections)
- International Association of Fire Chiefs
- National Society of Executive Fire Officers
- Florida Fire Chiefs Association
- Advisory Board Member for St. Petersburg College's Emergency Management Program
- Florida Association Fire Service Instructors
- Florida Fire Chiefs EMS Chief Section
- Florida Fire Chiefs Executive Fire Officer Section Regional Representative
- Southeastern Association of Fire Chiefs
- Pinellas County Emergency Medical Services Advisory Committee
- International Association of Fire Fighters

**SUMMARY** Demonstrated leader possessing a combination of E.M.S. operations, business, regulatory compliance, and analytics expertise. Proven history of inspiring the behaviors necessary to optimize the operational and financial performance of an E.M.S. system.

**CORE COMPETENCIES**

Stakeholder Relations	Strategic Risk Management	Business Development
Contraction Negotiations	Turnaround Leadership	Profit & Loss Management
E.M.S. System Design	Project Management	Data & Strategic Analysis

**CAREER**

**Present**      **Partner**

**Fitch & Associates, LLC**      **Platte City, Mo.**

- Provides consulting and turnkey management services to a wide variety of public safety, healthcare, government, and business organizations.
- Designs and implements programs enhancing effectiveness; improving productivity; and maximizing potential for organizations and individuals.

**2014-2016**      **Manager of Operations**

**American Medical Response**      **Georgia**

- Launched and led the largest 9-1-1 EMS System in Georgia, exceeding \$60 Million in total revenue.
- Hired and developed a highly-collaborative, cross functional team of Operations, Human Resources, Communications, Clinical and Safety and Risk professionals.
- Fortified system-design enhancements to optimize efficiency of operations.
- Negotiated contract modifications to drive growth, improve on-time performance, and maximize profitability.
- Anticipated changes in levels of care in the current business environment and allocated resources to ensure timely and effective service delivery.
- EBITDA consistently exceeded budget.
- Collaborated with Human Resources to manage the recruitment, retention, development and formal recognition of employees.

**2012-2014**      **Administration Supervisor**

**American Medical Response**      **Georgia**

- Improved operational and financial performance and forged a strong relationship with community and political leaders.
- Improved risk management metrics through proactive education and training programs.
- Managed an inventory budget of \$20 million consisting of fleet, capital assets, and durable medical supplies.
- Provided direction, clarity of expectations, and coaching to operations personnel.
- Responsible for continuous quality improvement and process development.

- Reduced overtime from 16.5% to 4.7%.
- Mentored employees and conducted performance evaluations.

**2011-2012      *Operations Supervisor***

**American Medical Response      Georgia**

- Coordinated and supervised the actions of all operations staff assigned to the Coweta and Troup County Emergency Medical Services markets.
- Designed, implemented and maintained processes to maximize quality of operations.
- Acted as a resource to employees in resolving problems and increasing effectiveness.
- Ensure effective, timely and cost-efficient contract administration.
- Developed coordinated teamwork between field crews as part of an integrated operation-clinical performance plan.
- Investigated and resolved incoming customer service inquiries from fire departments, hospitals, nursing staff, and patients.

**EDUCATION**

The University of Alabama at Birmingham  
Master of Business Administration

Anticipated 2017

The University of Alabama at Birmingham  
Bachelor of Science, Management, Concentration in Business Administration

Southern Union State Community College  
Associate in Applied Science, Emergency Medical Services

**Collaborative and inclusive public safety executive with 33 years of experience implementing council and board policies, creating shared regional solutions, delivering project and fiscal accountability and transparency, and building best-practice organizations.**

**Organizational Leadership:**

- Demonstrated results delivering strategic and technical policies and projects focused on regional solutions.
- Successfully implement proactive policies from elected officials and executive staff ensuring community value and transformational change.
- Align community expectations with cost-conscious and effective solutions.
- Enhance organization's public value through partnership expertise with elected officials, staff, and community leaders.

**Agency Initiatives:**

- Created innovative risk reduction solutions to reflect budgetary constraints.
- Established an advanced, culturally sensitive strategic plan and standardized procedures.
- Led efforts that achieved International Accreditation emphasizing continuous improvement and best practices in fire and emergency services.

**Regional, State and Industry Leadership:**

- Santa Clara County Fire Chiefs: President, Secretary-Treasurer
- League of California Cities: Board of Directors, Finance Committee, Executive Board and At Large Director Selection Committee, Fire Chiefs Department President
- International Association of Fire Chiefs: Human Relations Committee
- Organized and led the first Bay Area Consortium of Fire Chiefs Associations

**CAREER EXPERIENCE**

**EXECUTIVE DIRECTOR, SILICON VALLEY REGIONAL INTEROPERABILITY AUTHORITY, SANTA CLARA CA, 11/2020 – PRESENT**

Lead a collaborative team of Fire, Law Enforcement Chiefs, Public Safety Dispatch Directors and Technical Systems Engineers to operate the emergency radio system serving 2M plus people in Santa Clara County. Serve a Board of 11 elected officials representing the fifth largest county in California, and its 15 cities and special districts to implement policies, administer budgets and maintain seamless 24/7/365 operations of the critical public safety radio system infrastructure. Extensive regional interface with adjoining radio systems and the State of California to support public sector radio communications and data transfer interoperability.

**FIRE CHIEF, CITY OF SANTA BARBARA, CA, 1/2019 – 11/2020**

Transformational and detailed-oriented leader of a community and organization undergoing significant external and internal change. Led a team of 106 and a \$31M budget in a world-class city known as the American Riviera. Led technical project teams to establish a regional Fire/Rescue/EMS communication center, rebuilding a \$10M fire station, and a Community Wildfire Protection Plan. Created regional community risk reduction solutions. Successfully implemented council policy, collaborative strategic planning and community risk analysis supporting resiliency and environmental adaptation in the face of extreme climate-driven events.

**FIRE CHIEF, CITY OF PALO ALTO & STANFORD UNIVERSITY, CA, 11/2012 – 1/2019**

Innovative leader who effectively implemented council policy, delivered organizational transformation, and executive mentoring. Led the organization with a diverse team of 105 and a \$32M budget in a dynamic world-class city and university featuring engaged and passionate citizens and community groups. Fulfilled strategic planning and community risk reduction to prioritize organizational direction. Fostered a regional approach to interagency planning, communication, and response designed to improve services and efficiencies while realizing cost savings.

- Led a culture makeover emphasizing regional collaboration, customer-centric focus, transparent communication, teamwork, empowerment, accountability, and mutual success across multiple City Departments.
- Created first strategic plan in 15 years and first Community Risk Assessment: Standards of Cover in partnership with citizens, elected officials and staff.

- Improved decision-making through the introduction of performance standards, data-driven decisions, predictive analytics, team consensus and labor/management relations.
- Ensured continuity and future excellence through succession planning and mentoring diverse teams of current and future chief officers, union leaders, non-sworn managers, and other City executives.
- Negotiated and executed an updated fire and emergency medical services contract with Stanford University implementing student-focused risk reduction and response best practices.
- Produced annual budgets that supported the community's changing expectations. Implemented pioneering deployment changes resulting in annual savings of \$3M without closing stations or layoffs.
- Partnered with multiple city departments to create an enterprise fund designed to achieve 100% cost recovery on all fire prevention activities related to planning, development and code compliance.
- Advanced first Comprehensive Plan update in 20 years, implemented a Capital Infrastructure Plan to replace two fire stations, one-third of the fleet, and the development of a public safety building. Represented public safety interests on Stanford University's General Use Permit 20-year extension.

#### **SENIOR CONSULTANT – FITCH & ASSOCIATES, PLATTE CITY, MO 4/2016 – PRESENT**

Support elected officials and staff with policy and operational decision-making by providing independent research, data-driven analysis, and reporting. Extensive project experience in community risk analysis (CRA), standards of cover (SOC), efficiency studies, regionalization of fire services and 9-1-1 communications centers, and strategic planning.

#### **DEPUTY FIRE CHIEF, NOVATO FIRE DISTRICT, NOVATO, CA, 8/2007 – 11/2012**

As head of the Fire District's Operations Division, delivered strategic direction, mentoring, and executive business planning with a team of 88 and a \$17M budget. Oversaw all aspects of emergency operations including fire/rescue, the ambulance system, interoperable regional emergency communications, fire prevention, budget, human resources and labor-management. Partnered with community to share risk reduction responsibilities. Leader and subject matter expert on the Marin Emergency Radio Authority (MERA) Operations Committee. Advised MERA Executive and Governing Board members. Member of MERA Next Generation P-25 Compliant Project RFP evaluation committee.

- Aligned uneven cultures and procedures of three shifts into consistent, competent practices.
- Increased cohesion and success of management team by tailoring responsibilities to individual strengths and introducing evaluations of teamwork skills. The flexible and responsive team delivered beyond expectations, on time, and within budget.
- Ensured future excellence through succession planning, professional development and mentoring.
- Managed Fire District's contract with County Regional Communications Center and MERA. Member of technical users group for quality assurance/improvement and cost management.
- Executive in charge of \$8M project to replace existing fire station. Chaired team of elected officials, staff and project and construction professionals.
- Created budgets reflecting economic climate, communicated challenges and opportunities to members and the community. Kept team under budget each year.
- Developed a collaborative multi-agency Emergency Operations Center (EOC). Developed budgets, organizational philosophy, policies and training. Mentored multiple city managers in roles.
- Envisioned, created and deployed a best practice community-centered risk reduction, education and communications program.

#### **BATTALION CHIEF, NOVATO FIRE DISTRICT, NOVATO, CA, 9/2003 – 8/2007**

As a Battalion Chief, led, managed, and supervised a team of 23 firefighters and one administrative assistant. Developed and collaborated on programs to improve effectiveness, safety, responsiveness, and professional development. Leader of MERA new user training curriculum development and field-user training. Managed training for 1,500 police, fire and local government staff on the first generation MERA system.

- Introduced post-incident analysis and communication of lessons learned from the responding shift to off-duty shifts. Significant incidents transformed into learning opportunities for all members.
- Maintained operational continuity after a high-profile line-of-duty death in a wildland fire. Helped coordinate funeral attended by 7,000 people, including two governors. Maintained team morale and commitment. Steadied the firefighters to keep focus on the work at hand in order to maintain cohesiveness and safety.

- Mentored the development of staff ready to advance in their careers, including Battalion Chiefs, Captains and Engineers.
- Safely and effectively commanded multiple-alarm and technically challenging incidents, including multiple EOC activations for winter storm and flooding incidents.

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### PREVIOUS WORK EXPERIENCE

<b>Captain, Novato Fire District, Novato, CA</b>	<b>5/1999 – 9/2003</b>
<b>Firefighter/Paramedic, Novato Fire District, Novato, CA</b>	<b>1/1992 – 5/1999</b>
<b>Firefighter/Paramedic, San Bernardino County Fire Department, Fontana, CA</b>	<b>10/1989 – 1/1992</b>
<b>Paid-Call Firefighter, Orange County Fire Authority, Sunset Beach, CA</b>	<b>2/1988 – 12/1989</b>
<b>Seasonal "Hot Shot" Fire Crew Member, U.S. Forest Service, Santa Clarita, CA</b>	<b>7/1987 – 11/1987</b>

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### REGIONAL, STATE AND INDUSTRY LEADERSHIP

Active collaborations advancing partnerships through policy-level leadership to local, state, and national organizations increasing mutual support, accountability, transparency and creating successful outcomes.

President, Secretary-Treasurer, EMS Chiefs Liaison  
(11/2012-1/2019)

#### **SANTA CLARA COUNTY FIRE CHIEFS ASSOCIATION**

Provide leadership and advocacy on behalf of 11 fire agencies in Santa Clara County through the development of regional initiatives. Provide technical background and coordinate support on deployment of the Silicon Valley Regional Interoperable Authority system, extensive collaboration with Law and Fire chiefs, regional ambulance service delivery, and Super Bowl 50 planning.

Director, Executive Board Selection and Finance Committees, Department President, 1<sup>st</sup>, 2<sup>nd</sup> Vice President  
(9/2015-11/2020)

#### **LEAGUE OF CALIFORNIA CITIES, BOARD OF DIRECTORS**

Extensive leadership supporting public officials whose mission is to enhance knowledge and combine resources of 482 California cities to influence policy decisions. Recognized as a subject matter expert to support local elected leaders and policy implementation. Influence legislative development and advocacy with local and state officials, state executives and lobbyists.

Committee Member  
(4/2012-8/2018)

#### **INTERNATIONAL ASSOCIATION OF FIRE CHIEFS, HUMAN RELATIONS**

Create and provide consulting, mentoring and resources to build fire service inclusiveness and diversity. Cultivate effective relationships with affinity groups.

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### ACADEMIC AND PROFESSIONAL CREDENTIALS

#### **BS Business Administration, Finance, California State University, Long Beach, CA**

- Completed two-year management training program at First Interstate Bank, Los Angeles, CA. Promoted to consumer bank branch manager upon completion of BS degree.
- Gained the knowledge to provide a business focus and organizational leadership in the public sector.

#### **Executive Fire Officer Program, U.S. National Fire Academy, Emmitsburg, MD**

- Four-year program preparing leaders for fire and emergency service organizational transformation.
- Synthesized executive skills in proactive organizational growth and change, strategic community risk reduction, emergency management and contemporary leadership development.
- Authored technical research papers on predictive analytics, the use of social media in emergency management, and community engagement.

#### **Certified Fire Chief, California State Fire Marshal: State Fire Training, Sacramento, CA**

- One of 39 Fire Chiefs in the history of the California Fire Service to achieve this capstone recognition.

#### **Chief Fire Officer Designation: Center for Public Safety Excellence, Chantilly, MD**

- Enrolled as an international credentialed chief in this sought-after professional program.

**DAVID V. DAUER**  
3206 Stone Wall Road, Maumee, OH 43537  
(419) 704-2317, dave.dauer@toledo.oh.gov

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**CHIEF FINANCIAL OFFICER ...NATIONAL LEADER...PRIVATE SECTOR BACKGROUND**

**Highly Effective Administrator** with 42 years' experience working within the city of Toledo operations, private sector, diverse organizations, and community-based groups. Experienced leader who has work with and evaluated all areas of an organization, locally, regionally, nationally, and internationally. Proven ability to direct successful diverse teams and programs. Strong technical and business qualifications with an impressive record in strategic planning, measuring outcomes, and technology development. Accomplished, results-orientated planner that has transformed strategic plans into practical solutions and benchmarks performance against key performance indicators and targets. Extensive knowledge and experience with fire and police departments, and communication centers model of continuous quality improvement. As an experienced and trained team leader for the Center for Public Safety, have the necessary knowledge, skills, and abilities to effectively evaluate all areas of an organization.

An advocate of a community driven strategic planning, professional development and training, safety, community risk reduction, and partnerships. An unblemished record of ethical and professional conduct that can withstand public scrutiny and establish a foundation of credibility and trust.

***Core Competencies Include:***

Budgeting /Forecasting	Detail Analytics & Efficiencies
Leading Change (willingness to change)	Public Relations
Developing New Business Ideas	Safety
Multi-Tasker	Research and Development
Understanding of the Professional Standards mandated by CPSE and CFAI.	
Developing and advising on Standard of Response Coverage & Deployment Analysis.	
Development of Community Risk Assessments	
Facilitating the Strategic Plans Process and writing the document	

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**PROFESSIONAL EXPERIENCE**

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**City of Toledo (Mayor's Assistant / Administrative Analyst) (2014-present)**  
Working in the Toledo Fire and Rescue Department (TFRD), responsible for performance management, planning, and the development of goals and objectives. Additional responsibilities include scheduling of time off for line members and serving as the accreditation manager. In charge of Insurance Services Office (ISO) compliance that resulted in an award of a Class 1 rating. The lowest the city of Toledo previously reached was a Class 3.

- Developed formal process to track progress and results of department goals and objectives relating to general organizational and operational programs.
- Chairperson for city-wide committee to look at problems and develop solutions for the communication center, including 9-1-1 call takers, and police and fire dispatchers.
- Chairperson city/county-wide committee to develop and write Toledo's All-Risk Assessment.
- Served as a team member for the city of Toledo during four negotiations, utilizing interest based bargaining and positional bargaining.

**Center for Public Safety Excellence (CPSE) (2015 – Present)**  
Self-employed as an independent contractor with the CPSE. One of three international reviewers that provide a prompt and thorough review of Annual Compliance Reports (ACR's) submitted by accredited agencies. Review over sixty reports annually and communicate with each agency during the review process to ensure they meet the requirements for the Commission on Fire Accreditation International (CFAI). Make recommendations to the CFAI concerning acceptance of an agency's ACR.

**TFRD Accreditation****(1998-present)**

Appointed as accreditation manager to reestablish the CFAI accreditation process and model in all areas of TFRD.

- Developed, wrote, and implemented TFRD's first comprehensive strategic plan. This has led to a drastically improved and continual performance.
- Developed and wrote comprehensive Standards of Cover and a Risk Assessment.
- Attained CFAI accreditation in less than two years.

**TFRD Chief Financial Officer****(2010-2014)**

Responsible for the development, management and maintenance of all aspects of the department's \$75 million dollar budget. Primary responsibilities include management of the budget, payroll, accounts payable/receivable, purchasing, billing, and ordinance development. Also serve as the human resource administrator for the TFRD with responsibilities for health and safety, sick and injured personnel, assisting in hiring practices, orientation of newly hired personnel, and coordinating retirements. Additional responsibilities include scheduling of all time off for line members, computers and software, and serving as the accreditation manager.

- Served as a key advisor to the director and a member of the executive staff.
- Instituted SAP enterprise application on the TFRD.
- In 1998, collaborating with a programmer, reengineered the Administrative Bureau, and designed and developed a custom database for human resources and payroll information.
- Represented the department at various functions, served on committees, and collaborated with numerous internal members, other City of Toledo department heads, community leaders, and political officials.
- Developed a custom relational database for scheduling that decreased the time to schedule personnel by 50% while utilizing less staff members.
- Wrote rules, regulations, and divisional policies related to administrative and fiscal matters.
- Developed and presented annual budget presentation to city council.

**Supervisor of the TFRD Fire Prevention Bureau****(2005-2010)**

Directed the programs for public education, arson investigators, plan-review, and inspections. Managed the repair and upkeep of Toledo fire facilities that included twenty buildings. Additional responsibilities included scheduling the line members, computers and software, and serving as the accreditation manager.

- Recruited to turnaround the Fire Prevention Bureau which was suffering from personnel turmoil and financial bookkeeping problems.
- Reestablished financial control and increased efficiencies in one year by changing processes and computerizing the bureau.
- Re-organized the Fire Prevention Bureau and instituted cross-trained inspectors.
- Grew revenues by 40% by executing a series of process improvements.
- Increased the number of inspections by 25% even though the number of inspection personnel was lower than the original goal.
- Received the 2009 Annual Fire Prevention Award from Zenobia Shrine and other awards from TFRD.

**TFRD Safety Officer / Research & Development Officer / a/Captain in Operations Bureau (1993-2005)**

Held progressively responsible operational and administrative positions including serving as lead officer who was responsible for grant writing and the information systems manager.

- Oversaw employee complaints and responded to citizen concerns and resolved conflict.
- In charge of scheduling for 450-line members.
- Lead officer for the division regarding the evaluation and implementation of modern technologies throughout the entire division.
- Appointed TFRD's first Research and Development Officer.
- Instrumental in opening and developing the new Safety Bureau. As the Safety Officer, was responsible for safety functions at emergency incidents.
- Trained staff and line members, wrote policies, and supervised all security operations.
- Serve as the liaison for various agencies, companies, and organizations for the TFRD in matters dealing with computers and technology utilization.
- Worked with an outside business associate to develop one of the most extensive scheduling systems in the country. The new program saved thousands of hours of staff and line time.

- In 2002 reengineered and reviewed all bureaus within TFRD to accomplish the goals of accreditation.
- Served as TFRD's first Information Systems Manager and computerized and developed all TFRD bureau programs and software.

**Operations Line Experience****(1980-1993)**

Planned and directed fire suppression and emergency medical service operations. Responded to thousands of fire and emergency medical incidents, as an officer, driver, and firefighter.

- Worked on the busiest apparatus on the TFRD and was a member of the hazardous material unit.

**ADDITIONAL WORK EXPERIENCE***Additional Work Experience*

Toledo Firefighters Health Plan Computer Consultant (1995 -2001)

Editor of Local 92 Toledo Firefighters Newsletter

Editor of Toledo Fire and Rescue Department Newsletter

**EDUCATION**

Owens Community College

University of Toledo

**AWARDS**

- Annual Fire Prevention Award from Zenobia Shrine
- Annual Adult Contributor Award, Catholic Youth Organization (CYO)
- Two Life Saving Awards from Lucas County Safety Council
- Letter of Appreciation Award, Toledo Fire and Rescue, Public Education
- Certificate of Appreciation, from Zenobia Shrine, Fire Prevention
- Community Service Award, from Local 92, Toledo Firefighters Association

**PROFESSIONAL AFFILIATIONS****Center for Public Safety Excellence (CPSE)****Michigan-Ohio-Indiana-Kentucky CPSE Consortium**

Founded and administer the Michigan-Ohio-Indiana CPSE Consortium to promote cooperation between the fire agencies in Michigan, Ohio, and Indiana. Agencies that are focused on excellence, efficiencies, and continuous quality improvements.

- After other attempts and failures by other agencies, the consortium has hundreds of members receiving notifications and 30-60 departments attending meetings.
- Largest departments in each state are active (Detroit, Indianapolis, Louisville, and Columbus).
- Provided training in strategic planning development.
- Provided training in developing city risk assessments.

**CPSE Technical Working Group (TWG) (Seven Members)**

Was appointed the United States municipal representative for the re-imagining of the process side of the current fire-accreditation process. The demographic focus of the TWG was to represent the various size and scope departments within the Commission on Fire Accreditation International (CFAI) system.

Recommendations were made as immediate, near-term, and far-term. Immediate recommendations were provided to further facilitate the improvement changes contained in all recommendations. Focus points for each recommendation provide a rationale or insight to the collaboration by the TWG in the formulation of the recommendation.

**CPSE Economic Task Force** to evaluate fire departments in the Midwest and the effects of the sluggish economy and developing a benchmark survey for accredited departments.

**Commission on Fire Accreditation International (CFAI)**

**Peer Assessor**

- Numerous training seminars and workshops for team leaders, peer assessors, accreditation managers, and mentors.
- Attended over ten excellence conferences with numerous workshops.
- Some of the agencies that effectively evaluated all areas of an organization as an onsite CPSE assessor; Fayetteville, NC; Olathe, KS; Las Vegas, NV; South Kitsap, WA; Lawrence Fire/Medical, KS, Addison, Texas, Wilmington, NC, Geneva, Mt. Pleasant, Mountain View Fire Protection District, Honolulu, Spartanburg, and Department of Defense bases.

**Mentor**

- Appointed mentor for Louisville, KY; Detroit Airport, Seminole County, FL; Shawnee, IL; NAS Kingsville, TX; Bowling Green, OH, Dearborn, MI, and Houston, TX.

**Boards**

President of Toledo Fire & Rescue Foundation “For Pete’s Sake”.

Vice-President Toledo Firemen’s Benevolent Association.

President of Hamburg Museum and Historical Society

# RYAN G. LUNDQUIST, MBA

(C) 206.799.7979 ♦ ryan.lundquist@srfr.org  
11014-33<sup>rd</sup> Street SE ♦ Lake Stevens, WA 98258

## CAREER OBJECTIVE

Motivated fire and emergency medical services professional skilled at building strong working relationships with subordinates, peers, supervisors and community members. Aspiring to lead and inspire the leadership team charged with protecting the community within Snohomish Regional Fire and Rescue. Well-developed leadership and analytical skills as evidenced by the ability to continuously improve in fire/rescue operations and emergency medical services. Reputation for a strong work ethic and an uncompromising devotion to service.

## CORE COMPETENCIES

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- Charismatic leadership skills
- Constantly dedicated to self-improvement
- Attentive to detail
- Strong verbal and written communicator

## PROFESSIONAL EXPERIENCE

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### SNOHOMISH REGIONAL FIRE AND RESCUE

*Assistant Chief of Operations, January 2022-Present*

- Provides leadership and direction for assigned line of business, and prioritization of goals, objectives, line of business work, and in the development of short- and long-range plans; requires integration of multiple functional areas or divisions to align actions to broader district goals.
- Initiates and administers district policies and procedures;
- Supervises, directs and evaluates the work of assigned personnel making recommendations regarding personnel actions where required (e.g. hiring, performance issues, termination, etc.);
- Collaborates with and assists the Fire Chief in the development and implementation of the department's strategic direction in alignment with the organization's goals and objectives;
- Ensures all operations are in compliance with overall departmental standards, goals and objectives and any applicable city, state or federal statutes, rules and regulations;
- Develops, enhances and/or revises programs, procedures, and standards based on trend analysis and/or organizational strategy direction; evaluates and recommends changes to policies and procedures.
- Assists in the preparation, development and administration of the budget for assigned line of business.
- Interprets and administers applicable collective bargaining agreement(s);
- Participates in and/or provides subject matter expertise in labor negotiations as requested;
- Manages critical or complex incidents and investigations in the field as well as in office settings.

### SNOHOMISH REGIONAL FIRE AND RESCUE

*Deputy Chief of Operations, November 2019-December 2021*

- Plans, organizes, directs, coordinates and evaluates assigned program(s) in support of the overall operations of the organization;
- Supports the mission, vision, and values of the organization;
- Ensures performance requirements are achieved for all assigned line personnel and specialized teams and the division maintains an effective service delivery system;
- Active and engaged member in implementing chief inspections district wide to facilitate consistent fire ground operations and uniform appearance.

- Supervises battalion chiefs responsible for the direct support of the District’s daily operations.

## **SNOHOMISH COUNTY FIRE DISTRICT 7**

*Battalion Chief, March 2016-Present*

- Supervises station officers in specialized functions that directly support the District’s daily operations.
- Commands emergency scene operations on an assigned shift.
- Coordinates multi-company/battalion training and skills.
- Forecasts costs, budgets, purchases and organizes personal protective equipment for all members of the organization.
- Continues to be an integral part of analyzing data as it pertains to our organizations baselines and benchmarks.
- Serves as the point of contact for consulting, developing, and communicating previous and current Standard of Coverage documents.

## **EDUCATION**

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### **NORTHWEST UNIVERSITY, Kirkland, Washington**

*Masters of Business Administration, 2016*

- The Master of Business Administration degree provided theoretical and practical training to assist in understanding of general business management functions. Relevant skills including management and communication were foundational in this program and assist in the ability to assess, decide and take action towards the complexities of leadership.
- Graduated with a 3.81 GPA

### **GRAND CANYON UNIVERSITY, Phoenix, Arizona**

*Bachelor of Science in Public Safety and Emergency Management, 2014*

- The Public Safety and Emergency Management Degree emphasized the fundamentals of emergency management while providing an interdisciplinary course of study in the skills and practices of emergency planning and management.
- Graduated with a 3.96 GPA and was a recipient of the President’s List award for eight continuous quarters.

## **COMMUNITY INVOLVEMENT**

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- *Bethany Christian Assembly*
  - Active member in Bethany Christian Assembly’s Deacon Board (2018-present)
  - Co-facilitator of marriage and parenting classes
- *Lake Stevens School District*
  - “Watch Dog” (2017-present)
- *Rebel Mels Fitness*
  - Level I CrossFit Coach (2018-present)
- *Camp Erin of Snohomish County*
  - “Big-Buddy” and Grief Group facilitator (2008, 2009, 2011)

**REFERENCES AVAILABLE UPON REQUEST**

**SUMMARY**

Dr. Johnson specializes in the areas of data analysis and reporting, analyzing large data sets provided by fire and EMS agencies to produce reports that contribute to data driven decision making and action planning regarding topics such as (1) managing current and future community demand, (2) ensuring appropriate workload distribution, unit hour utilization, unit availability, resource location, and staffing, (3) setting and meeting performance standards related to call processing, turnout, travel and response time, (4) describing and assessing community risk, and (5) collecting and managing system data. She works in close partnership with leaders and team members of fire and EMS agencies, city and county governing bodies, 911 communications centers, and data warehousing vendors across the country during analysis and reporting activities.

**PROFESSIONAL EXPERIENCE****Fitch & Associates, Senior Consultant - 2016 – Present**

- Data Analysis and Reporting

**Johns Hopkins University, School of Medicine, Baltimore, MD – March 2018 – August 2018**

- Visiting Faculty for Division of Health Sciences Informatics.

**Johns Hopkins University, School of Medicine, Baltimore, MD – November 2015 – March 2018**

- Director, Office of Assessment and Evaluation.

**Johns Hopkins University, School of Medicine, Baltimore, MD – November 2015 – March 2018**

- Assistant Professor, Division of Health Sciences Informatics.

**University of Central Florida, College of Medicine, Orlando, FL – December 2011 – August 2015**

- Assistant Professor, Department of Medical Education.

**University of Central Florida, College of Medicine, Orlando, FL – August 2010 – September 2011**

- Statistical Researcher, Office of Assessment.

**University of Central Florida, College of Medicine, Orlando, FL – October 2009 – August 2010**

- Management Analyst, Office of Analysis, Planning, and Accreditation.

**University of Tennessee, College of Education, Knoxville, TN – May 2008 – May 2009**

- Evaluation Specialist and External State Evaluator, Partnerships for EdExcellence
- Tennessee department of Education, Math and Science Partnerships.

**EDUCATION**

- Ph.D.** (2008): Doctor of Philosophy, Educational Psychology  
Florida State University, Tallahassee, FL
- M.S.** (1999): Master of Science, Educational Psychology  
Florida State University, Tallahassee, FL
- B.A.** (1994) Bachelor of Arts, Psychology  
University of Central Florida, Orlando, FL

## **Brian McGrath**

1287 Third Street, RR3, St Catharines, Ontario, Canada L2R 6P9

[brianmcg@cadnorth.com](mailto:brianmcg@cadnorth.com)

<http://www.cadnorth.com>

(905) 646-5172

### **Summary of Qualifications:**

- 20+ years Information Systems management and development in the public safety industry
- 15+ years Business and Systems Analysis in public safety software development
- Exceptional ability at requirements capture, analysis and documentation
- Fully conversant with all aspects of software product development and implementation life-cycle
- Experienced software developer of Public Safety Communications applications
- Excellent communications and interpersonal skills, comfortable at all organizational levels
- Solid base of operational experience in Public Safety Communications

### **Computer Skills:**

- Visual Studio 2010, Visual Studio 2008, Visual Basic 6.0, SQL Server, ADO, RDO, CA-Clipper 5.x, C
- TriTech Software Systems RAPTOR Integration with VisiCAD/InformCAD Product Suite
- GIS Analysis, MS MapPoint integration, MapInfo, MapBasic, ESRI ArcEngine/NetEngine
- TCP/IP, Internet, Networking Administration
- Windows Server/Workstation Administration, Novell Netware
- MS Project, Visio, Word, Access, Excel, Outlook, PowerPoint

### **Professional Experience:**

#### **CAD North Inc.**

**Sept 2005 - Present**

#### **Co-Founder/President**

Providing business analysis, project management and software development services to the Public Safety industry

#### **VB/SQL Systems Development**

Develop and market an automatic intelligent E911 pre-alert system (HeadStart911) that integrates seamlessly with VisiCAD, advising the dispatcher of caller location and paging the closest available paramedic unit based on real-time analysis of unit availability and street-level routing calculations. Reduces internal call processing times and dramatically improves emergency response times.

#### **Custom Software Design and Development**

Develop custom CAD-integrated solutions based on analysis of client systems and operational needs. Conduct business analysis and functional requirements capture based on Public Safety industry best practices.

#### **Geospatial Analysis and EMS System Design**

Provide consulting services and analysis related to High Performance Emergency Medical Services. Develop System Status Plans based on geospatial and temporal analysis of emergency incident data.

#### **Manager, CAD and EMS Infrastructure**

**June 2005 – June 2007**

#### **Regional Municipality of Niagara**

Manage day to day support and ongoing development, testing and implementation for the VisiCAD computer-aided dispatch system at Niagara Ambulance Communication Service. Supervise technical staff of contract programmer and data analyst. Develop new applications and interfaces to support the Communications operations.

## Brian McGrath

- 2 -

**Brimac Systems Inc.**

**1999 – June 2005**

**Founder/President**

Providing business analysis, project management and software development services to the Public Safety industry

### **VB/SQL Systems Development**

Develop and market a Real-Time Adaptive Training Simulator that interfaces with the VisiCAD Command dispatch system to provide an adaptive and compellingly realistic training environment for initial, recurrent and disaster simulation dispatch training. Simulator integrates with VisiCAD, creating incidents and generating AVL updated vehicle locations based on routing calculations, calculates vehicle status changes and generates audio radio messages based on user-defined scripts and scenarios.

**Client: Ontario Ministry of Health**

**Project Lead – VisiCAD Implementation**

**2004 – June 2005**

Determine, implement and test optimum VisiCAD configuration for Niagara Ambulance Communication Service. Implementation includes ProQA integration, AVL, mobile data and status reporting, Paging, FirstWatch, Bradshaw MARVLIS Suite. Develop and execute acceptance test plans. Develop and maintain project plan and related project documentation.

**Client: University of Toronto, Mechanical and Industrial Engineering**

**VB/SQL Systems Developer**

**2002 – 2003**

Develop a custom real-time and historic fleet performance display system integrated with the TriTech VisiCAD Computer Aided Dispatching System. Displays most recent incident performance by priority, monitors performance of ongoing responses, current and historic fleet utilization statistics.

**Client: TriTech Software Systems,**

**Business Analyst**

**1999 – 2004**

Work closely with TriTech's Police, Fire and EMS clients and Project Managers to define and implement software and interface configurations that meet the Client's expectations of the VisiCAD mission critical resource deployment system capabilities. Determine and document client-specific product enhancement and interface requirements.

- Communicate effectively with all levels of the Client, Prime Contractor and Subcontractors to clearly define and document functional requirements, use cases and test cases.
- Analyze Client's operational model and information requirements and determine optimum system configuration.
- Travel extensively to facilitate on-site requirements capture workshops with domain experts and perform system analysis
- Develop complete functional and technical requirements including User Interface prototypes, use cases, test cases, domain and data models, interfaces to other Vendor systems such as mobile data, radio, automatic vehicle locating (AVL), E911, criminal justice records check, records management systems, automated paging, CAD-to-CAD
- Develop and execute Acceptance Test Plans based on documented business and functional requirements.

**Toronto Ambulance Service**

**1981 – 1999**

**Manager, Communications Systems**

**1995 – 1999**

Lead a team of eight programmers, network administrators and system support specialists as they manage the Computer Aided Dispatch System and Business Information Networks.

Full responsibility for:

- Determining business and system IT requirements for all levels of the department
- Developing functional specifications for new systems and system modifications
- Setting system development priorities and timetables
- Identifying and managing resource needs and critical path issues
- Coordinating with Training and Operations to ensure systems and enhancements are brought online smoothly and on schedule
- Reviewing implementations with client users to determine subsequent refinements
- Administrative and Mission-Critical CAD network administration and security.

## **Brian McGrath**

- 3 -

### **Highlights:**

- Developed Functional Specification Documents and Request for Proposal document for replacement Computer Aided Dispatch (CAD) system for Toronto Ambulance
- Evaluated bids for replacement CAD system and advised Senior Staff during the selection of preferred vendor
- Reviewed and approved Interface Functional Specification Documents relating to Automatic Vehicle Locating, Paging, E911/ANI/ALI, Hospital Emergency Room Status, Vehicle Status Messaging and the Radio/Telephone System
- Project Manager for the implementation of TriTech Software Systems CAD replacement for Toronto Ambulance Service
- Developed and integrated an AVL Display system with the existing CAD System. Displayed Incident and Unit locations in real time.

### **Coordinator, Information Applications Group**

**1990 – 1995**

With a staff of three, developed network access to real-time analysis of CAD information and summary databases.

- Conduct statistical analysis of system performance based on data from CAD system
- Develop real time statistical and decision support applications
- Develop functional specifications for CAD system enhancements
- Project management related to Communications Centre

### **Highlights:**

- Developed a Gateway Server application to mirror CAD active incidents on the administration network to support programs that provided detailed real-time information and analysis without impacting the production CAD system.
- Designed and implemented a real-time Quality Assurance Paging system using mirrored CAD data to provide reporting on operational performance exceptions and monitoring of response time and System Status Plan compliance.
- Designed/developed real-time System Status Plan display system for in-house CAD.
- Planned/managed relocation of the 800+ calls/day Communications Centre to new facilities

### **Communications Supervisor, Quality Assurance**

**1985 – 1990**

Monitored operational performance of Dispatchers and operational dispatch processes.

- Review Operational Performance and develop proposals for modifications to procedures to ensure that performance results kept pace with performance goals.
- Develop the functional specifications for CAD system enhancements. Ensure that the CAD software project team clearly understands operational requirements. Oversee the testing and release of new versions of CAD software.

### **Senior Dispatcher, CAD Training**

**1984 – 1985**

- Trained dispatchers in the operation of the Computer Aided Dispatch system
- Assisted in the development and presentation of CAD related training material
- Provided technical and operational support for CAD system after go-live

### **Dispatcher**

**1981 – 1984**

- Received E911 requests for Ambulance Service from the public in both Emergency and Non-emergency situations
- Triage emergency calls based on Medical Priority
- Assign and track ambulance resources to emergency and non-emergency incidents
- Managed Fleet deployment to ensure rapid response to all incidents and requests for service

### **References:**

Available upon request

**FITCH**

**& ASSOCIATES**

## Sydney McBride

---

**From:** Valerie Erwin <verwin@aptriton.com>  
**Sent:** Thursday, April 2, 2026 7:46 PM  
**To:** Sydney McBride  
**Cc:** Kurt Latipow; Melissa Swank  
**Subject:** [Ext] RE: RFP Strategic Planning

**CAUTION - EXTERNAL EMAIL:** The email below is from an external source. Please exercise caution before opening attachments, clicking links, fulfilling requests, or following guidance.

Good evening, Ms. McBride - thank you for reaching out and sharing this opportunity with us. We appreciate the invitation to consider submitting a proposal for Kittitas Valley Fire & Rescue's Standard of Coverage and Strategic Plan.

Given the short timeframe remaining before the proposal due date, would you be open to extending the deadline? We would welcome the opportunity to prepare a thoughtful and well-crafted response that reflects the level of quality and detail this project deserves.

Please let us know if an extension may be possible. We would very much like to participate.

Thank you again, and we appreciate your consideration.

Best regards,  
Valerie Erwin  
Director of Administration  
AP Triton, LLC  
[www.aptriton.com](http://www.aptriton.com)  
O: 833.251.5824  
C: 916.217.2499



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**From:** Sydney McBride <mcbridesy@kvfr.org>  
**Sent:** Thursday, April 2, 2026 5:10 PM

**To:** Valerie Erwin <verwin@aptriton.com>; Kurt Latipow <klatipow@aptriton.com>

**Subject:** RFP Strategic Planning

Some people who received this message don't often get email from [mcbridesy@kvfr.org](mailto:mcbridesy@kvfr.org). [Learn why this is important](#)

Hi Kurt,

Kittitas Valley Fire & Rescue has an RFP opportunity for a standard of coverage and strategic plan consultant. We would be interested in having you consider submitting a proposal. All RFP information can be found on our website <https://www.kvfr.org/bids-and-requests-for-proposals-rfp-postings>.

Kind Regards,  
Sydney McBride  
Administrative Services Manager

Kittitas Valley Fire & Rescue  
Office: 509.933.7231  
Cell/Text: 509.856.4898  
Fax: 509.933.7245  
400 E. Mountain View Ave, Ellensburg WA 98926



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## Sydney McBride

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**From:** Sydney McBride  
**Sent:** Tuesday, April 7, 2026 4:53 PM  
**To:** Christa Stream; 'richard.hink@cityofkittitas.com'  
**Cc:** Roy Palmer  
**Subject:** Prevention Services Kittitas

Hi Mayor Hink, and City Manager Stream,

Thank you so much for your partnership and interest in fire marshal and fire code official services with KVFR. I will take any feedback back to my board and share the information with them on Thursday (4/9). I have had conversations with Chief Palmer and Chief Moen, who agree that this is a mutually beneficial opportunity between the City of Kittitas and KVFR to help ensure a safer building code compliance for your citizens and safer response environments for firefighters. At this time, we estimate that fire marshal services would require an additional full-time employee (FTE) in our prevention division. This is because of time that will need to be devoted to evaluating current occupancies and assisting with inspections. Our current vision is to utilize this opportunity to potentially open this position as a Deputy Chief position of Prevention and Training for KVFR. This would allow us to have depth in our duty chief model while adding this service for the City of Kittitas. Please keep in mind that this proposal is in its draft and infancy stage and we are open and will need to have further discussions. For a starting point and purpose of feasibility from a monetary standpoint I have the following information:

- 2026 Prevention Captain Rate- Non-Paramedic(KVFR Employee): \$134,742.40 Base Rate (Current Average KVFR Employee Benefit Costs \$52,843.56 (Benefits+ Longevity+ Education Incentive). Total KVFR Employee cost estimate \$187,585.96. KVFR does incur additional OT costs associated with the current prevention captain not included in the presented figures.

Below is the fire code/fire marshal services section from the City of Ellensburg contract. This rate increases with COLA each year accounting for 80% of the position cost. Based on the current potential backlog and workload of taking on the services for the City of Ellensburg we would suggest starting the fees at 100% of the current prevention captain rate. Because of our desire to have this position be a duty chief/deputy chief supervisory position, we would not expect the City of Kittitas to endure the full costs of a deputy chief position and would cost share benefits at 50%. This figure below is based on a prevention captain level position not deputy chief position.

Estimate for City of Kittitas Fire Marshal Services: \$161,164.18 annually. For quarterly billing that would be \$40,291.05

3. **Fire Code Official Services.** Continuing the provision set forth in the 2007 pre-annexation agreement the City will pay the District for fire inspection, development application plan review, code enforcement services, and fire investigation services within the City of Ellensburg. The rate for 2017 will be \$102,338.00, which represents 80% of the cost of the Fire Marshal's position in 2016. An annual Cost Of Living Adjustment (COLA) shall be added to the charge each year based on the CPI-W (All US Cities), July-to-July index. The City will pay the annual charge in four equal quarterly installments by March 31, June 30, September 30, and December 31 of each year. The District shall, except to the extent otherwise agreed by the City Manager and the Fire Chief, endeavor to inspect commercial occupancies employee or public access once each calendar year, and shall inspect all commercial buildings pursuant to a complaint. Code enforcement shall include the investigation and processing of all code violations as deemed appropriate and necessary by the Chain of Command of the District, including court actions. The City may terminate the Fire Code Official provision of this contract upon 90 days' advance written notice to the District, paying a pro-rata share of the annual charge to the date of termination.

4. **Fire Marshal.** The City, in accordance with its fire code, shall appoint the Fire Prevention Captain of the District as the fire marshal of the City. To the extent required by law, the Fire Marshal, while acting as the fire marshal of the City, shall report to and be supervised by the City Manager. The Fire Marshal shall cooperate with City building officials and the City Manager to administer, enforce and carry out the City's fire code.

At this point, we would like to see if this is something that is reasonable from the City of Kittitas's view and if so, we will be happy to have more in depth and further conversations. Please let me know what questions you have and we are happy to set up a meeting to further discuss.

Kind Regards,

Sydney McBride  
Administrative Services Manager

Kittitas Valley Fire & Rescue  
Office: 509.933.7231

Cell/Text: 509.856.4898

Fax: 509.933.7245

400 E. Mountain View Ave, Ellensburg WA 98926



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**KITTITAS COUNTY FIRE DISTRICT #2  
Ellensburg, WA**

**Resolution 26-06**

- SUBJECT:** Cashmere Valley Bank Credit Card Account(s)
- WHEREAS,** The Board of Fire Commissioners established with Resolution 20-13 two accounts with Cashmere Valley Bank for credit cards to be utilized for expenses that are reasonably related to carrying out the business of district related to only state mobilizations, other wildland fire events and other major catastrophic events.
- WHEREAS,** The Board of Fire Commissioners wishes to establish and update the Cashmere Valley Bank accounts and credit limits and utilize Cashmere Valley Bank as the primary credit card accounts for the district.
- WHEREAS,** The Board of Fire Commissioners wishes to open a Cashmere Valley Bank municipal check account, retain the existing two KVFR staff credit cards and open an additional seven credit card accounts not to exceed a combined arching district limit of \$35,000.
- WHEREAS,** The following positions listed below are authorized to check out the two KVFR staff cards for expenses that are reasonably related to carrying out the business of the district and provided,
- WHEREAS,** That these cards are to be used only for district purchases in compliance with the KVFR purchasing policy.
- WHEREAS,** The Board of Fire Commissioners under RCW 43.09.2855 authorizes the following accounts and account credit limits:

KVFR Staff 1: Captain, Lieutenant or Firefighter	\$2,000
KVFR Staff 2: Captain, Lieutenant or Firefighter	\$2,000
KVFR Fire Chief	\$5,500
KVFR Deputy Chief	\$5,500
KVFR Financial Services Manager	\$5,500
KVFR Administrative Services Manager	\$5,500
KVFR Administrative Assistant-EMS Billing	\$2,000
KVFR Prevention Captain	\$2,000
KVFR Training Captain	\$5,000

**AND NOW THEREFORE BE IT RESOLVED,** that the Board of Fire Commissioners, Kittitas County Fire District No. 2 hereby authorizes the referenced Cashmere Valley Bank credit card accounts and credit limits.

Adopted this 9th day of April 2026, at a regularly scheduled meeting of the Board of Fire Commissioners.

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Commissioner

Attest to:

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
District Secretary

\_\_\_\_\_  
Commissioner

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