

Cowlitz 911 Public Authority Board of Directors

Meeting Agenda

Wednesday September 17th, 2025 @ 10:00 AM

Hybrid – Cowlitz 911 & Zoom

1. Call to Order and Introductions

2. Approval of the Agenda – Board Action

Recommended Action: A motion to approve the agenda as presented.

3. Approval of Meeting Minutes - Board Action

A. 08/20/2025 Meeting Minutes

Recommended Action: A motion to approve the meeting minutes from 08/20/25.

4. Public Comment

A. The public comment period allows any member of the public to speak to any item that is not on the regular agenda. There is a time-limitation of 3 minutes. All comments should be directed to the Chair.

5. Payables – Board Action

The following transactions are approved as presented

ACCOUNT	TRANS NUMBER	AMOUNT
Payroll 08/20/25	1026 – 1063	\$184,787.63
Payroll 09/05/25	1067 – 1102	\$140,744.13
Claims 08/21/25	1066	\$37,151.13
Claims 09/11/25	1113 – 1138	\$186,427.75

TOTAL		\$549,110.64
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Recommended Action: Motion to approve the payables as presented.

6. Finance Report

7. Preliminary Budget Review

8. Approval to Over Hire by 1 – Board Action

9. MNI Contract – Board Action

10. Review Bylaw Change for User Fees

11. Handbook Edits – Board Action

12. Salary Study – Board Action Executive Session RCW 42.30.110(1)(g)

13. Board Comments/Board Committee Reports

A. LAW TAC Update

B. FIRE TAC Update

14. Director's Report

A. Staffing Update

B. Radio Project Update

15. Old Business: If needed

16. Adjournment

Cowlitz 911 Public Authority Board of Directors

Meeting Minutes

Wednesday August 20th, 2025 @ 10:00 AM

Hybrid – Cowlitz 911 & ZOOM

Attendance

Board Members: Erik Halvorson; Andy Hamilton; Alan Headley; Troy Brightbill (alternate, voting); Charlie Worley; Bill LeMonds; Robert Huhta; Jen Wills; Rick Dahl

Staff: Briana Harvill; Dannyka Baker; Darr Kirk; Jerry Jensen; Justin Stennick; Michelle Arrowsmith; Jessica Weygandt; Tim Hannigan (general counsel)

Guests: Brad Hannig; Jason Kester; Rich Fletcher; Spencer Sally; Scott Goldstein; Robert Gibbs

Board Members Absent and No Alternate:

1. Call to Order and Introductions

Huhta called the meeting to order at 10:00 AM.

2. Approval of the Agenda

Recommended Action: A motion to approve the agenda as presented.

Hamilton made a motion to approve the agenda as presented. Headley seconded; all in favor, motion carried.

3. Approval of Meeting Minutes

A. June 18, 2025, Meeting Minutes

Recommended Action: A motion to approve the meeting minutes from 06/18/25, meeting minutes.

Headley made a motion to approve the 06/18/2025 meeting minutes as presented. LeMonds seconded; all in favor, motion carried.

4. Public Comment

The public comment period allows any member of the public to speak to any item that is not on the regular agenda.

5. Payables:

ACCOUNT	TRANS NUMBER	AMOUNT
Payroll 06/18/25	749 – 786	\$185,964.72
Payroll 07/03/25	816 – 851	\$149,171.44
Payroll 07/18/25	876 – 915	\$154,044.37
Payroll 07/24/25	947 – 949	\$43,010.42
Payroll 08/05/25	950 – 985	\$171,822.56
Claims 06/02/25	687 – 701 & 789	\$224,821.18
Claims 06/23/25	790	\$20,782.67
Claims 06/26/25	791 – 815	\$130,445.34
Claims 07/10/25	854 – 875	\$102,924.09
Claims 07/24/25	931 – 943	\$54,368.10
Claims 08/14/25	1011 – 1025	\$49,652.77
TOTAL		\$1,287,007.66

Recommended Action: Motion to approve the payables as presented.

LeMonds made a motion to approve payables as presented. Worley seconded; all in favor, motion carried.

6. Resolution 2025-003: Amending Credit Limits – **Board Action**

Recommended Action: Motion to approve Resolution 2025-003: Amending Credit Limits as presented.

Wills made a motion to approve the Day Wireless contract amendment as presented. LeMonds seconded; all in favor, motion carried.

7. Speelyai Lease Modification – Board Action

Recommended Action: Motion to approve the Speelyai Lease Modification as presented.

Headley made a motion to approve the Speelyai Lease Modification as presented. Worley seconded; all in favor, motion carried.

8. Speelyai Sublease – Board Action

Recommended Action: Motion to approve the Speelyai sublease with Cowlitz/Skamania Fire District 7 as presented.

Hamilton made a motion to approve the Speelyai sublease with Cowlitz/Skamania Fire District 7 as presented. LeMonds seconded; all in favor, motion carried.

9. MNI Microwave Links for Coldwater, Johnston Ridge and Davis Peak

Microwaves for these sites were not included originally due to land slide that took out the road and having no access to the site. This will be the next phase of microwave replacements. Replacing microwaves at these sites was always apart of the plan and was budgeted for.

10. Tone Only Frequency

Looking at vendors to allow tones to get off the main fire frequency. Currently, all fire departments operate on one frequency, and this can cause delays when there are multiple calls needing to be toned out as well on current personnel on an active scene needing to communicate with dispatch or one another. Do not anticipate the cost of this to be more than \$100,000 to be implemented, but it will be an ongoing cost. Justin has found a frequency that we already own that can be used for this purpose.

11. User Fee Formula Discussion

Remaining status quo with user fees for 2026. The user fee committee talked about a formula and adopted a budget but never formally adopted the formula. This formula will be presented at the next meeting. The intent is to apply the formula to the budget every 3 years and will forecast every year to ensure we are still in a good spot with the economy at the time and ensure nothing needs to be adjusted.

12. Board Comments/Board Committee Reports

A. LAW TAC Update: No meeting in August. The next meeting will be in September and will be discussing the law radio procedures manual.

B. FIRE TAC Update: Adding benchmarks for fire events at the 10-minute mark. Debriefed the 4th of July, AI took a large burden off staff, and we worked closely with DNR. Have changed some nature codes and have meetings with tone only vendors on September 3rd following the Chiefs and EMS Council meetings.

13. Director's Report

A. Staffing Update: James and Maddie started in February; James will be signed off on August 26th and Maddie will be signed off a couple weeks later, on September 11th. We had an increase in participation from trainers, and the success of our trainees would not be possible

without them. We have 2 new dispatchers starting on September 11th and possibly a third later in September. This will put us at 22 of 23. There are currently 2 in background now. Justin and Don attended MNI training earlier this month. Hosting a tower training for Justin and Brannon on site.

B. Radio Update: An average of 4-5 hours of talk and/or listen time has been shaved due to AI and the resistance level is pretty low still.

C. Handbook Edits: This will be an item on the agenda at next months meeting along with the salary study findings.

14. Old Business: N/A

15. Executive Session: N/A

16. Adjournment: 10:37 AM

Robert Huhta, Board Chair

Attest:

Briana Harvill, Clerk of the Board

CHECK REGISTER

COWLITZ 911

Time: 11:47:28 Date: 09/09/2025

08/20/2025 To: 08/20/2025

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
1054	08/20/2025	Payroll	1	EFT	COWLITZ COUNTY TREASURER'S OFFICE (IRS)	33,009.14	941 Deposit for Pay Cycle(s) 08/20/2025 - 08/20/2025
1055	08/20/2025	Payroll	1	13841	KAISER PERMANENTE MEMBERSHIP ADMIN	9,727.83	Pay Cycle(s) 07/10/2025 To 07/25/2025 - MEDICAL-KAISER; Pay Cycle(s) 07/26/2025 To 08/10/2025 - MEDICAL-KAISER
1056	08/20/2025	Payroll	1	13842	WASHINGTON COUNTIES INSURANCE FUND	27,263.49	Pay Cycle(s) 07/10/2025 To 07/25/2025 - MEDICAL-WCIF; Pay Cycle(s) 07/10/2025 To 07/25/2025 - LIFE INS BUYUP; Pay Cycle(s) 07/10/2025 To 07/25/2025 - AD-D BUYUP; Pay Cycle(s) 07/26/2025 To 08/10/2025;
1057	08/20/2025	Payroll	1	13843	WASHINGTON STATE DEPT OF RETIREMENT	15,734.67	Pay Cycle(s) 07/26/2025 To 08/10/2025 - PSERS2; Pay Cycle(s) 07/26/2025 To 08/10/2025 - PERS2; Pay Cycle(s) 07/26/2025 To 08/10/2025 - PERS3
1026	08/20/2025	Payroll	2	EFT	JONATHAN C AGUIRRE	2,973.69	
1027	08/20/2025	Payroll	2	EFT	MICHELLE R ARROWSMITH	4,091.50	
1028	08/20/2025	Payroll	2	EFT	DANNYKA BAKER	1,325.41	
1029	08/20/2025	Payroll	2	EFT	KATIE M COSGROVE	3,875.11	
1030	08/20/2025	Payroll	2	EFT	KATHRYN DAVIS	2,296.12	
1031	08/20/2025	Payroll	2	EFT	MADISON A DEISHER	1,879.98	
1032	08/20/2025	Payroll	2	EFT	JOSHUA EVALD	3,675.92	
1033	08/20/2025	Payroll	2	EFT	MISTI GIBBS	2,363.01	
1034	08/20/2025	Payroll	2	EFT	MARIA GILBERT	3,063.68	
1035	08/20/2025	Payroll	2	EFT	BRIANA HARVILL	2,465.18	
1036	08/20/2025	Payroll	2	EFT	JAMES HLOUSEK	2,124.31	
1037	08/20/2025	Payroll	2	EFT	TARA HUHTA	2,750.04	
1038	08/20/2025	Payroll	2	EFT	JERRY JENSEN	4,047.49	
1039	08/20/2025	Payroll	2	EFT	JEREMY KIRK D	2,793.83	
1040	08/20/2025	Payroll	2	EFT	ANNA LAUDENSCHLAGER	4,802.03	
1041	08/20/2025	Payroll	2	EFT	JULIA MARTIN	4,126.13	
1042	08/20/2025	Payroll	2	EFT	ANDREA R MATZKE	2,730.22	
1043	08/20/2025	Payroll	2	EFT	ASHLYN MUNSON	3,463.85	
1044	08/20/2025	Payroll	2	EFT	TRISTA OJALEHTO	2,759.24	
1045	08/20/2025	Payroll	2	EFT	SAMANTHA PERRY	3,834.78	
1046	08/20/2025	Payroll	2	EFT	KAYLEE SCHAEFER	2,532.51	
1047	08/20/2025	Payroll	2	EFT	ROBERT SCHAEFER	3,566.24	
1048	08/20/2025	Payroll	2	EFT	MICHELLE SIMS	3,710.58	
1049	08/20/2025	Payroll	2	EFT	BRANNON STARR	2,653.65	
1050	08/20/2025	Payroll	2	EFT	JUSTIN J STENNICK	3,919.60	
1051	08/20/2025	Payroll	2	EFT	REBECCA SWANSON	2,622.07	
1052	08/20/2025	Payroll	2	EFT	DON TURRENTINE	4,636.70	
1053	08/20/2025	Payroll	2	EFT	JESSICA M WEYGANDT	2,509.04	
1058	08/20/2025	Payroll	2	EFT	CAPSCO	55.00	Pay Cycle(s) 07/26/2025 To 08/10/2025 - ASSN FEE
1059	08/20/2025	Payroll	2	EFT	COWLITZ 911 EMERGENCY SERVICES ASSN	817.50	Pay Cycle(s) 07/26/2025 To 08/10/2025 - UNION DUES; Pay Cycle(s) 07/26/2025 To 08/10/2025 - INITIATION FEE
1060	08/20/2025	Payroll	2	EFT	EMPOWER TRUST (401A)	579.68	Pay Cycle(s) 07/26/2025 To 08/10/2025 - 401a Plan

CHECK REGISTER

COWLITZ 911

Time: 11:47:28 Date: 09/09/2025

08/20/2025 To: 08/20/2025

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
1061	08/20/2025	Payroll	2	EFT	EMPOWER TRUST (457B)	2,658.41	Pay Cycle(s) 07/26/2025 To 08/10/2025 - DEF COMP
1062	08/20/2025	Payroll	2	EFT	HRA VEBA	6,925.00	Pay Cycle(s) 07/26/2025 To 08/10/2025 - VEBA
1063	08/20/2025	Payroll	2	EFT	REHN AND ASSOCIATES	425.00	Pay Cycle(s) 07/26/2025 To 08/10/2025 - HSA
001 OPERATIONS						178,128.62	
003 RADIO OPERATIONS						6,659.01	
						<hr/>	
						184,787.63	Payroll: 184,787.63

CERTIFICATION/AUTHORIZATION STATEMENT

I, the undersigned, do hereby certify that all information recorded in the check register, including all transactions, debits, credits, and balances, is true, accurate, and complete to the best of my knowledge and belief. The services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against Cowlitz 911, and that I am authorized to authenticate and certify to said claim.

Budget Finance Manager, Signature

Date

We have reviewed the claims listed in this report, and we approve payment with our signatures below.

Executive Director, Signature

Date

Board Chair, Signature

Date

CHECK REGISTER

COWLITZ 911

Time: 11:46:55 Date: 09/09/2025

09/05/2025 To: 09/05/2025

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
1095	09/05/2025	Payroll	1	EFT	COWLITZ COUNTY TREASURER'S OFFICE (IRS)	30,935.68	941 Deposit for Pay Cycle(s) 08/11//2025 To 08/25/2025
1096	09/05/2025	Payroll	1	13845	WASHINGTON STATE DEPT OF RETIREMENT	14,819.66	Pay Cycle(s) 08/11//2025 To 08/25/2025 - PSERS2; Pay Cycle(s) 08/11//2025 To 08/25/2025 - PERS2; Pay Cycle(s) 08/11//2025 To 08/25/2025 - PERS3
1067	09/05/2025	Payroll	2	EFT	JONATHAN C AGUIRRE	3,127.19	
1068	09/05/2025	Payroll	2	EFT	MICHELLE R ARROWSMITH	4,092.51	
1069	09/05/2025	Payroll	2	EFT	DANNYKA BAKER	1,526.32	
1070	09/05/2025	Payroll	2	EFT	KATIE M COSGROVE	3,399.19	
1071	09/05/2025	Payroll	2	EFT	KATHRYN DAVIS	2,944.58	
1072	09/05/2025	Payroll	2	EFT	MADISON A DEISHER	1,751.84	
1073	09/05/2025	Payroll	2	EFT	JOSHUA EVALD	3,023.97	
1074	09/05/2025	Payroll	2	EFT	MISTI GIBBS	2,751.70	
1075	09/05/2025	Payroll	2	EFT	MARIA GILBERT	3,008.42	
1076	09/05/2025	Payroll	2	EFT	BRIANA HARVILL	2,465.48	
1077	09/05/2025	Payroll	2	EFT	JAMES HLOUSEK	1,933.12	
1078	09/05/2025	Payroll	2	EFT	TARA HUHTA	2,469.46	
1079	09/05/2025	Payroll	2	EFT	JERRY JENSEN	4,044.11	
1080	09/05/2025	Payroll	2	EFT	JEREMY KIRK D	2,793.84	
1081	09/05/2025	Payroll	2	EFT	ANNA LAUDENSCHLAGER	3,504.74	
1082	09/05/2025	Payroll	2	EFT	JULIA MARTIN	3,250.37	
1083	09/05/2025	Payroll	2	EFT	ANDREA R MATZKE	3,858.87	
1084	09/05/2025	Payroll	2	EFT	ASHLYN MUNSON	2,480.15	
1085	09/05/2025	Payroll	2	EFT	TRISTA OJALEHTO	2,319.48	
1086	09/05/2025	Payroll	2	EFT	SAMANTHA PERRY	2,536.45	
1087	09/05/2025	Payroll	2	EFT	KAYLEE SCHAEFER	2,421.00	
1088	09/05/2025	Payroll	2	EFT	ROBERT SCHAEFER	3,373.24	
1089	09/05/2025	Payroll	2	EFT	MICHELLE SIMS	3,924.33	
1090	09/05/2025	Payroll	2	EFT	BRANNON STARR	2,652.17	
1091	09/05/2025	Payroll	2	EFT	JUSTIN J STENNICK	3,916.34	
1092	09/05/2025	Payroll	2	EFT	REBECCA SWANSON	2,834.93	
1093	09/05/2025	Payroll	2	EFT	DON TURRENTINE	4,638.12	
1094	09/05/2025	Payroll	2	EFT	JESSICA M WEYGANDT	2,507.98	
1097	09/05/2025	Payroll	2	EFT	CAPSCO	55.00	Pay Cycle(s) 08/11//2025 To 08/25/2025 - ASSN FEE
1098	09/05/2025	Payroll	2	EFT	COWLITZ 911 EMERGENCY SERVICES ASSN	817.50	Pay Cycle(s) 08/11//2025 To 08/25/2025 - UNION DUES; Pay Cycle(s) 08/11//2025 To 08/25/2025 - INITIATION FEE
1099	09/05/2025	Payroll	2	EFT	EMPOWER TRUST (401A)	579.68	Pay Cycle(s) 08/11//2025 To 08/25/2025 - 401a Plan
1100	09/05/2025	Payroll	2	EFT	EMPOWER TRUST (457B)	2,636.71	Pay Cycle(s) 08/11//2025 To 08/25/2025 - DEF COMP
1101	09/05/2025	Payroll	2	EFT	HRA VEBA	6,925.00	Pay Cycle(s) 08/11//2025 To 08/25/2025 - VEBA
1102	09/05/2025	Payroll	2	EFT	REHN AND ASSOCIATES	425.00	Pay Cycle(s) 08/11//2025 To 08/25/2025 - HSA
001 OPERATIONS						134,160.50	
003 RADIO OPERATIONS						6,583.63	

140,744.13 Payroll: 140,744.13

CHECK REGISTER

COWLITZ 911

Time: 11:46:55 Date: 09/09/2025

09/05/2025 To: 09/05/2025

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
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CERTIFICATION/AUTHORIZATION STATEMENT

I, the undersigned, do hereby certify that all information recorded in the check register, including all transactions, debits, credits, and balances, is true, accurate, and complete to the best of my knowledge and belief. The services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against Cowlitz 911, and that I am authorized to authenticate and certify to said claim.

Budget Finance Manager, Signature

Date

We have reviewed the claims listed in this report, and we approve payment with our signatures below.

Executive Director, Signature

Date

Board Chair, Signature

Date

CHECK REGISTER

COWLITZ 911

Time: 11:47:47 Date: 09/09/2025

08/21/2025 To: 08/21/2025

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
1066	08/21/2025	Claims	1	13844	US BANK (VISA)	37,151.13	0825 MARROWSMITH USBANK STMT; 0825 C911 USBANK STMT; 0825 BHARVILL USBANK STMT; 0825 ACCOUNTS PAYABLE USBANK STMT; 0825 BSTARR USBANK STMT; 0825 JSTENNICK USBANK STMT; 0825 DTURRENTINE USBANK STMT; 08
		Invoices	Amount	PO	For		
		0825 2810 ARROV	4,760.66		0825 MARROWSMITH USBANK STMT		
		0825 2810 C911	2,556.64		0825 C911 USBANK STMT		
		0825 2810 HARVIL	2,536.04		0825 BHARVILL USBANK STMT		
		0825 2810 AP	9,879.37		0825 ACCOUNTS PAYABLE USBANK STMT		
		0825 2810 STARR	234.83		0825 BSTARR USBANK STMT		
		0825 2810 STENN	1,543.34		0825 JSTENNICK USBANK STMT		
		0825 2810 TURREI	8,784.88		0825 DTURRENTINE USBANK STMT		
		0825 2810 WEYGA	6,143.32		0825 JWEYGANDT USBANK STMT		
		0825 2810 BAKER	712.05		0825 DBAKER USBANK STMT		
		001 OPERATIONS				27,484.34	
		003 RADIO OPERATIONS				9,549.33	
		004 RADIO REPLACEMENT				117.46	
						37,151.13	Claims: 37,151.13

CERTIFICATION/AUTHORIZATION STATEMENT

I, the undersigned, do hereby certify that all information recorded in the check register, including all transactions, debits, credits, and balances, is true, accurate, and complete to the best of my knowledge and belief. The services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against Cowlitz 911, and that I am authorized to authenticate and certify to said claim.

Budget Finance Manager, Signature

Date

We have reviewed the claims listed in this report, and we approve payment with our signatures below.

Executive Director, Signature

Date

Board Chair, Signature

Date

TOTALS FOR: US BANK (VISA)

COWLITZ 911

08/01/2025 To: 08/31/2025

Time: 10:33:04 Date: 08/21/2025

Page: 1

Accts Pay #	Date	Vendor	Amount	Memo
6378	08/21/2025	100192 US BANK (VISA)	4,760.66	0825 MARROWSMITH USBANK STMT
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	29.29	WINDOW ART TO PREVENT BIRD WINDOW COLLISIONS
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	84.63	OFFICE SUPPLIES
001 - 528 10 40 408	TUITION REGISTRATION	POWER DMS	1,300.00	09/29-10/1/25 NEOGOV IGNITE CONF REG-KSCHAEFER-LAS VEGAS NV
001 - 528 10 40 408	TUITION REGISTRATION	POWER DMS	1,300.00	09/29-10/1/25 NEOGOV IGNITE CONF REG-BSCHAEFER-LAS VEGAS NV
001 - 528 10 40 408	TUITION REGISTRATION	POWER DMS	1,300.00	09/29-10/1/25 NEOGOV IGNITE CONF REG-EVALD-LAS VEGAS NV
001 - 528 10 40 409	AIRFARE		241.60	09/29-10/1/25 IGNITE-AIRFARE-EVALD-LAS VEGAS NV
001 - 528 10 40 409	AIRFARE		241.60	09/29-10/1/25 IGNITE-AIRFARE-BSCHAEFER-LAS VEGAS NV
001 - 528 10 40 409	AIRFARE		241.60	09/29-10/1/25 IGNITE-AIRFARE-SSCHAEFER-LAS VEGAS NV
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		21.94	0725 CHATGPT - ARROWSMITH
6379	08/21/2025	100192 US BANK (VISA)	2,556.64	0825 C911 USBANK STMT
001 - 528 10 40 425	LODGING		50.00	APCO 2025-HOTEL CANCELLATION FEE - DUPLICATE BOOKING-BALTIMORE MD
001 - 528 10 40 425	LODGING		50.00	APCO 2025-HOTEL CANCELLATION FEE - DUPLICATE BOOKING-BALTIMORE MD
001 - 528 10 40 425	LODGING		117.92	09/28/25-IGNITE CONF-HOTEL-B&K SCHAEFER-LAS VEGAS NV
001 - 528 10 40 425	LODGING		117.92	09/28/25-IGNITE CONF-HOTEL-EVALD-LAS VEGAS NV
001 - 528 10 40 425	LODGING		1,110.40	07/26-31/2025-APCO 2025-HOTEL-COSGROVE-BALTIMORE MD
001 - 528 10 40 425	LODGING		1,110.40	07/26-31/2025-APCO 2025-HOTEL-MUNSON-BALTIMORE MD
6380	08/21/2025	100192 US BANK (VISA)	2,536.04	0825 BHARVILL USBANK STMT
001 - 528 10 40 408	TUITION REGISTRATION	APCO INTERNATIONAL	250.00	APCO TRAINING 72851 & EMD TRACK
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		1,824.19	72865-LAUDENSCHALGER-REMOTE BAMBOO HR IMPLEMENTATION FEE
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		461.85	07/11/25-08/10/25 BAMBOO HR
6381	08/21/2025	100192 US BANK (VISA)	9,879.37	0825 ACCOUNTS PAYABLE USBANK STMT
001 - 528 10 40 404	TELEPHONE	VERIZON WIRELESS	652.70	0725 CELL PHONES AND IPADS
001 - 528 10 40 404	TELEPHONE	CENTURYLINK	663.76	0725 PHONE SERVICES
001 - 528 10 40 404	TELEPHONE	LEVEL 3 COMMUNICATIONS, LLC	960.04	0725 PHONE SERVICES AT 2790 OBH AND HOJ
001 - 528 10 40 428	IGN/ISP	COMCAST	525.37	06/24/25-07/23/25 INTERNET AT 312 SW 1ST AVE
001 - 528 10 40 428	IGN/ISP	LEVEL 3 COMMUNICATIONS, LLC	720.24	0725 INTERNET SERVICES AT 2790 OBH
001 - 528 10 40 428	IGN/ISP	COMCAST BUSINESS	4,896.56	0725 DEDICATED ETHERNET AND CYBERSECURITY AT 2790 OBH AND HOJ
001 - 528 10 40 432	UTILITIES (OPS)	COMCAST	249.23	06/30/25-07/29/25 CABLE TV SERVICES AT 2790 OBH
003 - 528 30 40 003	UTILITIES (RADIO OPS)	COWLITZ PUD	258.49	PUD 05/19/25-06/18/25 POWER AT 1 LAULAIN RD

TOTALS FOR: US BANK (VISA)

COWLITZ 911

Time: 10:33:04 Date: 08/21/2025
08/01/2025 To: 08/31/2025 Page: 2

Accts Pay #	Date	Vendor	Amount	Memo
003 - 528 30 40 003	UTILITIES (RADIO OPS)	COWLITZ PUD	275.21	PUD 05/05/25-06/03/25 POWER AT 1600 BAYS WATER RD
003 - 528 30 40 003	UTILITIES (RADIO OPS)	COWLITZ PUD	37.49	PUD 05/12/25-06/11/25 POWER AT 200 GREEN ACRES DR
003 - 528 30 40 003	UTILITIES (RADIO OPS)	COWLITZ PUD	204.02	PUD 05/19/25-06/18/25 POWER AT 540 OSWALT LN
003 - 528 30 40 003	UTILITIES (RADIO OPS)	COLUMBIA RIVER PUD	436.26	05/06/25-06/04/25 POWER AT 73281 NEER CITY RD
6382	08/21/2025	100192 US BANK (VISA)	234.83	0825 BSTARR USBANK STMT
001 - 528 10 30 304	FUEL/GAS FACILITY		108.82	FUEL FOR FACILITIES MANAGER TRUCK
001 - 528 10 30 306	FACILITY/VEHICLE UPKEE		68.32	FILTER AND KITCHEN CLEANING SUPPLIES
001 - 528 10 30 306	FACILITY/VEHICLE UPKEE		48.69	WINDOW SUPPLIES - 2790 OBH
001 - 528 10 40 419	BOARD/ USER APPRECI		9.00	SUPPLEIS FOR BOARD BBQ 07/16/25
6383	08/21/2025	100192 US BANK (VISA)	1,543.34	0825 JSTENNICK USBANK STMT
001 - 528 10 30 306	FACILITY/VEHICLE UPKEE		63.67	HYDRANT TESTING SUPPLIES
001 - 528 10 40 425	LODGING		428.95	09/23-25/25 WSEMA CONF REG-STENNICK-AIRWAY HEIGHTS WA
003 - 528 30 30 002	SMALL TOOLS AND MINI		43.27	TRAILER PLUG FOR RADIO MANAGER TRUCK
003 - 528 30 30 002	SMALL TOOLS AND MINI	DAY WIRELESS	279.26	RADIO POWER SUPPLY
003 - 528 30 40 001	FUEL (RADIO OPS)		108.29	FUEL FOR RADIO MANAGER TRUCK
003 - 528 30 40 001	FUEL (RADIO OPS)		112.38	FUEL FOR RADIO MANAGER TRUCK
003 - 528 30 40 001	FUEL (RADIO OPS)		110.87	FUEL FOR RADIO MANAGER TRUCK
003 - 528 30 40 001	FUEL (RADIO OPS)		98.11	FUEL FOR RADIO MANAGER TRUCK
003 - 528 30 40 004	REPAIRS & MAINTENAN		219.99	SIDE BY SIDE RENTAL TO GET TO JOHNSTON RIDGE
003 - 528 30 40 004	REPAIRS & MAINTENAN		7.86	FUEL FOR SIDE BY SIDE RENTAL TO JOHNSTON RIDGE
003 - 528 30 40 004	REPAIRS & MAINTENAN	AMAZON BUSINESS	70.69	PROGRAMMING CABLES AND TAGS
6384	08/21/2025	100192 US BANK (VISA)	8,784.88	0825 DTURRENTINE USBANK STMT
001 - 528 10 30 303	SMALL TOOLS AND MINI	AMAZON BUSINESS	197.32	HPC TRANSCEIVERS FOR HOJ
001 - 528 10 30 303	SMALL TOOLS AND MINI	AMAZON BUSINESS	201.48	HPE NETWORKING SWITCH FOR HOJ
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		720.00	07/15/25-07/15/26 DUO ESSENTIALS ANNUAL RENEWAL(20 USERS)
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		2.99	07/20/25 APPLIE ICLOUD RENEWAL - TURRENTINE
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		37.88	0725 MAILGUN SOFTWARE SUBSCRIPTION
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		357.30	07/15/25-07/15/26 DUO ESSENTIALS ANNUAL RENEWAL (10 ADDTL USERS)
001 - 528 10 40 428	IGN/ISP		65.00	07/08/25-08/08/25 STARLINK INTERNET CONNECTION
003 - 528 30 40 004	REPAIRS & MAINTENAN		302.96	SPECTRACOM NETCLOCK 94883
003 - 528 30 40 004	REPAIRS & MAINTENAN		6,782.49	TOWER CLIMBING EQUIPMENT
004 - 594 28 60 006	CAPITAL EQUIPMENT - C	AMAZON BUSINESS	30.76	POWER CABLES FOR RADIO SWITCHING PROJECT
004 - 594 28 60 006	CAPITAL EQUIPMENT - C	AMAZON BUSINESS	86.70	POWER CABLES FOR RADIO SWITCHING PROJECT
6385	08/21/2025	100192 US BANK (VISA)	6,143.32	0825 JWEYGANDT USBANK STMT

TOTALS FOR: US BANK (VISA)

COWLITZ 911

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Time: 10:33:04 Date: 08/21/2025
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Accts Pay #	Date	Vendor	Amount	Memo
001 - 528 10 40 404	TELEPHONE	AT&T MOBILITY LLC	216.81	06/20/25-07/19/25 CELL PHONES AND HOT SPOT
001 - 528 10 40 408	TUITION REGISTRATION		890.00	09/23-26/2025 WFOA CONF REG-WEYGANDT-BELLEVUE WA
001 - 528 10 40 414	TECHNOLOGY & SOFTW.		21.63	0725 CHATGPT - WEYGANDT
001 - 528 10 40 415	MEMBERSHIPS DUES AN		75.00	2025 WA FINANCE OFFICERS ASSN DUES - JWEYGANDT
001 - 528 10 40 428	IGN/ISP		2,755.00	0725 DARK FIBER CONNECTIONS HOJ TO 2790 OBH
001 - 528 10 40 432	UTILITIES (OPS)	COWLITZ PUD	1,983.19	PUD 05/12/25-06/11/25 POWER AT 2790 OBH
003 - 528 90 40 003	LEASEHOLD TAX DOR - II	WASHINGTON STATE DEPT OF REVENUE	6.35	Q225 KPTV LEASEHOLD TAX FILING FEE
003 - 528 90 40 003	LEASEHOLD TAX DOR - II		195.34	Q225 KPTV LEASEHOLD TAX
6386 08/21/2025 100192 US BANK (VISA)			712.05	0825 DBAKER USBANK STMT
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	51.83	MISC OFFICE SUPPLIES
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	5.27	RECEIPT BOOK FOR PUBLIC DISCLOUSRE REQUESTS
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	39.54	ERGONOMIC KEYBOARD DBAKER
001 - 528 10 30 300	OFFICE SUPPLIES		42.18	BUSINESS CARDS BHARVILL
001 - 528 10 30 300	OFFICE SUPPLIES		55.15	PAID STAMP AND BUSINESS CARDS JSTENNICK
001 - 528 10 30 300	OFFICE SUPPLIES	AMAZON BUSINESS	49.28	MISC OFFICE SUPPLIES
001 - 528 10 30 301	PUB ED MATERIALS	AMAZON BUSINESS	31.37	BROCHURE HOLDER FOR PUB ED
001 - 528 10 30 302	EMPLOYEE APPRECIATIO	AMAZON BUSINESS	25.44	STORK PIN - KSCHAEFER
001 - 528 10 30 302	EMPLOYEE APPRECIATIO	AMAZON BUSINESS	14.01	STORK PIN - SWANSON
001 - 528 10 30 302	EMPLOYEE APPRECIATIO	AMAZON BUSINESS	35.52	STORK PINS - ANNA- DEPUTY - STOCK
001 - 528 10 30 302	EMPLOYEE APPRECIATIO		26.87	STORK PINS (3) - STOCK
001 - 528 10 40 403	POSTAGE		90.45	STAMPS AND CERTIFIED RETURN RCT MAIL
001 - 528 10 40 419	BOARD/ USER APPRECIA		77.65	SUPPLIES FOR BOARD APPRECIATION EVENT 07/16/2025
001 - 528 10 40 419	BOARD/ USER APPRECIA		97.13	SUPPLIES FOR BOARD APPRECIATION EVENT 07/16/2025
001 - 528 10 40 419	BOARD/ USER APPRECIA		70.36	SUPPLIES FOR BOARD APPRECIATION EVENT 07/16/25

Total: 37,151.13

CHECK REGISTER

COWLITZ 911

Time: 09:05:44 Date: 09/11/2025

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
1113	09/11/2025	Claims	1	13846	ASTRONICS TEST SYSTEMS	130.78	INV INV8551; SALES TAX ON INV INV8397
1114	09/11/2025	Claims	1	13847	CARROLL CONSULTING LLC	2,596.80	INV 081325; INV 071125; INV 051325
1115	09/11/2025	Claims	1	13848	CLARK COUNTY TREASURES OFFICE	301.27	INV CI078855
1116	09/11/2025	Claims	1	13849	COMPASS SAFETY TRAINING AND CONSULTING	4,328.00	INV A000030
1117	09/11/2025	Claims	1	13850	DAY WIRELESS	120,610.83	RETAINAGE RELEASE ON MAINTENANCE CONTRACT; INV INV888511; INV INV885578
1118	09/11/2025	Claims	1	13851	HANIGAN LAW OFFICE, P.S.	818.10	INV 4480
1119	09/11/2025	Claims	1	13852	INTEGER ASSOCIATES INC	1,862.62	INV 25-1009
1120	09/11/2025	Claims	1	13853	LANGUAGE LINE SVCS INC	12.95	INV 11702636
1121	09/11/2025	Claims	1	13854	ANNA LAUDENSCHLAGER	462.40	09/17-19/25 NW CJIS USERS WORKSHOP ADVANCED TRAVEL
1122	09/11/2025	Claims	1	13855	LEMAY MOBILE SHREDDING	24.04	INV 21855876S010
1123	09/11/2025	Claims	1	13856	LONGVIEW, CITY OF	3,351.57	INV 2977; ACCT 21-25-8303-00 0825; ACCT 21-25-0898-25 0825
1124	09/11/2025	Claims	1	13857	LOWE'S	218.76	ACCT 99005722378 0825
1125	09/11/2025	Claims	1	13858	LOWER COLUMBIA OCC HEALTH	168.00	INV 2025-04155
1126	09/11/2025	Claims	1	13859	MORE POWER TECHNOLOGY	13,193.27	INV 17634; INV 17604
1127	09/11/2025	Claims	1	13860	MOTOROLA SOLUTIONS	15,484.53	RETAINAGE RELEASE ON 2022 DISPATCH CONSOLE INSTALL; INV 1162418620
1128	09/11/2025	Claims	1	13861	POWER DMS	6,480.50	INV INV-143974
1129	09/11/2025	Claims	1	13862	RELIABLE ADMINISTRATION SOLUTIONS	2,000.00	INV 1140
1130	09/11/2025	Claims	1	13863	RIGHT! SYSTEMS, INC.	6,881.43	INV SI-193809
1131	09/11/2025	Claims	1	13864	SAFE KIDS LOWER COLUMBIA	100.00	SAFEKIDS 2025
1132	09/11/2025	Claims	1	13865	SHIELD ASSESSMENTS	930.00	INV 3238
1133	09/11/2025	Claims	1	13866	SIERRA SPRINGS	190.84	INV 5351188 082125
1134	09/11/2025	Claims	1	13867	SUBURBAN PROPANE, L.P.	59.35	INV 190844
1135	09/11/2025	Claims	1	13868	TELECOMUNNICATION SYSTEMS, INC	4,626.68	INV 04INV-000046042
1136	09/11/2025	Claims	1	13869	TOSHIBA AMERICA BUSINESS SOLUTIONS	401.13	INV 5035685954; INV 5035699560
1137	09/11/2025	Claims	1	13870	WALTER E NELSON COMPANY	81.10	INV 1966725
1138	09/11/2025	Claims	1	13871	WASHINGTON STATE AUDITOR	1,112.80	INV L170188
001 OPERATIONS						50,085.90	
003 RADIO OPERATIONS						10,730.88	
004 RADIO REPLACEMENT						112,326.44	
300 BUILDING PROJECT						13,284.53	
							Claims:
* Transaction Has Mixed Revenue And Expense Accounts						186,427.75	186,427.75

CHECK REGISTER

COWLITZ 911

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09/11/2025 To: 09/11/2025

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Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
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CERTIFICATION/AUTHORIZATION STATEMENT

I, the undersigned, do hereby certify that all information recorded in the check register, including all transactions, debits, credits, and balances, is true, accurate, and complete to the best of my knowledge and belief. The services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against Cowlitz 911, and that I am authorized to authenticate and certify to said claim.

Budget Finance Manager, Signature

Date

We have reviewed the claims listed in this report, and we approve payment with our signatures below.

Executive Director, Signature

Date

Board Chair, Signature

Date

COWLITZ 911

Police • Fire • Medical

BUDGETED BEGINNING FUND BALANCE FOR ALL FUNDS

\$14,824,480.72

ACTUAL BEGINNING FUND BALANCE FOR ALL FUNDS

\$12,518,775.93

REVENUES

FUND	Budget	Actual Thru 9/11	Forecast	%Remaining
Operations	\$5,103,431.00	\$3,547,076.49	\$5,253,994.59	3%
Tax	\$1,097,000.00	\$854,617.56	\$1,139,490.08	4%
CPD Grant	\$52,061.00	\$50,400.00	\$67,200.00	29%
User Fees	\$1,890,370.00	\$1,561,742.68	\$1,938,209.67	3%
Misc	\$64,000.00	\$80,316.25	\$109,094.84	70%
Transfers In	\$2,000,000.00	\$1,000,000.00	\$2,000,000.00	0%
Radio Operations	\$587,570.33	\$308,195.43	\$589,454.18	0%
Tower Rent	\$48,570.33	\$36,705.20	\$50,252.62	3%
Misc	\$9,000.00	\$6,490.23	\$9,201.56	2%
Transfers In	\$530,000.00	\$265,000.00	\$530,000.00	0%
Equipment Replacement	\$429,000.00	\$222,228.73	\$430,249.25	0%
Radio Replacement	\$1,895,000.00	\$1,352,271.28	\$2,660,883.41	40%
Federal Grant	\$1,475,000.00	\$1,152,653.51	\$2,179,000.00	48%
Transfers & Interest	\$420,000.00	\$199,617.77	\$481,883.41	15%
Sales Tax	\$3,010,000.00	\$2,451,359.99	\$4,887,119.03	62%
Stabilization Reserve	\$69,600.00	\$37,000.58	\$73,000.58	5%
Facility Reserve	\$218,000.00	\$121,114.27	\$236,195.89	8%
Debt Service	\$760,553.00	\$501,015.03	\$747,321.86	-2%
Project Fund	\$65,000.00	\$47,361.81	\$52,853.48	-19%
TOTAL REVENUES	\$12,138,154.33	\$8,587,623.61	\$14,931,072.27	23%

EXPENSES

FUND	Budget	Actual Thru 9/11	Forecast	%Remaining
Operations	\$7,028,612.68	\$4,268,619.13	\$6,253,184.32	-11%
Salaries Wages & Benefits	\$4,673,445.05	\$2,705,257.13	\$3,850,570.15	-18%
Travel/Training	\$57,100.00	\$59,321.81	\$80,500.00	41%
Overhead	\$421,767.63	\$270,619.13	\$359,778.45	-15%
General Facility	\$57,100.00	\$25,687.20	\$39,388.08	-31%
Professional Fees	\$420,000.00	\$318,493.63	\$399,904.80	-5%
Technology & Software	\$350,000.00	\$254,243.83	\$350,000.00	0%
SBTIA/LEASE/PPP	\$178,000.00	\$203,691.18	\$301,542.84	69%
Other	\$1,200.00	-\$3,694.78	\$1,500.00	25%
Transfers out	\$870,000.00	\$435,000.00	\$870,000.00	0%
Radio Operations	\$490,239.00	\$268,105.26	\$429,539.24	-12%
Salaries Wages & Benefits	\$160,000.00	\$106,323.62	\$155,279.75	-3%
General	\$220,239.00	\$116,489.24	\$164,259.49	-25%
Leases	\$110,000.00	\$45,292.40	\$110,000.00	0%
Equipment Replacement	\$164,000.00	\$0.00	\$70,000.00	-57%
Radio Replacement	\$3,175,000.00	\$556,194.62	\$2,651,252.55	-16%
Sales Tax	\$3,285,553.00	\$1,771,146.17	\$3,285,553.00	0%
Stabilization Reserve	\$0.00	\$0.00	\$0.00	#DIV/0!
Facility Replacement	\$0.00	\$0.00	\$0.00	#DIV/0!
Debt Service	\$740,553.00	\$176,103.77	\$740,553.00	0%
Project Fund	\$1,060,000.00	\$169,056.75	\$1,670,100.32	58%
TOTAL EXPENDITURES	\$15,943,957.68	\$7,209,225.70	\$15,100,182.43	-5%

FORECASTED ENDING FUND BALANCE FOR ALL FUNDS

\$12,349,665.77



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Jessica Weygandt

DATE: September 11, 2025

FOR AGENDA OF: September 17th, 2025

SUBJECT TITLE: 2026 Budget

ATTACHMENTS: Resolution 2025-04 and Exhibit A

SUMMARY STATEMENT:

The proposed budget reflects the Authority's commitment to strong financial stewardship, operational efficiency, and delivering reliable service to our partner agencies. Revenues are stable and provide a solid foundation for planning, while expenditures reflect continued investment in personnel, contracted services, and technology essential to mission success.

Forecasts show that revenues are expected to hold steady into 2026, and expenditures are projected to ease as certain capital and staffing costs stabilize. This creates an opportunity to narrow the financial gap while maintaining the level of service and innovation our community expects.

Looking forward, the Authority is well positioned to strengthen its financial base. By pursuing additional state and federal funding opportunities, refining the user fee model, and continuing careful review of expenditures, we can build on this foundation to achieve long-term sustainability. The anticipated stabilization in 2026 provides a critical window to act strategically and ensure the Authority remains resilient and well prepared for the future.

RECOMMENDED ACTION:

There is no recommended action currently. The budget could be approved with a motion.

Expenditure Required: \$8,864,458.22
Amount Budgeted: \$14,212,886.22
Appropriation Required: \$14,212,886.22

EXHIBIT A: 2026 BUDGET

					2026-2025 BUDGET VARIANCE
ACCOUNT	ACCOUNT TITLE	2025 BUDGET	2026 BUDGET	NET CHANGE	
Operations Fund					
308 91 00 001	BEGINNING FUND BALANCE (OPS)	2,800,000.00	640,074.00	(2,159,926.00)	-77%
308 91 00 011	BEGINNING FUND BALANCE (OPS- RESERVE)	81,000.00	81,000.00	-	0%
	BEGINNING BALANCE TOTAL	2,881,000.00	721,074.00	(2,159,926.00)	-75%
337 00 00 011	WIRELINE - ENHANCED 911	71,000.00	67,000.00	(4,000.00)	-6%
337 00 00 021	WIRELESS - ENHANCED 911	770,000.00	850,000.00	80,000.00	10%
337 00 00 031	PREPAID - ENHANCED 911	145,000.00	140,000.00	(5,000.00)	-3%
337 00 00 041	VOIP - ENHANCED 911	111,000.00	105,000.00	(6,000.00)	-5%
334 01 80 000	WA MILITARY DEPT E911 CPD & EQUIP CONTRACT	52,061.00	70,000.00	17,939.00	34%
342 80 10 100	USER FEES - LONGVIEW FIRE DEPT	179,707.00	179,707.00	-	0%
342 80 10 101	USER FEES - COWLITZ COUNTY SHERIFF	478,819.00	478,819.00	-	0%
342 80 10 102	USER FEES - WOODLAND FIRE DIST 1	18,394.00	18,394.00	-	0%
342 80 10 103	USER FEES - COWLITZ 2 FIRE & RESCUE	151,078.00	151,078.00	-	0%
342 80 10 104	USER FEES - TOUTLE FIRE DIST 3	15,273.00	15,273.00	-	0%
342 80 10 105	USER FEES - KALAMA FIRE DIST 5	38,453.00	38,453.00	-	0%
342 80 10 106	USER FEES - CASTLE ROCK FIRE DIST 6	43,051.00	43,051.00	-	0%
342 80 10 107	USER FEES - KELSO POLICE	176,953.00	176,953.00	-	0%
342 80 10 108	USER FEES - KALAMA POLICE	42,077.00	42,077.00	-	0%
342 80 10 109	USER FEES - CASTLE ROCK POLICE	35,199.00	35,199.00	-	0%
342 80 10 110	USER FEES - WOODLAND POLICE	94,130.00	94,130.00	-	0%
342 80 10 111	USER FEES - LONGVIEW POLICE	451,748.00	451,748.00	-	0%
342 80 10 114	USER FEES - AMR	2,400.00	6,000.00	3,600.00	150%
342 80 10 115	USER FEES - CORONER	3,088.00	3,000.00	(88.00)	-3%
342 80 10 116	USER FEES - MEDIX	160,000.00	180,000.00	20,000.00	13%
361 10 00 001	INTEREST EARNED ON INVESTMENT (OPS)	59,000.00	48,000.00	(11,000.00)	-19%
361 40 00 001	LOCAL SALES INTEREST-DOR E911 TAXES	5,000.00	3,900.00	(1,100.00)	-22%
369 91 10 000	MISC REVENUE	-	-	-	
	EARNED REVENUE	3,103,431.00	3,197,782.00	94,351.00	3%
397 50 00 001	TRANSFER IN (OPS)	2,000,000.00	3,500,000.00	1,500,000.00	75%
	REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL	7,984,431.00	7,418,856.00	(565,575.00)	-7%
528 10 10 100	SALARIES & WAGES	2,795,407.30	2,926,058.27	130,650.97	5%
528 10 10 101	HOLIDAYS	137,914.21	138,400.00	485.79	0%
528 10 10 102	OVERTIME	306,591.23	233,400.00	(73,191.23)	-24%
528 10 10 104	TRAINING PAY	39,271.26	20,358.00	(18,913.26)	-48%
528 10 10 109	CALL PAY	330.00	330.00	-	0%
528 10 10 110	DISPATCHER IN CHARGE	4,650.00	2,400.00	(2,250.00)	-48%
528 10 20 200	MEDICAL INSURANCE	709,800.00	746,880.00	37,080.00	5%
528 10 20 201	SOCIAL SECURITY/MEDICARE	255,511.63	261,500.00	5,988.37	2%
528 10 20 202	RETIREMENT	334,242.12	341,600.00	7,357.88	2%
528 10 20 203	UNEMPLOYMENT COMPENSATION	15,800.00	19,843.75	4,043.75	26%
528 10 20 204	INDUSTRIAL ACCIDENT CLAIMS	13,420.00	13,843.75	423.75	3%
528 10 20 205	SEVERANCE PAY	60,507.30	97,300.00	36,792.70	61%
	SALARIES, WAGES, AND BENEFITS TOTAL	4,673,445.05	4,801,913.77	128,468.72	3%
528 10 30 300	OFFICE SUPPLIES	25,000.00	20,000.00	(5,000.00)	-20%
528 10 30 301	PUB ED MATERIALS	5,000.00	5,000.00	-	0%
528 10 30 302	EMPLOYEE APPRECIATION	10,000.00	10,000.00	-	0%
528 10 30 303	SMALL TOOLS AND MINOR EQUIPMENT	21,000.00	15,000.00	(6,000.00)	-29%
528 10 30 304	FUEL/GAS FACILITY	3,000.00	3,000.00	-	0%
528 10 30 305	FACILITY MANAGER WORK CLOTHING/ UNIFORM	1,000.00	1,000.00	-	0%
528 10 30 306	FACILITY SUPPLIES, TOOLS, AND EQUIPMENT	10,000.00	10,000.00	-	0%
528 10 40 400	PROFESSIONAL & CONTRACTED SERVICES	300,000.00	300,000.00	-	0%
528 10 40 401	LEGAL	65,000.00	50,000.00	(15,000.00)	-23%
528 10 40 402	INTERGOVERNMENTAL PROFESSIONAL SERVICES	45,000.00	20,500.00	(24,500.00)	-54%
528 10 40 403	POSTAGE (\$50/month)	600.00	600.00	-	0%
528 10 40 404	TELEPHONE	35,000.00	37,560.00	2,560.00	7%

EXHIBIT A: 2026 BUDGET

					2026-2025 BUDGET VARIANCE
ACCOUNT	ACCOUNT TITLE	2025 BUDGET	2026 BUDGET	NET CHANGE	
528 10 40 407	TRAVEL COSTS	39,100.00	50,000.00	10,900.00	28%
528 10 40 408	TUITION / REGISTRATION / TRAINING	18,000.00	50,000.00	32,000.00	178%
528 10 40 411	ADVERTISING	6,500.00	4,000.00	(2,500.00)	-38%
528 10 40 413	INSURANCE/PREMIUMS (WCIA)	96,000.00	104,000.00	8,000.00	8%
528 10 40 414	TECHNOLOGY & SOFTWARE MAINTENANCE/LICENSES	350,000.00	350,000.00	-	0%
528 10 40 415	MEMBERSHIPS DUES AND SUBSCRIPTIONS	7,000.00	7,000.00	-	0%
528 10 40 416	LANDLORD TENANT (short term lease)	12,867.63	13,253.66	386.03	3%
528 10 40 418	MISC/OTHER	1,200.00	1,500.00	300.00	25%
528 10 40 419	BOARD/USER APPRECIATION	1,500.00	1,000.00	(500.00)	-33%
528 10 40 420	PHOTOCOPIES	2,000.00	2,000.00	-	0%
528 10 40 426	WASHINGTON STATE AUDITOR	10,000.00	20,000.00	10,000.00	100%
528 10 40 427	REPAIRS AND MAINTENANCE	22,000.00	20,000.00	(2,000.00)	-9%
528 10 40 428	IGN/ISP	165,000.00	169,000.00	4,000.00	2%
528 10 40 430	COPIER RENT (tax)	300.00	300.00	-	0%
528 10 40 431	EMPLOYEE WELLNESS	20,000.00	20,000.00	-	0%
528 10 40 432	UTILITIES	35,000.00	38,500.00	3,500.00	10%
589 90 20 000	PAYROLL CLEARING	-	-	-	
591 28 70 003	SBITA/LEASE/PPP	178,000.00	168,500.00	(9,500.00)	-5%
OTHER OPERATING EXPENSES TOTAL		1,485,067.63	1,491,713.66	6,646.03	0%
EXPENSE TOTAL		6,158,512.68	6,293,627.43	135,114.75	2%
597 30 00 001	TRANSFER OUT TO RADIO OPERATIONS	530,000.00	400,000.00	(130,000.00)	-25%
597 41 00 001	TRANSFER OUT TO RADIO RESERVE	340,000.00	340,000.00	-	0%
TRANSFERS OUT TOTAL		870,000.00	740,000.00	(130,000.00)	-15%
508 91 00 001	ENDING FUND BALANCE (OPS)	955,918.32	385,228.57	(570,689.75)	-60%
508 91 00 011	ENDING FUND BALANCE (OPS-RESERVE)	81,000.00	81,000.00	-	0%
ENDING FUND BALANCE TOTAL		1,036,918.32	466,228.57	(570,689.75)	-55%
Radio Operations Fund					
308 91 00 003	BEGINNING FUND BALANCE (RO)	113,605.41	273,520.36	159,914.95	141%
342 80 00 002	RAINIER - LONGVIEW SCHOOL DISTRICT	8,488.80	8,743.46	254.66	3%
342 80 00 003	COLUMBIA HEIGHTS - MEREDITH CORP- KPTV	6,185.12	6,633.70	448.58	7%
342 80 00 004	SPEELYAI -- CRESA- R4HLS	4,808.53	4,928.74	120.21	2%
342 80 00 006	SPEELYAI -- NCEMS	1,880.67	1,927.68	47.01	2%
342 80 00 007	SPEELYAI - COWITZ PUD	2,843.94	2,915.04	71.10	3%
342 80 00 008	SPEELYAI - CRESA	5,877.09	6,024.02	146.93	3%
342 80 00 009	RAINIER - FIRE DIST 5	5,535.01	5,701.06	166.05	3%
342 80 00 010	RAINIER - WSP	5,252.34	5,389.52	137.18	3%
342 80 00 011	SPEELYAI- WSDOT	6,898.83	7,071.30	172.47	2%
342 80 00 012	SPEELYAI - FIRE DIST 7	-	6,250.00	6,250.00	
361 10 00 003	INTEREST EARNED ON INVESTMENT (RO)	9,000.00	8,000.00	(1,000.00)	-11%
369 91 10 003	MISC REVENUE (RO)	-	-	-	
382 90 00 003	LEASHOLD TAX - KPTV- DOR	800.00	820.00	20.00	3%
EARNED REVENUE		57,570.33	64,404.52	6,834.19	12%
397 10 00 003	TRANSFER IN FROM OPERATIONS (RO)	530,000.00	400,000.00	(130,000.00)	-25%
REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL		701,175.74	737,924.88	36,749.14	5%
528 11 10 100	SALARIES & WAGES (RO)	123,583.88	148,960.00	25,376.12	21%
528 11 20 200	MEDICAL INSURANCE (RO)	22,800.00	10,000.00	(12,800.00)	-56%
528 11 20 201	SOCIAL SECURITY/MEDICARE (RO)	8,900.00	9,500.00	600.00	7%
528 11 20 202	RETIREMENT (RO)	4,716.12	11,000.00	6,283.88	133%
528 11 20 203	UNEMPLOYMENT COMPENSATION (RO)	-	600.00	600.00	
528 11 20 204	INDUSTRIAL ACCIDENT CLAIMS (RO)	-	3,500.00	3,500.00	
SALARIES, WAGES, AND BENEFITS TOTAL		160,000.00	183,560.00	23,560.00	15%

EXHIBIT A: 2026 BUDGET

					2026-2025 BUDGET VARIANCE
ACCOUNT	ACCOUNT TITLE	2025 BUDGET	2026 BUDGET	NET CHANGE	
528 30 30 002	SMALL TOOLS, MINOR EQUIPMENT, SUPPLIES (RO)	15,000.00	10,000.00	(5,000.00)	-33%
528 30 30 003	SUPPLIES (RO)		10,000.00	10,000.00	
528 30 40 001	FUEL (RO)	4,000.00	10,000.00	6,000.00	150%
528 30 40 003	UTILITIES (RO)	19,339.00	15,300.00	(4,039.00)	-21%
528 30 40 004	REPAIRS & MAINTENANCE (RO)	140,000.00	100,000.00	(40,000.00)	-29%
528 30 40 005	PROPERTY TAX (RO)	3,100.00	3,100.00	-	0%
528 30 40 006	LEASE RENTALS- SHORT TERM (RO)	23,000.00	23,300.00	300.00	1%
528 90 40 003	LEASEHOLD TAX DOR (IMMATERIAL) (RO)	800.00	820.00	20.00	3%
591 28 70 001	LEASE RENTALS-LONG TERM (RO)	110,000.00	108,832.15	(1,167.85)	-1%
594 28 60 003	CAPITAL OUTLAYS (RO)	15,000.00	-	(15,000.00)	-100%
OTHER OPERATING EXPENSES TOTAL		330,239.00	281,352.15	(48,886.85)	-15%
EXPENSE TOTAL		490,239.00	464,912.15	(25,326.85)	-5%
508 91 00 003	ENDING FUND BALANCE (RO)	701,458.41	273,012.73	(428,445.68)	-61%
Equipment Replacement Fund (NOT RADIO)					
308 91 00 012	BEGINNING FUND BALANCE (EQUIP REPLACEMENT)	2,112,000.00	2,557,074.86	445,074.86	21%
361 10 00 002	INTEREST EARNED ON INVESTMENT (EQUIP REPLACEMENT)	84,000.00	106,800.00	22,800.00	27%
397 50 00 012	TRANSFER IN FROM SALES TAX EQUIP REPLACEMENT	345,000.00	345,000.00	-	0%
EARNED REVENUE AND TRANSFERS TOTAL		429,000.00	451,800.00	22,800.00	5%
REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL		2,541,000.00	3,008,874.86	467,874.86	18%
594 28 60 002	CAPITAL OUTLAYS	164,000.00	100,000.00	(64,000.00)	-39%
EXPENSE TOTAL		164,000.00	100,000.00	(64,000.00)	-39%
508 91 00 012	ENDING FUND BALANCE (EQUIP REPLACEMENT)	2,377,000.00	2,908,874.86	531,874.86	22%
Radio Replacement Fund					
308 91 00 014	BEGINNING FUND BALANCE (RADIO REPLACEMENT)	1,768,113.74	753,954.19	(1,014,159.55)	-57%
361 10 50 004	INTEREST EARNED ON INVESTMENT (RADIO REPLACEMENT)	80,000.00	55,000.00	(25,000.00)	-31%
382 20 00 000	RETAINAGE DEPOSITS	-	50,000.00	50,000.00	
397 10 00 014	TRANSFER IN FROM OPS TO RADIO REPLACEMENT	340,000.00	340,000.00	-	0%
331 16 00 000	COPS FED GRANT REVENUE (RADIO REPLACEMENT)	1,475,000.00	-	(1,475,000.00)	-100%
EARNED REVENUE AND TRANSFERS TOTAL		1,895,000.00	445,000.00	(1,450,000.00)	-77%
REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL		3,663,113.74	1,198,954.19	(2,464,159.55)	-67%
528 40 40 004	RADIO SITE IMPROVEMENTS	500,000.00	142,725.00	(357,275.00)	-71%
582 20 00 000	REFUND OF RETAINAGE DEPOSITS	-	132,265.64	132,265.64	
594 28 60 004	CAPITAL IMPROVEMENTS	1,200,000.00	807,500.00	(392,500.00)	-33%
594 28 60 006	CAPITAL EQUIPMENT - COPS FED GRANT	1,475,000.00	-	(1,475,000.00)	-100%
EXPENSE TOTAL		3,175,000.00	1,082,490.64	(2,092,509.36)	-66%
508 91 00 014	ENDING FUND BALANCE (RADIO REPLACEMENT)	488,113.74	116,463.55	(371,650.19)	-76%
Sales Tax Fund					
308 91 00 005	BEGINNING FUND BALANCE (SALES TAX)	3,574,559.95	5,257,430.66	1,682,870.71	47%
337 00 00 005	SALES TAX (SALES TAX)	2,900,000.00	3,310,000.00	410,000.00	14%
361 10 50 005	INTEREST EARNED ON INVESTMENT (SALES TAX)	110,000.00	156,000.00	46,000.00	42%
397 00 00 005	TRANSFER IN FROM BUILDING PROJECT FUND TO SALES TAX	-	-	-	
EARNED REVENUE TOTAL		3,010,000.00	3,466,000.00	456,000.00	15%
REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL		6,584,559.95	8,723,430.66	2,138,870.71	32%
597 03 00 005	TRANSFER OUT TO DEBT SERVICE	740,553.00	743,428.00	2,875.00	0%
597 10 00 005	TRANSFER OUT TO OPS	2,000,000.00	3,500,000.00	1,500,000.00	75%
597 21 00 005	TRANSFER OUT TO EQUIPMENT REPLACEMENT	345,000.00	345,000.00	-	0%
597 60 00 005	TRANSFER OUT TO STABILIZATION RESERVE	-	-	-	
597 70 00 005	TRANSFER OUT TO FACILITY REPLACEMENT	200,000.00	200,000.00	-	0%
EXPENSE (TRANSFERS) TOTAL		3,285,553.00	4,788,428.00	1,502,875.00	46%
508 91 00 005	ENDING FUND BALANCE (SALES TAX)	3,299,006.95	3,935,002.66	635,995.71	19%

EXHIBIT A: 2026 BUDGET

					2026-2025 BUDGET VARIANCE
ACCOUNT	ACCOUNT TITLE	2025 BUDGET	2026 BUDGET	NET CHANGE	
Stabilization Reserve Fund					
308 51 00 006	BEGINNING FUND BALANCE STABILIZATION RESERVE	1,627,913.33	1,700,913.91	73,000.58	4%
361 10 00 006	INTEREST EARNED ON INVESTMENTS (STAB FUND)	69,600.00	72,000.00	2,400.00	3%
	EARNED REVENUE TOTAL	69,600.00	72,000.00	2,400.00	3%
	REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL	1,697,513.33	1,772,913.91	75,400.58	4%
508 51 00 006	ENDING FUND BALANCE STABILIZATION RESERVE	1,697,513.33	1,772,913.91	75,400.58	4%
Facility Replacement Fund					
308 91 00 007	BEGINNING FUND BALANCE (FACILITY REPLACEMENT)	643,705.19	879,901.08	236,195.89	37%
361 10 00 007	INTEREST EARNED ON INVESTMENT (FACILITY REPLACEMENT)	18,000.00	32,400.00	14,400.00	80%
397 70 00 005	TRANSFER IN FROM SALES TAX (FACILITY REPLACEMENT)	200,000.00	200,000.00	-	0%
	EARNED REVENUE AND TRANSFERS TOTAL	218,000.00	232,400.00	14,400.00	7%
	REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL	861,705.19	1,112,301.08	250,595.89	29%
508 80 00 007	ENDING FUND BALANCE (FACILITY RESERVE)	861,705.19	1,112,301.08	250,595.89	29%
Debt Service Fund					
308 31 00 200	BEGINNING FUND BALANCE DEBT SERVICE	97,131.03	103,899.89	6,768.86	7%
361 10 00 200	INTEREST EARNED ON INVESTMENTS (DEBT SERVICE)	20,000.00	13,200.00	(6,800.00)	-34%
397 50 00 200	TRANSFER IN FROM SALES TAX TO DEBT SERVICE	740,553.00	743,428.00	2,875.00	0%
	EARNED REVENUE AND TRANSFERS TOTAL	760,553.00	756,628.00	(3,925.00)	-1%
	REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL	857,684.03	860,527.89	2,843.86	0%
591 28 70 200	PRINCIPAL PAYMENT	385,000.00	395,000.00	10,000.00	3%
592 28 80 200	INTEREST PAYMENT	355,553.00	348,428.00	(7,125.00)	-2%
	EXPENSE TOTAL	740,553.00	743,428.00	2,875.00	0%
508 31 00 200	ENDING FUND BALANCE DEBT SERVICE	117,131.03	117,099.89	(31.14)	0%
Project Fund					
308 91 00 000	BEGINNING FUND BALANCE (BUILDING PROJECT)	2,027,691.51	-		
361 10 00 000	INTEREST EARNED ON INVESTMENTS (BUILDING PROJECT)	65,000.00	-		
	EARNED REVENUE TOTAL	65,000.00	-		
	REVENUE PLUS TRANSFERS AND BEGINNING BALANCES TOTAL	2,092,691.51	-		
528 50 30 300	SMALL TOOLS AND MINOR EQUIPMENT (BUILDING PROJECT)	10,000.00	-		
528 50 30 301	SMALL FURNITURE AND SUPPLIES (BUILDING PROJECT)	-	-		
528 50 40 300	PROFESSIONAL SERVICES (BUILDING PROJECT)	-	-		
594 28 60 300	CAPITAL OUTLAYS (BUILDING PROJECT)	1,000,000.00	-		
594 28 60 301	MISC- CAPITAL OUTLAYS (BUILDING PROJECT)	50,000.00	-		
597 05 00 300	TRANSFER OUT TO SALES TAX(BUILDING PROJECT)	-	-		
	EXPENSE TOTAL	1,060,000.00			
508 91 00 000	ENDING FUND BALANCE (BUILDING PROJECT)	1,032,691.51	-		



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Briana Harvill

DATE: September 11, 2025

FOR AGENDA OF: September 17, 2025

SUBJECT TITLE: Approval to Over Hire by One (1)

ATTACHMENTS: None

SUMMARY STATEMENT:

Cowlitz 911 is considered fully staffed at 23 dispatchers, however the Board approved 3 over hires (26 total) so that Cowlitz 911 could train new dispatchers effectively in the event that someone is to retire or due to turnover.

Cowlitz 911 has budgeted for this over the past 3 years. We are asking the board to approve Cowlitz 911 to over hire by 1 in January 2026 as we are approaching full staffing and expect to have number 23 and 24 start in January 2026. We intend to continue to budget for 2 over hires.

RECOMMENDED ACTION:

Motion to approve Cowlitz 911 to over hire by 1.

Expenditure Required: N/A

Amount Budgeted: \$100,000 already budgeted

Appropriation Required: N/A



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Jerry Jensen

DATE: September 4, 2025

FOR AGENDA OF: September 17th, 2025

SUBJECT TITLE: Contract Approval, Microwave Networks Inc (MNI) for Phase 2 Radio Stabilization

ATTACHMENTS: MNI Contract Proposal

SUMMARY STATEMENT:

Due to a landslide that washed out the roadway and electrical power to Johnston Ridge, the original contract with Microwave Networks Inc. (MNI) did not include the equipment necessary to upgrade the microwaves, antennas, and components at Johnston Ridge, Cold Water, and the link back to Signal Peak. At the time of the original contract/purchase, it was unknown when or if the roadway and power would be restored.

Power and access to Johnston Ridge have been restored. This provides the necessary infrastructure to allow us to proceed with upgrading these sites as we had originally intended prior to the slide occurring. Completing these upgrades will reestablish radio communications to areas of the county that are currently degraded due to these radio sites being offline. This contract also includes the purchase of microwave and antenna equipment to standardize the equipment in use between Davis Peak and Speelyai sites. This will allow us remote network visibility to all radio sites as well as standardization of equipment at all current sites.

RECOMMENDED ACTION:

Cowlitz 911 is recommending approval of the MNI contract and seeking a motion and approval of the MNI contract.

Expenditure Required: \$657,209
Amount Budgeted: \$657,209
Appropriation Required: \$657,209



MASTER SERVICES AGREEMENT

THIS MASTER SERVICES AGREEMENT (the “**Agreement**”), made this ____ day of _____, is entered into by and between **Microwave Networks, Inc.** with its principal place of business at 4000 Greenbriar Drive, Stafford, Texas 77477 (“**CONTRACTOR**”) and **Cowlitz 911 Public Authority, a Washington State public authority**, with a principal place of business at 2790 Ocean Beach Hwy, Longview, WA 98632 (“**Customer**” and, together with Contractor, the “**Parties**”) and sets forth the terms and conditions by which Contractor will supply labor, materials, equipment and/or services for Contractor’s scope of work (the “**Work**”) defined on the date hereof and from time to time hereafter in one or more Purchase Orders incorporated by this reference herein upon execution by both of the Parties. Each Purchase Order shall reference and incorporate the terms and conditions of this Agreement. The scope of work is attached hereto as Exhibit A.

1. **Term.**

This Agreement shall remain in effect for a period of one (1) year from the date hereof, unless earlier terminated pursuant to the provisions herein (the “**Term**”). Agreement will automatically renew for an additional mutually agreed upon period or until the project is completed whichever comes first, unless terminated in writing by either party.

2. **Performance of the Work.**

A. All Work shall be performed in a professional manner and in accordance with the applicable specifications and drawings. Unless otherwise provided in the applicable Purchase Order, Contractor shall provide all labor, materials, equipment, tools, utilities, transportation, facilities and services necessary for proper execution and completion of the Work. Contractor shall be solely responsible for all construction means, methods, techniques, procedures and safety programs in connection with the performance of the Work. Contractor will not begin work without receiving a signed purchase order from customer. All commercial terms will be governed by Contractor Standard Terms and Conditions unless stated otherwise in this agreement.

B. **Inspection and Acceptance:** Within five (5) business days of notification by Contractor of each stage of completion of Work or the completion of all of the Work in the Purchase Order, Contractor will present a written notice certifying the Work is completed and approved (“**Completed Work**”) by end customer per the Factory Acceptance Test Form and during the installation phase the Site Acceptance Test Form. If work is not completed to satisfaction, customer will create a written punch-list setting forth any necessary adjustments in the Work in order for it to comply with the specifications or other requirements set forth in the applicable Purchase Order or this Agreement. Prior to acceptance of any particular Work and at any time during any Warranty Period (as defined below) related thereto, Customer shall have the right to require repair or replacement of any Work that is defective or not performed in accordance with the specifications or other requirements of the applicable Purchase Order or this Agreement.

C. Certifications, Training, and Subcontracting: Contractor agrees to utilize contractor certified personnel during the entire course of project. Contractor, at its own discretion, may utilize subcontractors to complete certain portions of the project. Any subcontractor will be fully trained and will maintain contractor certification during entire course of project. Requests made by customer to use specific subcontractors of their choosing will be considered, but ultimate decision will be made by Contractor. All Work performed by a subcontractor of Contractor shall be deemed Work performed by Contractor.

D. Confidentiality: Cowlitz 911 Public Authority will comply with RCW 42.56 the statutory framework for disclosure of public records, and Public Meetings RCW 42.30. The Public Records Act (PRA) requires that all public records maintained by state and local agencies be made available to all members of the public, with very narrow statutory exemptions.

3. Invoicing and Payment.

Each Contractor invoice shall contain sufficient detail to identify the completed and approved Work, including but not limited to the written notice from customer approving the Work. Customer shall pay each properly submitted and approved invoice within forty-five (45) calendar days following its receipt of such invoice from Contractor in accordance with Exhibit B (Commercial Payment Terms). Late payments are subject to fees according to Contractor Standard Terms and Conditions (Exhibit C).

- A. Prior to contract commencement, the Contractor will provide a project timeline with defined payment milestones for invoice processing purposes. Payments will only be processed upon completion of agreed upon milestones.
- B. Contractor will meet either virtually or in person with the Customers PM on a mutually agreed upon weekly basis to provide status reports, report any delays, obstacles, and progress of the project. The Customer and Contractor will work closely to immediately resolve any issues to mitigate problems and maintain the project timeline.
- C. Time is of the essence; the Contractor will make all reasonable efforts to complete the project on time and within budget.

4. Independent Contractor.

Nothing in this Agreement shall cause Contractor in any way to be construed as a partner or joint venture with, or an employee of, Customer in connection with or arising from Contractor's performance of the Work under this Agreement. Customer retains Contractor only for the purposes and to the extent as set forth in this Agreement and the Purchase Order(s), and Contractor's relation to Customer during the Term of this Agreement shall be that of an independent contractor and nothing herein shall create or imply any other or different relationship.

Contractor acknowledges that: (a) nothing herein constitutes the exercise by Customer of control or direction over the manner or method by which Contractor will perform the Work, and (b) Contractor is solely responsible for the withholding and payment of all federal, state and local income, social security and unemployment taxes, salaries, and other payments required to be made by it from funds received from Customer hereunder. Contractor acknowledges that persons performing Work are employees, agents or subcontractors of Contractor and Contractor shall exercise full control of and supervision over such persons.

Contractors agrees to comply with all Washington State Labor & Industry Legislation and public contracting requirements, including but not limited to the submission of all forms in compliance with L&I rules, and regulations, prevailing wage rates, health and safety legislation, L&I filings, and required retainage laws on all public works projects, as referenced in Section 4, and Section 8 of the, "MNI Purchase Agreement". Contractor shall submit a Statement of Intent to Pay Prevailing Wages to the Washington State Department of Labor & Industries before the Customer will make any payment, and shall submit an Affidavit of Wages Paid after final acceptance of the Work and before release of retainage.

5. Insurance.

A. Contractor shall, at its own expense, obtain and maintain in full force during the Term the insurance set forth below. A copy of: (i) certificate(s) of insurance; and (ii) endorsements, reasonably acceptable to Customer, shall be submitted to Customer prior to commencement of any Work and renewals or replacements of such certificates shall be so delivered at least thirty (30) days prior to the expiration or termination of each such policy.

(1) Commercial General Liability insurance shall be at least as broad as Insurance Services Office (ISO) occurrence form CG 00 01 with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate and a \$2,000,000 products-completed operations aggregate limit.

(2) Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

(3) Workers' Compensation Insurance as required by state law where the Work is performed. Employer Liability insurance with limits of at least \$1,000,000 for each occurrence.

(4) Umbrella/Excess Liability with limits of not less than \$5,000,000 in excess of all the above-referenced Commercial General Liability and Motor Vehicle Insurance. Such Umbrella/Excess Liability policies shall follow form to the terms and conditions of the underlying coverages.

B. The General Liability and Motor Vehicle Insurance should be policies that are primary and non-contributory. All said policies of insurance shall be issued by insurance companies reasonably satisfactory to Customer, with an A.M. Best rating of A-, VII or better and which are authorized to do business in the state in which the Work is being performed. Said policies shall also provide that the insurer will endeavor to give Customer at least thirty (30) days prior written notice of cancellation or modification of said policy.

C. Contractor's Commercial General Liability insurance shall name Cowlitz 911 Public Authority as an additional insured, including both ongoing and completed operations, using ISO form CG 20 10 and CG 20 37 (or equivalent).

6. Mutual Indemnity; Limitation of Liability

A. Contractor and Customer agree to mutually indemnify, defend and hold harmless its directors, officers, employees and agents ("**Indemnitees**") against all claims, damages, expenses and liabilities of any kind (including, without limitation, attorney's fees and costs) (collectively, "**Claims**") arising out of or resulting from bodily injury or death of any person or damage to personal property, in each case, due solely to the negligent or willfully wrongful acts or omissions of Contractor or its

subcontractors or agents. The provisions of this Section shall survive the termination expiration of the Term of this Agreement for an indefinite period thereafter. Nothing in this Agreement shall require either Party to indemnify the other against damages arising out of the indemnitee's own negligence, consistent with RCW 4.24.115.

B. In accordance with Contractor Standard Terms and conditions, IN NO EVENT SHALL CUSTOMER OR CONTRACTOR BE LIABLE TO THE OTHER PARTY FOR LOSS OF BUSINESS OR PROFITS, OR FOR ANY OTHER SPECIAL, INDIRECT, INCIDENTAL, PUNITIVE, EXEMPLARY OR CONSEQUENTIAL DAMAGES, WHETHER OR NOT SUCH DAMAGES WERE FORESEEABLE OR THE PARTY WAS ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

7. Performance Bonds and Taxes.

A. **Performance and Payment Bonds.** For all public works contracts over \$5,000, Contractor shall furnish payment and performance bonds each in the full amount (100%) of the contract price, executed by a surety company licensed to do business in Washington State, in accordance with RCW 39.08. The bonds shall remain in effect until thirty (30) days after final acceptance of the Work and satisfaction of all claims as required by statute.

B. **Retainage.** In accordance with RCW 60.28, Customer shall withhold five percent (5%) of each progress payment as retainage. Within ten (10) days after execution of this Agreement, Contractor shall submit written notice electing the method of holding retainage funds as allowed under RCW 60.28.011(4). If no election is received, Customer may choose the method of holding retainage. Retainage will be released only upon compliance with RCW 39.12 and RCW 60.28, including receipt of all releases from the Department of Revenue, Department of Labor & Industries, and Employment Security Department. Contractor may provide a retainage bond in lieu of retainage, subject to Customer approval.

C. **Taxes.** Customer is not tax-exempt. Contractor shall charge and Customer shall pay applicable Washington State sales tax on the contract price. Contractor is responsible for all other business and occupation (B&O) taxes, workers' compensation premiums, and other employer obligations, which are included in Contractor's pricing and shall not be separately charged to Customer.

8. Permits.

Except as otherwise expressly set forth in a Purchase Order, it will be the responsibility of Customer to obtain all governmental approvals, rights of way, licenses, permits, easements, and other third-party and private individual consents that are required for the Work.

9. Compliance with Safety Laws.

Contractor shall comply with all applicable laws, ordinances, rules, regulations and lawful orders of any public authority having jurisdiction for the safety of persons or property or to protect them from damage, injury or loss (including, without limitation, the Federal Occupational Safety and Health Act and all applicable environmental protection laws, rules and regulations).

10. Clean-up.

Contractor shall at all time keep the Work premises free from accumulations of waste material, rubbish, and any other debris resulting from the Work. On an ongoing basis as the Work progresses, and at the completion of the Work, Contractor shall restore to essentially its former condition all aspects of the Work site and shall remove all waste and excess materials, tools, and equipment resulting from or used in the Work and legally dispose thereof.

11. Waiver.

The waiver by either Party of any breach of this Agreement by the other Party in a particular instance shall not operate as a waiver of subsequent breaches of the same or different kind. The failure of either Party to exercise any rights under this Agreement in a particular instance shall not operate as a waiver of the Party's right to exercise the same or different rights in subsequent instances.

12. Notices.

Any written notice or demand which under the terms of this Agreement or under any statute must or may be given or made by Customer or Contractor shall be in writing and addressed to the respective parties as stated in this Agreement. Notice shall be sent by certified, registered or express mail, other overnight delivery service, electronic mail, or shall be hand delivered. The addresses below may be changed at any time by giving prior written notice as above provided.

If to Contractor:

Vik Bala, COO
Microwave Networks, Inc.
4000 Greenbriar Drive
Stafford, Texas 77477

If to Customer:

Cowlitz 911 I.T Vendor Manager
Cowlitz 911 Public Authority
2750 Ocean Beach Hwy
Longview, WA. 98632

13. Assignment; Binding Effect.

Contractor shall not assign any right or interest under this Agreement to other than an affiliate of Contractor without prior written consent of Customer. Any attempted assignment to other than an affiliate of Contractor in contravention of the above provisions shall be void and ineffective. This Agreement shall bind and inure to the benefit of the Parties hereto and their respective heirs, legal representatives, successors and permitted assigns.

14. Choice of Law; Venue.

The construction, interpretation, and performance of this Agreement and all transactions under it shall be governed by the laws of the State of Washington irrespective of its conflict of law principles. Venue for any dispute arising under this Agreement shall lie exclusively in Cowlitz County, Washington.

15. Required Mediation.

Customer and Contractor hereby each agree to attempt to resolve any disputes amicably via 3rd party mediation prior to the filing of any lawsuits related to this contract.

16. Amendment.

This Agreement and any Purchase Order may be amended or modified only by a written instrument executed by both Customer and Contractor.

17. Termination.

Customer may terminate this Agreement, in whole or in part, for convenience upon thirty (30) days' written notice, and for cause immediately upon Contractor's material breach or failure to timely perform. In such event, Contractor shall be entitled only to payment for Work satisfactorily performed to the date of termination.

18. Warranty of Workmanship.

In addition to any manufacturer warranties, Contractor warrants that all labor and services furnished under this Agreement shall be free from defects in workmanship for a period of one (1) year from the date of final acceptance. Contractor shall, at its own expense and without delay, correct any such defects discovered during the warranty period.

19. Records and Audit.

Contractor shall maintain complete and accurate records relating to its performance under this Agreement for a period of six (6) years after final payment. Customer or its designee may audit such records upon reasonable notice during normal business hours.

20. Firm Pricing; No Unilateral Increases.

Prices, rates, and unit prices in this Agreement (including Exhibits and any bid schedule) are firm and not subject to increase during the contract term, except by a mutually executed written change order. Any change to price without a signed change order is void.

21. Conflicting Provisions.

A. **Order of Precedence.** In the event of any conflict or inconsistency between this Agreement and the Contractor's Terms and Conditions included in the Exhibits, the terms of this Agreement shall control. The Exhibits shall apply only to the extent they do not conflict with this Agreement or applicable Washington law.

B. **Carve-Outs.** Without limiting the foregoing, any provision of an Exhibit that purports to:

- (a) waive or alter prevailing wage requirements under RCW 39.12;
- (b) limit Contractor's obligations under RCW 39.08 (payment and performance bonds) or RCW 60.28 (retainage);
- (c) shift responsibility for Contractor's business and occupation taxes, workers' compensation premiums, or other employer obligations to Customer;

- (d) expand indemnity obligations of Customer beyond those permitted by RCW 4.24.115;
or
- (e) alter the payment or retainage terms set forth herein;

shall be null and void and of no force or effect.

C. **Public Contracting Compliance.** Contractor acknowledges that Customer is a Washington State public authority subject to state public works laws. To the extent any provision in an Exhibit conflicts with applicable Washington statutes governing public contracts, such provision shall be unenforceable, and this Agreement shall be construed to comply with Washington law.

IN WITNESS WHEREOF, CUSTOMER AND CONTRACTOR HAVE EXECUTED THIS AGREEMENT AS OF THE DATE FIRST ABOVE WRITTEN.

CONTRACTOR

By: _____

Name: _____

Title: _____

Date: _____

CUSTOMER


By: _____
Chair of the Board, Robert Huhta

ATTEST:

Clerk of the Board, Briana Harvill

Exhibit A

Scope of Work

		Cowlitz 911			
4000 Greenbriar Stafford, TX 77477 Ph.: 281-263-6500; Fx: 281-263-6406 Sales Contact: Itai Farchi System Engineer: LB Quote: IF50312-50 R1 Date: 9/3/2025 Currency: US Dollars PRICE AND MATERIAL LIST		Customer: Cowlitz 911 - NASPO ValuePoint Master Agreement Number 00318 Contact: Jerry Jensen Location: WA Freight Terms: FOB Destination Validity: 60 Days Delivery: 90 -120 Days ARO Payment Terms: Per Contract Project: 3 links: Coldwater,Johnston,Signal,Davis Peak, Speelyai			
Item	Description	Includes Items	Extended Cost		
	Microwave Radios				
1.00	Proteus MX Radios & Radio Accessories	Includes items 1.01-1.19	\$180,249		
2.00	Antenna System	Includes items 2.01-2.25	\$51,229		
3.00	Spare	Includes items 3.01-3.02	\$30,269		
	Equipment Management Concession		(\$2,200)		
4.00	MNI Services	Includes items 4.01-4.06	\$296,818		
	Management Concession on Services		(\$29,100)		
5.00	FREIGHT		\$17,763		
6.00	Performance Bond		\$37,731		
Microwave Radio Equipment Total (does not include Sales Tax):			\$582,759		
	TARIFF				
	Current Tariff Surcharge at date of this Quote (subject to change at time of order/shipment)		\$24,643		
Grand Total :			\$607,402		
Sales Tax (WA State Tax)			\$49,806.96		
Item	Description	Extended Price			
Support Services Program Proteus MX radios					
Microwave Networks Support Services Program 5 years includes:					
	Proteus MX Extended Warranty (Repair & Return)				
	Proteus MX Premium 24x7 Phone Support				
	Software Releases Support				
	Lifecycle Support Services Program for Year 1	Included			
	Lifecycle Support Services Program for Year 2	Included			
	Lifecycle Support Services Program for Year 3 -Optional	\$12,855			
	Lifecycle Support Services Program for Year 4- Optional	\$13,650			
	Lifecycle Support Services Program for Year 5 -Optional	\$14,505			
Notes: Pricing shown is contingent upon purchase of entire quoted bill of materials and services. Discounts will be reduced or rescinded should any portion be descoped during the project.					
Any and all bonds (Bid, Performance, Other) entered into as a condition of being awarded this projects shall be deemed satisfied upon final acceptance of the radios performance and Customer will make immediate and good faith effort to assist MNI in releasing any funds or collateral that is held by the surety.					
Quote validity as shown on the quote may change due to factors that are outside of MNIs control such as delays and/or cost increases due to challenges within the global supply chain. MNI will make best efforts to keep the original terms but may be forced to update them. Any needed adjustments will be communicated to customer immediately.					
Pricing is based on the prevailing costs of labor and materials as of the effective date of this quote. These costs may fluctuate over time due to factors such as inflation, market conditions, and changes in the cost of living. MNI reserves the right to review and update pricing should the project incur delays beyond the agreed timeline due to factors outside MNI's control.					
Additional charges may be applied if a particular component, brand, service, or installation partner is required by the customer.					
Microwave Networks reserves the right to replace 3rd party products with alternative equipment of similar or superior function and quality.					
Warranty on all 3rd party products is the original manufacturer's warranty or 1 year, whichever is shorter.					
Final antenna type is subject to change based on PCN results.					
Scheduled delivery dates are approximate and depend on a number of factors including availability of inventory. MNI will make commercial best efforts to accommodate customer's requested delivery schedule as long as customer provides all information required for MNI to build the order.					
All terms and conditions as per Microwave Networks Inc. (MNI) Standard Terms and Conditions of Trade.					
Microwave Networks Inc. designs and implements custom turnkey solutions and strongly recommends all customers take advantage of MNI's full turnkey offering. MNI cannot control the workmanship of 3rd parties selected by the customer and therefore system turn-up and overall performance of any microwave systems not designed, surveyed and installed by MNI cannot be guaranteed.					

Scope of Work (SOW): Cowlitz 911 Microwave Upgrade Installation Services

Customer: Cowlitz 911

Date: 9/3/25

Quote #: IF50312-50 R1

Revision: R.1

Order #: TBD

Salesperson: Itai Farchi

Equipment: Proteus MX, 6 GHz , 11 GHz

Program Mgr.: TBD

Location: Cowlitz County, WA

Customer Rep.: TBD

This Scope of Work (SOW) details Microwave Networks Incorporated (MNI) and Cowlitz 911 (Customer) responsibilities and tasks to be performed for the installation and commissioning of the equipment specified in Quote Number listed above.

Microwave Networks Implementation Overview

Microwave Networks is providing the following services to support the microwave network:

- Program Management
- Project Engineering
- Path Survey Engineering and Technical Report
- FCC Frequency Coordination and Licensing
- Factory System Integration and Staging
- Acceptance Test Plan
- Installation of Radio Equipment Quoted
- Installation & Optimization of Antenna, Transmission Line Equipment Quoted
- Optimization of radio and antenna systems
- Field Acceptance Testing
- Documentation
- Lifecycle Support Services

Below are the details of these services:

Program Management

Microwave Networks will provide Program Management services to manage the project's flow proactively, keep Customer up to date, and follow and track all aspects of the project, including documentation, scheduling, manufacturing, shipping and meetings. The Microwave Networks Program Manager will be responsible for all correspondence regarding the project and will be the primary point of contact throughout the project. The tasks of the Project Manager include, but are not limited to, the following:

- Act as the main point of contact between Project Manager and Microwave Networks resources throughout the entire project lifecycle.

- Full responsibility for supervising and coordinating day-to-day activities, deliverables, and milestone completions. Management of project lifecycle requires periodic job site visits by the Project Manager at which time he/she will ensure work is being performed on time, as scoped, with the utmost quality, and professionalism by Microwave Networks employees, agents, and subcontractors.
- Inspect site to ensure readiness for receiving and installing equipment.
- Inspect and maintain inventory of all received equipment to insure total delivery.
- Manage/supervise field installation and implementation teams to ensure that all on-site installation, integration, and optimization tasks are performed per contract requirements, industry best practices, and applicable standards and guidelines.
- Monitor the project to ensure that support resources are available as scheduled and as identified in the contract.
- Develop, track, manage, and communicate both orally and in writing (hard copy or electronic format) the project plan, schedule, status of deliverables, risk items, change orders, action items, punch list, and other reporting deliverables as set forth with Customer.
- Schedule and participate with Customer in a project kick-off meeting and weekly project status meetings/calls or as deemed necessary throughout the project lifecycle.
- Establish and maintain a project punch list and review during weekly status meetings/calls.
- Resolve deviations from the Project Schedule.
- Coordinate closely with the Customer Project Manager any needed interruptions to the existing system during implementation of the new system.
- Provide timely responses to issues related to project progress raised by Customer Project Manager.
- Review and administer change control procedures with Customer Project Manager.

Project Engineering

The Project Engineer(s) will lead the design, support, installation, optimization, testing and acceptance of the microwave radio subsystem. General responsibilities include:

- Collaborate throughout the implementation
- Perform site walks and system audits to assess requirements for system design and site development.
- Microwave link budget calculations based on Customer's requirements.
- Develop system description, Bill of Materials (BOMs), system diagrams and rack diagrams.
- Evaluate power and battery requirements for the proposed solution.
- Presented detailed engineering design reviews with Customer and present proposed solution.
- Given the results of the path survey, the site survey, and the frequency coordination, Microwave Networks, will perform the project engineering to develop a detailed equipment list which specifies, on a site-by-site basis, all of the individual items required to implement the new microwave radio system.
- Collaborate with 3rd party subsystem vendors for backhaul implementation and design.
- Execute Functional System Acceptance Test Plans (FATP)

- Develop cutover plans in conjunction with Customer.
- Provide sound knowledge of microwave link budget analysis, bandwidth planning, network design and capacity planning.
- Provide expertise in designing systems to meet public safety grade requirements as defined in RFP requirements.
- Provide insight to frequency planning, reuse and licensing.
- Evaluate feasibility of TDM, Ethernet or hybrid microwave backhaul links.
- Provide expertise in backhaul capacity planning and designing solutions to provide redundancy at various TCP/IP layers.
- Troubleshoot RF, Network and Microwave implementation issues.
- Develop cutover plans with very minimum interruption/downtime.

Path Survey Engineering and Technical Report

The initial step in the design of a microwave radio link is the path survey. The purpose of the path survey is to accurately identify and locate all critical points and potential obstructions between the two sites and to determine the antenna centerlines that are required to meet the established path clearance criteria. Microwave Networks has a staff of transmission engineers and survey crews to conduct path surveys.

Prior to beginning the physical path survey, computer analysis is conducted for the proposed path. Preliminary site coordinates are entered and preliminary path profiles are generated from USGS 1/3 arc second Digital Elevation Models (DEMs). This data is then used to calculate preliminary antenna centerlines and critical elevation points which require investigation and confirmation during the actual survey.

During the physical survey, the path is traversed and the horizontal and vertical positions of the proposed radio sites, critical elevation points, and potential obstructions are accurately identified using a differential global positioning system (DGPS) and a laser range finder. This information is digitally recorded on a path survey data collector.

Based upon the as-surveyed path profile, antenna centerlines are selected to satisfy two sets of clearance criteria: F1 @ $K=4/3$ and 0.3F1 @ $K=2/3$. An analysis is also performed to determine if potential path reflections might interfere with path performance. Path reliability for a two-way link will be at least 99.999%.

All of the relevant information gathered during the survey, the path profiles, and the proposed antenna centerlines are compiled into a path survey report. The entire report includes each path for which a survey was conducted and will be delivered within 1 to 2 weeks after the completion of the survey.

In parallel with, or shortly after the path survey, Microwave Networks will conduct site surveys. The purpose of the site survey is to perform a visual inspection of the site and collect information that will be used to finalize the detailed site design and to accurately assess the scope and plan for installation.

Within one week of the completion of the survey, Microwave Networks will deliver the site survey report which details the findings and recommendations.

FCC Frequency Coordination and Licensing

Microwave Networks will provide the frequency coordination services and FCC Licensing services for the Customer for each microwave path. This provides a 10 year license for the microwave path.

This includes first, performing an interference analysis to determine frequencies that will not cause harmful interference to other existing and proposed microwave paths and earth stations in a particular band. Our Interference Analysis services include:

- Identification of co-located or nearby licensed transmitters.
- Accurate prediction of interfering levels into and from your system, using our proprietary software and factors such as antenna performance, radio filter performance and terrain.
- Identification of available frequencies considering existing and proposed systems. This may include analysis of adjacent or shared bands to detect unwanted threshold degradation or potential earth station interference.
- Documentation of the system parameters including the selected frequencies and any outstanding interference conflicts.

Prior coordination is required by the FCC and begins when the system design is complete. After frequencies are selected, a Prior Coordination Notice (PCN), including a path data sheet, must be sent to all existing microwave users in the area to notify them of the proposed path. The FCC rules state that existing users have 30 days to object to the proposal. Once the 30-day period expires and any objections are resolved, we provide the supplemental showing which must be included in the FCC license application. Our Prior Coordination services include:

- Notification of your proposed system to all existing and proposed licensees in your area and frequency band of operation.
- Case resolution if any licensees are not in full agreement.
- Preparation of documentation required to satisfy FCC Rule Part 101.103 (d).

For the final FCC forms, Microwave Networks will complete the engineering sections of the Private Fixed Microwave Application Form 402. In addition, we will provide the exhibits of the functional system diagram which are required by FCC rules. The end-user will provide information for other sections of the form which relates to shared use of facilities, environmental impact, and other non-engineering aspects of the application.

Manufacturing

The Microwave Networks Program Manager will monitor all of the radio equipment through the manufacturing process from the material planning phase to the final test. By having real-time access to the status of the manufacturing process, the Program Manager can ensure the

successful delivery of the equipment on-site with the start of the installation. Also, whenever situations occur on the project which require a modification to the manufacturing process the Program Manager can initiate the necessary changes quickly and establish the appropriate feedback channels to confirm that the changes are implemented.

Factory Staging

MNI does system integration and factory staging in our factory in Stafford, TX. In the factory Systems Integration Facility, Microwave Networks will perform a complete factory integration and test of the entire system or can do this in ring-by-ring approach. As part of the factory integration process, all the equipment will be configured as it will be when installed. All radios are connected back-to-back with fixed/variable attenuation while various radio and system-level tests are performed. The microwave links can all be staged at the same time.

Equipment Delivery

All racked radio equipment, except for power systems and batteries will be delivered to the local secure facility in racks. Power systems, antennas and waveguide and other mounting accessories will also be delivered to the local warehouse. Microwave Networks will transfer equipment to each site for installation.

Installation of Antenna Systems and Radios systems

All antenna installation work is sub-contracted by Microwave Networks to Day Wireless who will work under the direction of the Microwave Networks Program Manager. As the prime contractor for both the antenna installation and the other installation activities for the site, the Microwave Networks Program Manager coordinates all activities related to the antenna installation, including delivering the equipment to the site and the assistance of the tower crew in the path alignment process.

As part of a comprehensive installation, Microwave Networks will install the necessary lengths of waveguide to connect the radio to the antenna. Microwave Networks will adhere to established industry standards such as Motorola R56 and manufacturers' recommendations when installing waveguide on towers.

Upon completing the installation of an antenna system, Microwave Networks conducts a sweep test on each section of waveguide. The purpose of the sweep test is to verify that the installed system conforms to VSWR specifications across the operating band.

Microwave Networks will also install and test the pressurization equipment. The pressurization equipment will be installed at a location designated in the site plan. Upon completion of the installation, Microwave Networks performs a pressure integrity test of the system.

Microwave Networks installation subcontractors will install and test the radio system. All of our installations are performed by our certified subcontractors whose activities are directed and monitored by the Microwave Networks Program Manager.

The general scope of the installation includes uncrating, inspection, inventory, setting and securing in place, connection of DC power, connection to transmission system, path alignment, and testing. While these general activities provide an overview of the scope of installation, the detailed installation plan will vary from site to site.

Field Acceptance Testing

Microwave Networks will conduct on-site testing to meet the project requirements. These tests are a subset of the tests performed during the manufacturing process and the factory system test. On-site measurement of receive signal level (RSL) will be recorded to verify proper path alignment. Microwave networks will perform a 24-hour BER test on TDM radios, RFC 2544 and Y.1564 Ethernet testing. The test results report will be provided in PDF format.

Documentation

The following documentation will be provided:

- Detailed Implementation schedule
- Acceptance Test Plans
- FCC licenses and coordination documentation
- Path Profiles and Path Link Analysis
- Formal Path and Site Survey Report
- One complete set of Microwave Networks Operation and Maintenance manuals with drawings for each rack.
- One complete set of vendor provided Operation and Maintenance literature with drawings for each location.
- Project completion notice upon completion of the activities detailed in the Scope of Work. The project completion notice may apply to the project on a per hop or per system basis, as mutually agreed upon by Microwave Networks and the Customer.
- Complete System functional diagram
- A complete documentation package of equipment as installed and accepted (As Builts), to the Customer three (3) weeks after system acceptance, including wiring lists, calibration procedures, maintenance charts and tables.

Life Cycle Support Program

Microwave Networks is pleased to include a 2-year Lifecycle Support Services (LSS) Program at no charge and optional pricing for additional 3 years. This SOW covers the LSS Program, which includes:

Proteus MX Radios Extended Warranty

Proteus MX Premium 24x7 Phone Support
Software Releases Support

Warranty

Our LSS program includes product Warranty, which provides return and repair of all Microwave Networks manufactured equipment.

All repairs will be handled through Microwave Networks service department at no charge. Standard repair turnaround time is 30 days from receipt of unit and may change subject to availability of parts.

All other equipment has a 1 year standard warranty from the 3rd party manufacturer. Warranty starts at shipment of equipment.

24-Hour Technical Support by Phone

Technical support is available 24 hours per day, seven days a week. Experienced Technical Support Engineers are available in the USA from 8:00am – 5:00pm (Central Time) Monday through Friday. At all other times, our Technical Support Engineers will return your call within 30 minutes.

Microwave Networks Standard Warranty

Following is Microwave Network's 2 year standard warranty:

Products manufactured by Microwave Networks Incorporated ("MNI") are warranted to be free from defect in material and workmanship under normal use and service for a period of two (2) years from the date of shipment. In the event of a defect during the warranty period, Buyer will return the defective item to the MNI depot repair facility for repair or replacement. Repair at MNI's option may include the replacement of parts or equipment and all replaced parts or equipment shall be the property of MNI. Parts or equipment replaced during the warranty period are warranted for the remainder of the original applicable warranty period or ninety (90) days, whichever is greater. This expressed warranty is extended by MNI to the original Buyer for commercial, industrial or governmental use. Such action on the part of MNI shall be the full extent of MNI's liability and Buyer's exclusive remedy for breach of warranty. Expenses of Buyer such as travel expenses are not covered by this warranty.

This warranty extends only to products manufactured by MNI, and it is expressly conditioned upon the equipment having been installed in accordance with the installation practices accepted by the telecommunications industry, the standard installation and configuration practices recommended by MNI, and the equipment having been maintained in accordance with MNI recommended standard maintenance practices. Vendor products and other equipment not manufactured by MNI are excluded, but carry their own separate limited warranties.

This warranty shall automatically terminate if the product is used in other than its normal and customary use, has been subject to misuse, accident, neglect, or damage, is improperly disassembled, improper alterations or repairs, or if nonconforming parts are used in the product, unless done by a service facility authorized by MNI to perform warranty service. The warranty for Network Management Systems (NMS) shall automatically terminate if software is altered, added, or removed from the platform without the prior approval of MNI. NMS provided by MNI does not include virus protection software and this warranty does not cover damages caused by computer viruses.

Because each radio system is unique, MNI disclaims liability for range, coverage, or operation of a system as a whole under this warranty. This warranty shall not cover any damages caused by Acts of God including, but not limited to, flood, lightning, seismic activity, and events of *Force Majeure* such as fire, explosion, war, civil disturbance et al.

THIS MNI WARRANTY IS GIVEN IN LIEU OF ALL OTHER WARRANTIES, EITHER EXPRESSED OR IMPLIED, WHICH ARE SPECIFICALLY EXCLUDED, INCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

An authorization to return products under this warranty must be obtained from a MNI Customer Service Representative prior to making shipment to MNI's service location, and all returns shall be shipped freight pre-paid. MNI shall be responsible for return freight charges only on repaired and replaced products found to be defective.

In the event that MNI provides services only, MNI warrants the performance and specifications of such services but does not warrant that services performed will fulfill the total system requirement of the Buyer.

SOW General Requirements:

Pricing and implementation are based on using a Microwave Networks Incorporated (MNI) selected non union work crew. Prevailing wage rates are included. MNI intends to utilize this crew in all locations and for all tasks. The requirements and tasks listed below are considered standard.

The MNI Program Manager (PM) will act as coordinator between the Customer and the MNI Installation Supervisor. All requests or needs with regards to the implementation should be directed to the MNI Program Manager. To avoid confusion, the Customer is asked to identify to the MNI Program Manager, in writing, all personnel who may authorize changes and perform site acceptance. This list is to be submitted to MNI prior to the start of installation.

Installation work performed by MNI or its authorized sub-contractors will conform to industry guidelines and will utilize quality materials from selected qualified suppliers. All special requirements are to be submitted in writing to the MNI Program Manager prior to the start of installation.

Unless otherwise stated in this SOW, the Customer will furnish equipment receiving, storage and staging space at the site locations. Customer will provide a staging area and secured room for MNI personnel to store documents, test equipment, and other necessary items required for the installation.

No changes to the Scope of Work (SOW) will be authorized unless agreed upon by the customer project coordinator or authorized representative and the Microwave Networks Program Manager. Changes to the SOW will be documented in writing by MNI. If the change(s) affect the sub-contractor, a request for quotation will be issued. Upon determination of cost and schedule impact, a Project Change Order Authorization (PCOA) detailing the requested changes will be forwarded to the Customer's Project Coordinator or authorized representative for signature. No changes will be performed until customer authorization is obtained.

MNI will submit the SOW, which includes the project timeline (sequence of installation tasks with completion dates); to the Customer for approval at least two weeks prior to the scheduled

start for installation. The Customer is required to sign and return the SOW at least one week prior to the scheduled start date for installation to the MNI Program Manager. Failure to return the approved SOW could cause MNI to delay the start of installation until approval is obtained.

Site work will be performed in a progressive and contiguous manner, including working weekends without work stoppage due to non-MNI related tasks. Twelve (12) hours work days is assumed or mutually agreed to working schedule.

Relocation of existing equipment, unless otherwise specified, will be the responsibility of the Customer and is to be completed before installation work commences by MNI or their authorized personnel. Relocation of existing equipment, sites and/or paths is not included in this SOW.

The Customer will provide adequate & timely access to all sites.

All superstructure, Main Station Grounding, and required cable rack are assumed to be existing or to be installed by others.

Inspection of the site and verification of the installation design will be performed on initial entry to the site by MNI personnel or MNI's authorized subcontractor for engineering compliance.

General site clean up will be performed by MNI installers, on a daily basis with the trash neatly stacked for removal by the Customer or placed in a customer provided receptacle.

System acceptance will be based on the Acceptance Test Procedure (ATP).

Traffic activation of a hop, link or system prior to completion of final testing and system acceptance will constitute BENEFICIAL USE and ACCEPTANCE of the affected portion.

GENERAL ASSUMPTIONS

Vendor equipment such as MUX, DSX panels and Channel banks will be integrated at the factory. All intra rack wiring will be installed at that time.

The Customer will be responsible for all required licensing and permits unless otherwise directed by the terms and conditions of the contract.

All sites are accessible by 4x4 wheel drive vehicles.

Sites will have adequate space for the new equipment and suitable temperature control and lighting where work is to be performed or materials stored.

Existing towers are sized properly to support the new antenna systems. No tower analysis is included unless specifically detailed in this SOW.

Customer will provide approvals on documents (Designs, FCC licensing documents, Acceptance Test Plans, etc.) in a timely manner, within 20 business days.

SPECIFIC REQUIREMENTS:		
Function	<u>MNI</u>	<u>Customer</u>
<u>PROJECT MANAGEMENT</u>		
Provide a main point of contact as named Project Manager for both Customer and Microwave Networks to manage resources and schedules throughout the entire project lifecycle.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Supervise and coordinate day-to-day activities, schedule, deliverables, and milestone completions with respect to this Scope of Work.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Manage/supervise field installation and implementation teams to ensure that all on-site installation, integration, and optimization tasks are performed per contract requirements, industry best practices, and applicable standards and guidelines.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Develop, track, manage, and communicate both orally and in writing (hard copy or electronic format) the project plan, schedule, status of deliverables, risk items, change orders, action items, punch list, and other reporting deliverables as set forth in project Scope of Work.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Participate with Customer in a project kick-off meeting and weekly project status meetings/calls or as deemed necessary throughout the project lifecycle.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>ENGINEERING</u>		
Perform Transmission and System Engineering.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Furnish building and plot plan drawings and directions to the sites, if available prior to the commencement of Path survey.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Furnish floor plans and office drawings of existing sites, Showing new equipment locations, term block & fuse panel assignments, etc.	<input type="checkbox"/>	<input type="checkbox"/>
Perform Path Survey.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Perform Frequency Coordination and file PCN.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Prepare Frequency Coordination Applications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide T1 channel assignments and dropping requirements at each location.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Furnish one complete set of installation specifications and measurements for the proposed equipment ATP.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>STAGING AND ACCEPTANCE TESTING</u>		
Provide Acceptance Test Plan for customer approval.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide Staging of equipment at Microwave Networks factory.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide Factory Acceptance Testing during staging to confirm proper operation of radios per Acceptance Test Plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SPECIFIC REQUIREMENTS:		
Function	<u>MNI</u>	<u>Customer</u>
<u>TRANSPORTATION / STORAGE</u>		
Provide transportation for equipment and materials from MNI factory to the final destination. Freight charges per terms of mutually agreed contract.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide adequate storage for all shipped equipment until transported to site locations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Deliver all proposed equipment to the site locations from the local Customer warehouse and inventory for discrepancies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>SITE PREPARATION</u>		
Furnish all site improvements (fences, roads, grading, tree removal, etc.). Access roads to all work areas of each site shall be suitable and accessible to concrete trucks, truck-trailers, and other construction equipment.	<input type="checkbox"/>	<input type="checkbox"/>
Provide suitable openings, channels, or ducts for cables and conductors for routing from floor-to-floor and from room-to-room.	<input type="checkbox"/>	<input type="checkbox"/>
Provide Ground Bar.	<input type="checkbox"/>	<input type="checkbox"/>
Install Ground Bar.	<input type="checkbox"/>	<input type="checkbox"/>
<u>TOWERS</u>		
Furnish and install all towers.	<input type="checkbox"/>	<input type="checkbox"/>
Determine structural capabilities of all towers and/or antenna mounting structures and perform all Structural modifications required to support, mount and adapt the proposed antennas.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish and install antenna Pipe Mount(s).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Furnish and install antenna Ice Shields as quoted. Actual antenna ice shield requirements will be determined upon completion of site surveys and agreement from Customer.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish and install Waveguide Bridge.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish and install Waveguide Messenger.	<input type="checkbox"/>	<input type="checkbox"/>
<u>ANTENNAS / TRANSMISSION LINE</u>		
Install all antenna and transmission line. Actual Waveguide lengths will be determined upon completion of site surveys.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Install pressurization equipment for transmission lines.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Install Wall Feed-Thru's for coax/wave guide Transmission line.	<input type="checkbox"/>	<input type="checkbox"/>
<u>POWER & GROUND</u>		
Provide AC power and breakers as required.	<input type="checkbox"/>	<input type="checkbox"/>

SPECIFIC REQUIREMENTS:		
Function	<u>MNI</u>	<u>Customer</u>
Provide ready access (within 50 feet (15 meters) of proposed Equipment locations) to a low resistance ground at each location.	<input type="checkbox"/>	<input type="checkbox"/>
Follow Motorola R56 Grounding standards on microwave installation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Furnish and install adequate AC receptacle within 6 feet (2 meters) of the battery charger rack.	<input type="checkbox"/>	<input type="checkbox"/>
Install DC chargers as per quote.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish and install DC Power and Ground wiring to MNI provided racks per specifications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Label DC breakers / fuses and newly installed wiring.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>RADIO EQUIPMENT</u>		
Install cable and test all radio and auxiliary equipment proposed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Install DSX panel as a point of demarcation for DS1s. Panel will be installed within 30 feet (10 meters) of the radio.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Furnish and install DS1 cross-connections from supplied DSX panels to buyer's Channel Banks.	<input type="checkbox"/>	<input type="checkbox"/>
<u>CHANNEL BANKS</u>		
Channelization Engineering, develop MUX plan.	<input type="checkbox"/>	<input type="checkbox"/>
Install channel bank equipment.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish jumper wire and install cross connections on the distribution frame to interconnect with the buyer's equipment.	<input type="checkbox"/>	<input type="checkbox"/>
Align multiplex /channel bank. (Options, levels, strapping, frequencies, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Furnish and install VF wiring from channel banks to D66 blocks.	<input type="checkbox"/>	<input type="checkbox"/>
<u>ORDER WIRE AND ALARM</u>		
Install and test Orderwire.	<input type="checkbox"/>	<input type="checkbox"/>
Install and test Alarm Master, install and test remotes and control wiring from the radio equipment at each site.	<input type="checkbox"/>	<input type="checkbox"/>
Furnish & Install D66 block or similar and connect to the alarm remote, to terminate alarms at each site.	<input type="checkbox"/>	<input type="checkbox"/>
Verify alarm system database is functional.	<input type="checkbox"/>	<input type="checkbox"/>
<u>NETWORK MANAGEMENT SYSTEM</u>		
Deliver and install server with SPARCS NMS software fully installed and operational to poll microwave radios.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SPECIFIC REQUIREMENTS:		
Function	<u>MNI</u>	<u>Customer</u>
Install any security software/hardware requirements required by the Customer for remote access to NMS.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>TESTING/MISCELLANEOUS</u>		
Provide complete set of Test Equipment consisting of; Digital Multi-Meter, BER/Ethernet Test Set (capable of the required data rates used in the system).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Coordinate system test and alignment with the Customer. Such testing will only include acceptability of MNI supplied and installed equipment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Optimize and test system to MNI Acceptance Test Procedure (ATP).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Record test data for inclusion in the "as built" Documentation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Prepare, submit and file, if applicable, all necessary environmental impact data.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<u>DOCUMENTATION</u>		
Furnish one complete set of electronic MNI Operation and Maintenance manuals with drawings for each rack.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide one complete set of vendor provided Operation and Maintenance literature with drawings for each location.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sign a project completion notice upon completion of the activities detailed in this Scope of Work. The project completion notice may apply to the project on a per hop or per system basis, as mutually agreed upon by MNI and the Customer.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prepare and submit a complete documentation package of equipment as installed and accepted (As Built's), three (3) weeks after system acceptance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional requirements:

Microwave Networks is assuming no cranes are needed for installation.

For Water Towers:

Customer is responsible for providing an adequate microwave antenna mounting structure on the Water Tower.

Customer is responsible for providing the cable tray from top of tank to ground.

Customer is responsible for any required conduit.

Microwave Networks assumes no painting of equipment is necessary.

Microwave Networks is assuming no welding of any kind is needed for MNI to perform.

Exhibit B
Commercial Payment Terms

Project Cost	
Equipment (including tariff and freight)	\$ 301,953.00
MNI Services	\$ 305,449.00
Sub-Total	\$ 607,402.00
Sales Tax	\$ 49,806.96
Total	\$ 657,208.96

Invoice to be sent upon:	%	\$	Sales Tax	Retainage (5%)	Payment
Completion of Project kickoff meeting (virtual or in person)	25%	\$151,850.50	\$12,451.74	(\$7,592.53)	\$156,709.72
Completion of path & site surveys, frequency coordination, and release of Prior Coordination Notice (PCN)	15%	\$91,110.30	\$7,471.04	(\$4,555.52)	\$94,025.83
Upon accepted project timeline, delivery of all equipment, and commencement of microwave installation	25%	\$151,850.50	\$12,451.74	(\$7,592.53)	\$156,709.72
Completion and acceptance of Final site acceptance for network and signoff by customer	35%	\$212,590.70	\$17,432.44	(\$10,629.54)	\$219,393.60
Sub Total	95%	\$607,402.00	\$49,806.96	(\$30,370.10)	\$626,838.86
Retainage Release	5%			\$30,370.10	\$30,370.10
Total	100%	\$607,402.00	\$49,806.96	\$0.00	\$657,208.96

Freight is included

Payment due date: Net 45 after delivery of customer approved invoice

Project Cancellation Schedule

Milestone	%	\$
After Project Kickoff	25%	\$164,302.24
After completion of Site Surveys and Frequency Coordination	40%	\$262,883.58
After receipt of equipment	65%	\$427,185.82
After start of installation services	65%	\$427,185.82

***In addition,** any additional costs that have been incurred by contractor will be billed separately

Exhibit C

Contractor Standard Terms and Conditions

STANDARD TERMS AND CONDITIONS OF SALE

SECTION 1 - GENERAL: All references to MNI herein shall mean Microwave Networks Incorporated, and all references to Buyer herein shall mean the customer named in a contract, purchase order, quotation, proposal, or other agreement between the parties. All quotations from MNI shall be considered solicitations of offers. All orders placed by Buyer shall be considered offers which shall be deemed accepted upon notice thereof from MNI. Buyer will provide MNI with a complete written authorization or purchase order (with frequencies and all other technical specifications required to manufacture the equipment to completion), containing necessary information, such as site name, type and quantity of radios, requested delivery date and delivery instructions. Notwithstanding any terms or conditions which may be included in Buyer's purchase order or other communication, MNI's acceptance is conditional upon Buyer's assent to the terms and conditions set forth herein or in any other binding contract or agreement between the parties incorporating these terms and conditions. MNI's failure to object to any term or condition contained in Buyer's purchase order or other communication shall not be deemed to be acceptance of such term or condition. In the absence of Buyer's written acceptance of these terms, acceptance of or payment for purchases hereunder shall constitute an acceptance of these terms and conditions. The terms and conditions set forth herein shall be deemed incorporated (as though set forth in full) into any agreement of sale entered into between MNI and Buyer unless otherwise modified in writing. MNI quotations are not firm unless expressly indicated, with a specific period of time during which the quotation will remain firm on the face thereof. MNI reserves the right, without any increase in price, to modify the design and specifications of equipment designed by MNI, provided that the modification does not adversely affect the original performance specifications as specified by MNI or as requested by the Buyer. Buyer shall not assign any interest in the contents of this quotation without the prior written consent of MNI. All orders are subject to prior credit approval. Stenographic, typographic and clerical errors are subject to correction. All headings contained in these terms and conditions are for reference purposes only and shall not in any way affect the meaning or interpretation of these terms and conditions.

SECTION 2 - SHIPPING AND HANDLING: Unless otherwise specified by Buyer and agreed to by MNI in writing, shipping and handling charges (e.g. Air, Parcel Post, Common Carrier) will be included on the applicable invoice as a separately priced item to be paid by the Buyer. Freight charges are subject to frequent change and in consideration of MNI's agreement to hold to the charges stated, Buyer agrees to pay such amount without regard to the actual charges applicable at the time of shipment. It is understood that MNI will not provide the Buyer with any copies of carrier freight bills. All packaging and packing shall be in accordance with sound commercial practice. Special export packaging, packing or crating, as required, will be quoted separately.

SECTION 3 - DELIVERY AND TITLE: Unless otherwise specified, all deliveries and risk of loss shall be determined in accordance with the FOB shipping point for domestic shipments and FCA Stafford, Texas for international shipments in accordance with Incoterms 2000. Shipping or delivery dates are best estimates only and subject to change based on MNI commitments at the time Buyer's purchase order is received and accepted. MNI reserves the right to make deliveries in installments, and contracts or other agreements between the parties shall be severable as to such installments. A delay in delivery or default of any installment shall not relieve Buyer of its obligation to accept and pay for remaining deliveries. Claims for shipment shortage or damage shall be deemed waived unless presented to MNI in writing within ten (10) days of delivery of each shipment, and failure to make any claim within ten (10) days after receipt of each product covered hereunder shall constitute an irrevocable acceptance thereof. Title to the products shall pass to Buyer upon receipt of full payment by MNI for such goods, except that in any jurisdiction in which such retention of title is not recognized, MNI shall be deemed to have retained a purchase money security interest and right of possession in the products until Buyer makes full payment. Buyer's rights to enforce such purchase money security interest and its right of possession shall be non-exclusive remedies. Buyer agrees to cooperate as necessary to assist MNI in perfecting such security interest, upon request.

Service completion dates indicated on quotations are subject to review and revision on the basis of MNI commitments at the time Buyer's order is received and accepted. All service completion dates are subject to credit approval, are approximate until confirmed in writing by MNI, and are based upon receipt of timely, accurate, and complete instructions and information from the Buyer.

SECTION 4 - ACCESS: Buyer hereby grants access to MNI to all equipment, sites, premises, and other areas where work is to be performed under these terms and conditions. MNI will make all reasonable efforts to comply with Buyer's standard rules and regulations for access, a copy of which will be furnished to MNI by Buyer upon the submission of any order to be performed under these terms and conditions. Buyer acknowledges that MNI may use non-union personnel to perform work. MNI will make all reasonable efforts to observe Buyer's procedures in cooperation with union personnel; however, Buyer agrees to indemnify and hold MNI harmless from all costs associated with the compliance of union work rules or union activities which may interfere with MNI's performance requirements.

SECTION 5 - COMMERCIAL WARRANTY: MNI manufactured products are warranted to be free from defect in material and workmanship under normal use and service for a period of two (2) years from the date of shipment. In the event of a defect during the warranty period, Buyer will return the defective item to the MNI depot repair facility for repair or replacement. Repair at MNI's option may include the replacement of parts or equipment and all replaced parts or equipment shall be the property of MNI. Parts or equipment replaced during the warranty period are warranted for the remainder of the original applicable warranty period or ninety (90) days, whichever is greater. This express warranty is extended by MNI to the original Buyer for commercial, industrial or governmental use. Such action on the part of MNI shall be the full extent of MNI's liability and Buyer's exclusive remedy for breach of warranty. Expenses of Buyer such as travel expenses are not covered by this warranty.

This warranty extends only to products manufactured by MNI, and it is expressly conditioned upon the equipment having been installed in accordance with the installation practices accepted by the telecommunications industry, the standard installation and configuration practices recommended by MNI, and the equipment having been maintained in accordance with MNI recommended standard maintenance practices. Vendor products and other equipment not manufactured by MNI are excluded, but carry their own separate limited warranties.

This warranty shall automatically terminate if the product is used in other than its normal and customary manner, has been subject to misuse, accident, neglect, or damage, is improperly disassembled or has improper alterations or repairs, or if nonconforming parts are used in the product, unless done by a service facility authorized by MNI to perform warranty service. The warranty for Network Management Systems (NMS) shall automatically terminate if software is altered, added, or removed from the platform without prior MNI approval. NMS provided by MNI do not include virus protection software and this warranty does not cover damages caused by computer viruses.

MNI warrants the operation of its equipment only with respect to its published specifications and use conditions. This warranty shall not cover any damages caused by Acts of God including, but not limited to, flood, lightning, seismic activity; and events of *Force Majeure*, such as fire, explosion, war, civil disturbance et al.

THIS MNI WARRANTY IS GIVEN IN LIEU OF ALL OTHER WARRANTIES, EITHER EXPRESSED OR IMPLIED, WHICH ARE SPECIFICALLY EXCLUDED, INCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

An authorization to return products under this warranty must be obtained from a MNI representative prior to making shipment to MNI's service location, and all returns shall be shipped freight pre-paid.

In the event that MNI provides services only, MNI warrants the performance and specifications of such services but does not warrant that such services performed will fulfill the total system requirement of the Buyer.

SECTION 6 - PATH ENGINEERING SERVICES WARRANTY

MNI warrants that the installed radio communication path will conform to Customer's multipath performance reliability objectives when MNI has performed the path survey, recommended the path design, and MNI has implemented such recommendations. This warranty is for a period of 12 months from the date of the survey or one year from the date of installation of the microwave path, whichever expires first. All MNI field activities and path propagation analysis will utilize current hardware, software, engineering practices and judgment with the goal of meeting normal Path Loss, as defined in TIA/EIA Standard RS-252-A. MNI is not responsible for paths that it does not survey, nor for changes in path design beyond those specifically allowed in the path survey report or in writing after the field survey is completed, including but not limited to changes in path design; movement in site locations; buildings or other structures built on-path after date of survey; disturbances of the terrain which may cause blockages or reflections; frequency interferences from 3rd party sources including those caused by Wifi 6E; or change of available antenna mounting space on tower. Any one of these changes will nullify this warranty, and the Customer shall in such case bear the total cost of determining that such change was the cause. MNI will not be responsible for degraded path performance when such degradation is due to such anomalous propagation conditions as: Long-term loss of fade margin due to antenna decoupling misalignment caused by widely-varying k-factor changes; Long-term loss of fade margin due to Atmospheric Boundary Layering ("ABL") causing wave front defocusing (beam spreading), signal entrapment (blackout fading), ducting, and other such occurrences. Excessive rain outage rates beyond the published crane and/or chart data used in the calculation; Degradation resulting from certain types of multipath interference attributed to unidentifiable off-path terrain features or structures; Any other technological or atmospheric condition not foreseeable through the exercise of prudent engineering knowledge and judgment. Additionally, MNI will not be responsible for degraded path performance when Non-MNI radio equipment is installed on a surveyed path; MNI radio equipment is not installed by MNI; Existing antenna and waveguide system is used without test and inspection performed by MNI. MNI designs the microwave path based upon best engineering practices and standards common to the industry, and it selects a transmission configuration based upon the most economical method for meeting the path performance objectives. When path loss or reliability objectives are not achieved, exclusive of anomalous propagation or path changes as described above, then Customer's sole remedy, and MNI's exclusive liability in connection with path engineering, shall be that MNI will provide incremental labor and material to optimize the antenna system beyond what would have been required during initial installation. Where anomalous propagation is suspected in an installed microwave path, MNI will work with the Customer to obtain reasonable evidence that such condition exists. The total retroactive costs for such study shall be the responsibility of the Customer with MNI providing in-office engineering support. The cost of relocating towers, antennas, passive reflectors or other measures required to remedy this type of problem shall solely be the responsibility of the Customer.

SECTION 7 - PATENT AND COPYRIGHT INDEMNIFICATION: MNI agrees to defend, at its expense, any suits against Buyer based upon a claim that any products furnished directly infringe a United States patent, copyright, or other intellectual property right of third parties. MNI agrees to pay costs and damages finally awarded in any such suit, provided that MNI is notified promptly in writing of the suit and, at MNI's request and at its expense, is given control of said suit and all requested assistance for defense of same. If the use or sale of any products furnished hereunder is enjoined as a result of such a suit, MNI, at its option and at no expense to Buyer, shall obtain for Buyer the right of use or sale for said product(s) or shall substitute an equivalent product reasonably acceptable to Buyer and extend this indemnity thereto, or shall accept the return of product(s) and reimburse Buyer the purchase price thereof, less a charge for reasonable wear and tear. This indemnity does not extend to any suit based upon any infringement or alleged infringement of any patent or copyright by the combination of any products furnished by MNI and other elements, nor does it extend to any products of Buyer's design or formula. The foregoing states the entire liability of MNI for patent, copyright, or other intellectual property infringement.

SECTION 8 - PAYMENT: For domestic shipments, MNI's standard terms of sale are net thirty days of invoice date, subject to the approval of MNI. For export shipments, the standard payment terms are irrevocable Letter of Credit (in accordance with MNI Letter of Credit Guidelines) or Cash in Advance (as described below), unless MNI has, prior to its acceptance of Buyer's purchase order, approved in writing other credit arrangements. All payments, whether by Letter of Credit or Cash in Advance, shall be made in U.S. Dollars (US\$) by electronic funds transfer. All orders on terms of Cash in Advance require a 25% payment upon placement of the order and the balance shall be paid prior to shipment. Exceptions to the payment terms included herein shall be subject to the prior consideration and written approval of MNI. The Buyer shall make payments in full to MNI at the address stated on the MNI invoice or as otherwise specified in writing by MNI. Overdue payments are subject to a service charge of 1% per month or the maximum legal rate, whichever is lower. To the extent permitted by applicable law, Buyer agrees to pay any and all costs and disbursements, including reasonable attorney's fees, incurred by MNI in legal proceedings to collect overdue invoices or enforce indebtedness. Buyer agrees that any and all costs or disbursements may be added to the total invoice amount already due at time of placement with an attorney or collection agency. There is a 3% fee for any payments done via credit card.

SECTION 9 - TAXES: Except for the amount, if any, of tax stated in a MNI contract, quotation, proposal, or customer purchase order, or other agreement between the parties, MNI sale prices and warranty provisions are exclusive of any amount for federal, state, local, excise, sales, use, property, retailers occupation, in-country, import, VAT or similar taxes or duties. Such prices are also exclusive of all government permit fees, license fees, customs fees and similar fees levied upon delivery of the MNI products and services.

The Buyer shall be liable for all such taxes, duties and fees, regardless of whether or not the same are separately stated by MNI, and the Buyer shall pay the amount thereof to MNI or, in lieu thereof, the Buyer shall provide MNI with a properly executed tax exemption certificate acceptable to the taxing authorities prior to delivery of MNI product. If MNI is required to pay or bear the burden of any excluded tax then the Buyer shall reimburse to MNI the full amount of any such tax payment no later than ten (10) days after receipt of an invoice.

SECTION 10 - TERMINATION, CHANGES AND DELAYS: MNI shall not be liable for any delay or failure to perform due to any cause beyond its control, including, but not limited to: events of Acts of God including, but not limited to, flood, lightning, seismic activity; and events of Force Majeure such as fire, explosion, war, civil disturbances, default of any supplier; delays caused by any government or regulatory body, frequency authorization, license grant; government intervention; inability to obtain necessary labor, material, or facilities; interruptions of transportation or utilities and strikes. The delivery schedule shall be considered extended by a period of time reasonably necessary to perform after such event(s). Notwithstanding the preceding sentence, in the event MNI is unable to wholly or partially perform due to any cause beyond its control, MNI may terminate any contract without liability to Buyer. Buyer may cancel any order due to the default of MNI upon thirty (30) days prior written notice and failure to cure by MNI.

Otherwise orders may be terminated, changed or delayed by Buyer only with the specific approval of MNI and shall be subject to termination, change or delay charges which shall include compensation for specific expenses and costs related to commitments already made in connection with the order and a reasonable allowance for the cost of overhead, general and administrative expenses and profit in accordance with MNI's standard accounting practices. Any order canceled after five (5) business days of MNI receiving a purchase order is subject to cancellation charges up to the full amount of the purchase order. Change orders may also necessitate a change in the delivery schedule or service completion date. In the event Buyer causes a delay in contract completion or delivery, MNI shall have the right to submit invoices, due and payable upon receipt, at sales value for progress to date, and Buyer shall pay the invoiced amount and all necessary storage charges and other costs incurred due to such delay.

SECTION 11 - GOVERNMENT OR IN-COUNTRY LICENSING: The Buyer is solely responsible for obtaining any licenses or other authorizations required by the FCC, Federal Aviation Administration or any other government regulatory bodies, and for complying with their rules and with the rules and regulations of any other U.S. or foreign regulatory agency, whether federal, state, local or otherwise. Neither MNI, nor any of its employees, will be an agent or representative of the Buyer in such matters or otherwise. MNI may assist in the preparation of the license application by the Buyer; however, MNI's warranty shall not be modified to the detriment of MNI, and MNI shall have no liability to Buyer or any third parties arising out of or relating to MNI rendering technical advice, facilities or service in connection with such assistance.

SECTION 12 - CONTROLLING LAW: This document shall be governed by the internal laws of the State of California, as applied to contracts. The parties hereby agree that this document shall not be governed by the United Nations Convention on Contracts for the International Sale of Goods. This document is prepared and executed in the English language only and any translation of this document into any other language shall have no effect on effectiveness of or the interpretation of this document.

SECTION 13 - LIMITATION OF LIABILITY: MNI's TOTAL LIABILITY IS LIMITED TO THE NET PRICE OF THE PRODUCTS SOLD HEREUNDER, EXCLUDING ANY CHARGES STATED SEPARATELY FROM THE PRODUCT PRICE ON THE INVOICE. BUYER'S SOLE REMEDY FOR LIABILITY OF ANY KIND, INCLUDING NEGLIGENCE, WITH RESPECT TO THE EQUIPMENT AND DOCUMENTATION FURNISHED HEREUNDER IS TO REQUEST MNI, AT MNI'S OPTION, TO REFUND THE PURCHASE PRICE, EXCEPT THAT IN THE CASE OF A BREACH OF PRODUCT WARRANTY, THE BUYER'S SOLE REMEDY IS TO RETURN THE PRODUCT TO MNI FOR REPAIR IN ACCORDANCE WITH SECTION 5 OF THESE STANDARD TERMS AND CONDITIONS OF SALE.

IN NO EVENT SHALL MNI BE LIABLE FOR INCREASED COSTS, LOSS OF PROFITS, LOSS OF GOODWILL, OR ANY INCIDENTAL OR CONSEQUENTIAL DAMAGES FOR ANY REASON. This limitation shall not apply to MNI's indemnification obligations set forth in the agreement between MNI and Buyer.

WITH RESPECT TO SERVICES, MNI LIABILITY FOR ANY PATH SURVEY, SITE SURVEY, FIELD MEASUREMENTS, OR PATH ENGINEERING IS LIMITED TO THE RE-SURVEY, RE-MEASUREMENT, OR RE-ENGINEERING OF THE PATH OR SITE. MNI DOES NOT WARRANTY PROPAGATION OR PATH PERFORMANCE. ALL SURVEYS ARE ACCURATE AS OF THE DATE THE SURVEY WAS CONDUCTED. MNI IS NOT RESPONSIBLE FOR UNCONTROLLED EVENTS, SUCH AS FUTURE BUILDING OBSTRUCTIONS OR MICROWAVE PATHS IN OR NEAR THE SURVEYED PATH OR CONTROLLED SITE, WHICH COULD CAUSE BLOCKAGE OR INTERFERENCE.

SECTION 14 - WAIVER: The failure to insist, in any one or more instances, upon the performance of any of the terms, covenants or conditions herein or to exercise any right hereunder, shall not be construed as a waiver or relinquishment of the future performance of any such term, covenant or condition, or the future exercise of such right.

SECTION 15 - SUBSURFACE OR STRUCTURAL CONDITIONS: The prices for any towers included in a MNI proposal are based upon normal soil conditions of E.I.A. standard RS 333 C. Should MNI encounter subsurface, structural and/or latent conditions at the site materially differing from those used in the preparation of the quotation, an equitable adjustment to the price shall be mutually agreed upon prior to installation. The Buyer is responsible for specifying tower hardware requirements. If no requirements are provided by the Buyer, MNI will provide its standard production climbing devices and no representation is made by MNI that such devices will be in compliance with OSHA's Tower Climbing Device Specifications.

SECTION 16 - US GOVERNMENT ORDERS: The provision of Executive Order No. 11246 of September 24, 1965, as amended, regarding equal employment opportunity, and the rules and regulations issued pursuant thereto, are incorporated herein by reference. Any other US Government procurement regulations which are required to be included shall be specifically and separately agreed to in writing prior to incorporation into the final agreement of sale.

SECTION 17 - SPECIAL CONDITIONS OF QUOTATION AND SALE: Supplementary to the above terms and conditions of sale, circumstances which require quotation of special terms and conditions of sale are available from MNI (Sales and/or Customer Care Departments) relating to the following: (A) Installation services (weather, employees, normal workday, FCC construction permits, realignment of existing equipment coordination, relocation of plant and equipment); (B) Frequency coordination (Buyer provided frequencies, MNI proposed frequency plan) and path survey (Buyer path survey, MNI proposed path survey); (C) MNI provided antenna installations of Buyer (antenna pipe mount, waveguide bridge, indoor waveguide runs, accessibility to building work areas, modification to Buyer's or Owner's premises, existing towers); (D) MNI provided towers (grounding (REA), tower lighting, modification to Buyer's or Owner's premises); (E) MNI provided roof mounted towers (roof reinforcing, transmission line entry, plot terrain, site accessibility, clearing and grading, tower load, future antenna loading); (F) Construction and/or civil work; (G) Dangerous or hazardous work conditions or environment; (H) PCS or PCN relocation services and related engineering services.

SECTION 18 - PROJECT DISCLAIMERS:

- Pricing shown is contingent upon purchase of entire quoted bill of materials and services.
- Additional charges may be applied if a particular component, brand, service, or installation partner is required by the customer
- Microwave Networks reserves the right to replace 3rd party products with alternative equipment of similar or superior function and quality
- Warranty on all 3rd party products is the original manufacturer's warranty or 1 year
- Final antenna type is subject to change based on PCN results
- Legacy and EOL equipment availability is limited and requirements for such may be filled by refurbished equipment on a case-by-case basis per customer approval
- Change orders are subject to price increase
- Shipments may be held up to 90 days from receipt of PO due to factors outside of MNI's control, after which warehousing and other handling fees may apply
- Customer is responsible for receiving and taking a detailed inventory of any shipments made against a valid purchase order. Any claims of missing and/or damaged equipment must be submitted to MNI's customer service department within 15 days of shipment.
- Microwave Networks manufactured equipment is covered by 2 years warranty after shipment, per Microwave Networks' Standard Warranty

For Proteus UMX:

- Proteus UMX is covered by 1 year warranty after shipment, per Microwave Networks' Standard Warranty.
- With the use of unlicensed spectrum, any spectrum interference or resolution of that interference is not the responsibility of MNI
- Throughput and path performance for shared spectrum frequency bands is not guaranteed
- UMX radio is not recommended for mission critical applications due to inherent limitations with unlicensed spectrum

For Full turnkey or Services Only:

- Installation quote is based on preliminary path information and is subject to change once path and site surveys have been finalized
- Installation quote assumes site readiness. De-installation, removal, and disposal of any existing equipment is the responsibility of the customer unless quoted specifically by Microwave Networks Inc.
- Installation is expected to commence no later than 30 days after shipment of equipment. Installation may be delayed up to 90 days after shipment of equipment due to factors outside of MNI's control, after which additional program management and support fees may apply.
- Warranty on installation workmanship is 1 year from date of customer acceptance.

For Equipment only project or projects where MNI provides only partial installation services (i.e. Broken Turnkey):

- Microwave Networks Inc. designs and implements custom turn-key solutions and strongly recommends all customers take advantage of MNI's full turnkey services. MNI is not responsible for the workmanship of any 3rd parties selected by the customer and cannot be responsible for system turn-up and overall performance of any microwave systems not designed and installed by MNI
- All installation technicians must successfully complete Microwave Networks certification training
- If onsite troubleshooting is required by MNI, additional charges will apply

For Lifecycle support services (Gold and Platinum):

- Advanced replacements limited up to 7% of the MNI equipment purchased and subject to availability
- Interference detection services will provide notification of potential interference caused by Wi-Fi 6E. Further efforts beyond notification to resolve or mitigate the interference are subject to additional charges.
- Early pay discounts are available for multi-year commitments. Please discuss with your regional director.

SECTION 19 - COMPLETE AGREEMENT: Buyer acknowledges that Buyer has read and understands these Standard Terms and Conditions of Sale as stated, and agrees to be bound by them and that these are the complete and exclusive statement of the agreement between the parties and supersede all proposals, oral or written, and all other communications between the parties relating to the subject matter. No modification hereof shall be binding upon either party unless such modification is in writing signed by duly authorized representatives of the parties. If any part of the terms and conditions included herein is deemed contrary to, prohibited by or invalid under applicable laws or regulations, such provision shall be deemed omitted to the extent so contrary, prohibited or invalid, but the remainder shall not be invalidated and shall be given effect as far as possible.



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Darr Kirk

DATE: September 17th, 2025

FOR AGENDA OF: September 17th, 2025

SUBJECT TITLE: User Fee Formula Discussion

ATTACHMENTS: Proposed Appendix A of Cowlitz 911 Bylaws

SUMMARY STATEMENT:

Cowlitz 911 convened a user fee formula committee in 2023 and proposed the current formula. This was discussed by the Board without concern and Cowlitz 911 moved forward with billing user fees accordingly. The current user fees are based on the formula; however, it was never officially adopted through a bylaw change.

The user fee formula is memorialized in our bylaws and requires a resolution to change. Bylaw changes require the Board to receive notice one meeting prior to the meeting where the resolution to change bylaws occurs. This meeting will be the meeting where proposed changes are shared and discussed. The October meeting will include a resolution to change the bylaws to reflect the user fee formula.

RECOMMENDED ACTION:

None

Expenditure Required: N/A
Amount Budgeted: N/A
Appropriation Required: N/A

COWLITZ 911 BYLAWS

I. COWLITZ 911 PUBLIC AUTHORITY

Cowlitz 911 is a public authority ("Cowlitz 911") established by Cowlitz County, Washington, pursuant to RCW 35.21.730 through 35.21.757, and Ordinance No. 18-014 ("Ordinance") adopted by the Board of County Commissioners on March 13, 2018. These Bylaws are subject to any limitations contained herein, the Ordinance, and the Charter of Cowlitz 911.

II. POWERS AND DUTIES

Cowlitz 911, through the Cowlitz 911 Board of Directors, shall have final decision on all policy issues and shall exercise the powers and perform the duties as authorized by the Ordinance, the Charter, and as otherwise allowed by law.

III. BOARD OF DIRECTORS – COMPOSITION AND OPERATION

A. Composition. The Cowlitz 911 Board of Directors ("Board") shall be composed of the directors as established in the Ordinance.

B. Alternates. Alternates for the Board shall be appointed as established in the Ordinance.

C. Conditions. The conditions for eligibility to serve on the Board shall be as established in the Ordinance.

IV. OFFICERS, ELECTION, TERMS, DUTIES

A. The officers of the Board are a Chair and a Vice Chair. At the first meeting of each year, the officers shall be elected by the Board and shall serve through the end of the year and until the election of the new officers. The Chair and Vice Chair shall be from different user agencies.

B. In the event there is a vacancy in the office of the Chair, the Vice Chair succeeds to the office of Chair for the unexpired portion of the term. In the event there is a vacancy in the office of Vice Chair, the Board will elect a new Vice Chair to serve the unexpired portion of the term. In the event both offices become vacant, the Board will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

C. The Chair or Vice Chair may be removed, with or without cause, by simple majority vote of the directors, after providing 30 days written notice to the person to be removed.

D. Duties of the Chair:

1. The Chair is a member of the Board, and presides at the meetings of the Board;
2. Create, appoint, and discharge Board committees unless otherwise provided in these By-laws;
3. Call for the vote on all motions properly presented and seconded;
4. Enforce the procedural rules of the Board during meetings;
5. Participate in deliberations of the Board;
6. Vote in all matters before the Board;
7. Ensure that the functions of the Board are carried out to the best of his or her abilities;

8. Make reports as necessary to the Board; and
 9. Execute, on behalf of Cowlitz 911, all contracts, agreements, and other documents and papers duly authorized by the Cowlitz 911 that may require signature.
- E. The Vice Chair performs the duties of the Chair in the absence of the Chair.

V. MEETINGS, QUORUM, VOTING:

A. Meetings. The Board shall meet not less than four (4) times per year, and at a time and place designated by a majority of the Directors. Special meetings may be called by the Chair or any two Directors upon giving all other Directors not less than twenty-four (24) hours advance written notice. In an emergency, the Board may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all Directors. Directors may participate in meetings by telephone or video conference, or other comparable means. All Board meetings shall be subject to and comply with the Open Public Meetings Act, Chapter 42.30 RCW.

B. Rules of Order. Robert's Rules of Order shall be used as a guide to govern Board meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

C. Quorum. A quorum for the board of directors shall consist of any five (5) voting members.

D. Voting. Each individual director shall have one vote. Board decisions for approval require a vote of more than one-half of the votes cast when a quorum is present unless a super majority vote of two-thirds of all members of the Board is required by the Ordinance, the Charter or these bylaws.

VI. COMMITTEES

A. Formation. Two technical advisory committees to the Board shall be formed, one for Police Services and one for the Fire Service which shall include Emergency Medical Services (EMS).

B. Police Technical Advisory Committee (TAC). The Police TAC shall be comprised of representatives from each public law enforcement agency receiving PSAP and dispatch services from Cowlitz 911. Each agency shall designate an alternate committee member who shall attend Police TAC meetings at such times the duly designated committee member is not otherwise available to attend the meeting. The alternate committee member shall have full powers to vote and act as a Police TAC member at all meetings the alternate committee member attends in lieu of the regularly designated committee member. The Chairperson of the Police TAC shall also serve as an ex-officio non-voting member of the Board at its regularly scheduled meetings and advise the Board of the needs of the law enforcement agencies served by Cowlitz 911.

C. Fire and EMS Technical Advisory Committee (TAC). The Fire and EMS TAC shall be comprised of representatives from each public fire service or EMS agency receiving PSAP and dispatch services from Cowlitz 911. Each agency shall designate an alternate committee member who shall attend Fire and EMS TAC meetings at such times the duly designated committee member is not otherwise available to attend the meeting. The alternate committee member shall have full powers to vote and act as a Fire and EMS TAC Committee member at all meetings the alternate committee member attends in lieu of the regularly designated committee member. The Chairperson of the Fire and EMS TAC shall also serve as an

ex-officio non-voting member of the Board at its regularly scheduled meetings and advise the Board of the needs of the fire and EMS agencies served by Cowlitz 911.

D. Authority. Each Technical Advisory Committee shall have the authority to recommend operational changes. All revisions to operational procedures are subject to review by the Executive Director and the Board.

E. Standing Committees. The Technical Advisory Committees shall be standing committees and shall meet on such dates and times as the committees shall determine. Each committee shall select a Chairperson who shall conduct the meeting and assume other functions as the committees shall determine. The Executive Director or his/her designee will serve as secretary to the Standing Committees.

F. Committees Created. The Board may elect to create a budget committee, technical systems committee, strategic planning committee or other committees of limited or extended duration. The Board shall specify the scope of work for its ad-hoc committees through resolution, by-laws, policies or general direction. If a committee chair is not designated by the Board, ad-hoc committees formed under this section shall select a Chairperson who shall conduct meetings and assume other functions as the committee(s) shall determine. The Chairperson of each committee shall also advise the Board at its regularly scheduled meetings of the committee's work, progress, and/or recommendations. The Executive Director or his/her designee will serve as secretary to any ad-hoc committees.

VII. EXECUTIVE DIRECTOR

A. Appointment. The Board is responsible for the appointment and termination of the Executive Director. The Executive Director shall have experience in technical, financial, and administrative fields and her or his appointment shall be on the basis of merit only. The Executive Director is at-will, serving at the pleasure and convenience of the Board.

B. Authority and Duties. The Executive Director:

- 1) shall be responsible to the Board, and shall advise the Board on the annual budget and amendments thereto and Cowlitz 911 operating and personnel policies;
- 2) shall administer Cowlitz 911 in its day-to-day operations consistent with policies and directives of the Board;
- 3) may appoint persons to fill positions authorized by the Board.
- 4) may approve contracts with third parties for goods, services, and equipment in amounts up to \$50,000.00. Contracts in excess of \$50,000.00 shall require Board approval; and
- 5) may accept revenue (e.g., revenue contracts, grants, gifts) upon approval of the Board.

The Executive Director is not authorized to hire legal counsel or auditors without Board approval.

VIII. FUNDING

A. Funding Formula. The funding formula for Cowlitz 911 services shall be as detailed in Appendix A of these bylaws.

B. Amendments to Funding Formula. The funding formula may be amended by the Board by amending these bylaws pursuant to Section X below, which amendment shall require a super majority vote as defined in Section V(D) above. Sixty (60) days prior written notice to the entities affected must be given before the Board can take action to amend the funding formula.

IX. SERVICE LEVEL AGREEMENTS

A. Service Level Agreements with Participating Agencies. Service agreements with participating entities shall be entered into for the provision and funding of Cowlitz 911 services.

B. Other Entities. Cowlitz 911 may enter into service level agreements with other entities not identified in Appendix A for services upon terms, conditions, and fees for services as established in said service level agreement(s).

X. AMENDMENT OF BYLAWS

These Bylaws can be amended at any regular meeting of the Board, provided that these amendment(s) were submitted in writing at the previous regular Board meeting.

APPENDIX A – DIVISION OF COSTS

A. The costs to be divided among the parties hereto (user agencies) shall be the actual annual budgeted operation, maintenance and capital costs, including the capital reserve fund, of Cowlitz 911, after deducting any grants, "911 taxes" and other revenues not constituting payments by the parties hereto.

B. Expenses for the operations of the center shall be divided into cost centers representing major functional areas of operations, including but not limited to administration, 9-1-1 PSAP call-taking, fire and emergency medical dispatch and law enforcement dispatch. Such costs shall include personnel services, supplies, other services and charges, intergovernmental charges and capital costs. The ratio for the division of dispatch function personnel costs between law enforcement and fire/emergency medical services shall be based on the number of dedicated positions, or portions of dedicated positions for each service. For purposes of this agreement, costs allocated to administration and 9-1-1 PSAP call-taking shall be deemed "overhead costs." Revenues from sources, other than user shares, which are attributable to each cost center shall be distributed and applied against the costs in each cost center. The difference between costs and these revenues shall determine the net amount to be paid by user agencies.

C. The net costs for the law enforcement dispatch cost centers shall be apportioned by the percentage of calls for service dispatched for law agencies. The net costs for fire/emergency medical service dispatch shall be apportioned by the percentage of calls for service dispatched for fire/emergency medical service agencies.

D. Overhead costs, as described in Section B, shall be apportioned 75% to law enforcement dispatch and 25% to fire/emergency medical services dispatch. The 75% of costs to be apportioned among law enforcement departments shall be divided among them by a 50/50 weighted average of population and valuation. The 25% of costs to be apportioned among fire/emergency medical service departments shall be further apportioned among them based on valuation only. The ratio set forth in this section and the method of apportioning costs between law enforcement and fire/emergency medical services shall not be modified or changed in any manner, except by amendment of these bylaws as prescribed in Section VIII.

E. The annual budget of Cowlitz 911 will set forth the cost shares of each of the parties for the ensuing year, and copies thereof shall be delivered or otherwise promptly sent to the chief executive officer of each of the parties not later than October 1 of each year.

F. Commencing in 2016, user agency fees were allocated based upon the mean average annual percentage user fee cost share during the 2010-2014 budget years. It is understood that the cost sharing methodology described above in Sections A through D above served as the underlying basis of the allocation of fees during the 2010-2014 calculation period. That methodology will remain in place to provide guidance when changes to the user agency allocation percentage factors become necessary.

G. The user agency funding formula allocation percentage factors will stay constant through the 2020 budget year unless changed by the Board of Directors.

H. Prior to approving the 2019 budget and the user agency funding formula allocation, the Board of Directors will compare the user agency allocation percentage factors used in previous budget years to the cost sharing methodology contained in Sections A through D above. The Board may make adjustments to the percentage factors for the 2019 and 2020 budget years.

(I) Prior to approving the budget or user agency funding formula allocations for any year, the Board may recommend a recalculation of user agency funding formula allocation percentage factors to accommodate significant changes by one or more user agencies. A significant change would include, but not be limited to, an expansion or retraction of agencies served by Cowlitz 911, a substantial annexation or population increase, or large use of dedicated resources by one or more agencies.

(J) The User Agency Funding Formula described herein will expire at the end of the 2020 budget year in the absence of an extension approved by the Board of Directors. In the event of expiration, the user agency cost sharing methodology described in Sections A through D above will be used for the 2021 budget year and beyond.

Appendix A – Division of Costs

User Fee Formula Narrative

The costs to be divided among the parties hereto (user agencies) shall be the actual annual budgeted operation, maintenance, and capital costs, including the capital reserve funds, of Cowlitz 911, after deducting any grants, "911 taxes," lease, and other revenues not constituting. The Cowlitz 911 funding formula is designed to equitably distribute the cost of operations between law enforcement and fire service agencies. These actual costs will determine the need and the amount apportioned will be 75% to Law and 25% to Fire. The formula below defines the variables for both Law and Fire.

The user fee formula will be recalculated every three years beginning in 2026, for the 2027 budget. The percentage assigned to each user agency will then be applied to the budget each year as approved by the Board. The user fee formula below will be applied at the time of budget adoption for the next year, and the board will have the opportunity to stabilize the formulated user fees with reserve funds as necessary.

User Fee Formula

Law Enforcement (75%)

Police user fees represent 75% of the total collected. Allocations are based on three factors:

1. 25% - Assessed Property Valuation – reflecting the community's taxable base,
2. 25% - Population – capturing the demand potential for public safety services, and
3. 50% - Calls for Service – measuring actual usage of dispatch resources from the previous year.

These measures are combined into a weighted average for each police jurisdiction, which determines the contribution percentage.

Fire (25%)

Fire service agencies collectively provide 25% of the total user fees. Population is not included in the fire calculation. Instead, allocations are based on:

1. 50% - Assessed Property Valuation, and
2. 50% - Calls for Service - measuring actual usage of dispatch resources from the previous year.

Each fire agency's weighted share of these factors determines its contribution.

- The annual budget of Cowlitz 911 will set forth the cost shares of each of the parties for the ensuing year, and copies thereof shall be delivered or otherwise promptly sent to the chief executive officer of each of the parties not later than October 1 of each year.



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Briana Harvill

DATE: September 10, 2025

FOR AGENDA OF: September 17, 2025

SUBJECT TITLE: Handbook Edits

ATTACHMENTS: Cowlitz 911 Handbook

SUMMARY STATEMENT:

We have completed the edits to the Employee Handbook to ensure it remains current, consistent, and aligned with our organizational policies. The updated draft includes formatting changes to improve clarity and readability and below you will find a list of areas of revision. Some of the edits create enhancements for the non-reps and some do not. This version was our attempt at creating some consistency for all employees and to align some benefits so that the gap between represented staff and non-represented staff was not prohibitive to succession planning.

- Added language for part-time employees
- Added the purchase card policy
- Added a revised version of the travel and training policy
- Added a section about employee recognition - this is currently being edited internally and may change between now and when the Board packet goes out
- Updated vacation accrual rates to match the CBA - the average increase is .5 per pay period per employee based on tenure
- Added language for vacation buy-back - was already approved by the Board in 2022 (Policy 013). Changed it to reflect twice a year instead of once and allowing up to 40 hours being requested at a time for a total of 80 hours for the year instead of up to 80 hours total one time. This change was made to be consistent with the current CBA.
- Added Juneteenth - was approved in 2023 but never made it into the handbook
- Added language for additional floating holiday for employees with 10+ years of service. This has been a past practice but was not captured in the handbook.
- Updated sick leave use to reflect recent changes in HB 1875
- Updated how sick leave pay-outs are done at time of termination
- Updated use of bereavement leave
- Added section for family and parental leaves of absence (FMLA & PFMLA)
- Added additional language to benefits to add some additional details about what is offered - VEBA, life insurance, Retirement, continuation of benefits. No actual change to any benefits
- Added language for the up to 3% match from the employer for the non-rep staff participating in deferred compensation. Language is the same as the current CBA.
- Added a section about tuition reimbursement. Cowlitz 911 has historically reimbursed tuition on a case-by-case basis. This addition is to allow for Director discretion.
- Updated dress code
- Updated tobacco use

RECOMMENDED ACTION:

Motion to approve the handbook edits as presented.

Expenditure Required: N/A
Amount Budgeted: \$32,800
Appropriation Required: N/A

COWLITZ 911

Police • Fire • Medical

Employee Manual

COWLITZ 911 EMPLOYEE MANUAL

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GENERAL GUIDELINES

As a Cowlitz 911 Public Authority (Cowlitz 911) employee, you are responsible for reading this handbook and seeking clarification from your immediate supervisor, the Human Resource ~~Manager~~Generalist, or the Executive Director if needed. These policies apply to all Cowlitz 911 employees. However, if any part of the policies in this handbook conflict with an applicable collective bargaining agreement (CBA), or state or federal law, the CBA or law governs. Represented employees should take note of sections that refer you to CBA provisions. As stated, the CBA prevails for represented employees.

You are expected to act in accordance with these policies as an employee of Cowlitz 911. The policies contained in this handbook are not intended to be, nor do they constitute, a binding contract or a promise of specific treatment in specific circumstances, and they cannot be treated as such. This handbook contains guidelines which describe Cowlitz 911's general position on various matters. Cowlitz 911 reserves the right to change, deviate from, add, delete, or modify any portion of this handbook with or without prior notice.

Note that in addition to the policies included in this Manual, divisions, units, and/or work groups may have other work rules or procedures. Those rules or procedures supplement the policies included in this Manual.

At Will Statement

If you are a temporary help employee, or if you fill a position that is not represented by a CBA, you are an at will employee. Your position may terminate at the will of the organization with or without cause, without liability, and with or without notice, in accordance with state and federal laws. You may also terminate your employment at any time, for any reason. This at-will employment relationship is in effect regardless of any other written statements or policies contained in any other Cowlitz 911 documents, or any verbal statements to the contrary. Do not rely upon any statements contained in this employee handbook as either creating or attempting to create any type of employment contract. This handbook is simply an information resource to assist you during your period of employment with Cowlitz 911.

About Cowlitz 911

Cowlitz 911 is a leader in Public Safety Emergency Communications, serving the following organizations:

POLICE DEPARTMENTS:	FIRE DEPARTMENTS:
<ul style="list-style-type: none"> • Cowlitz County Sheriff's Office • Kelso Police Department • Longview Police Department • Castle Rock Police Department • Woodland Police Department • Kalama Police Department 	<ul style="list-style-type: none"> • Cowlitz County Fire District 1 • Cowlitz 2 Fire & Rescue • Cowlitz County Fire District 3 • Cowlitz County Fire District 5 • Cowlitz County Fire District 6 • Longview Fire Department
OTHER: <ul style="list-style-type: none"> • <u>Medix</u> • <u>American Medical Response</u> • Cowlitz County Coroner • Other organizations that may execute a service agreement with Cowlitz 911 	

Commented [JJ1]: This is super minor and and OCD thing, but since the fire departments are listed in numerical order can we also list the PDs by their dispatch numbeing:
 Cowlitz Co Sheriff
 Kelso PD
 Longview PD
 Castle Rock PD
 Woodland PD
 Kalama PD

Cowlitz County Communications Center was founded in 1976 and went live as an effort to improve emergency medical dispatching within Cowlitz County. In 1991 Cowlitz County Communications was further defined within an interlocal agreement between user agencies and political subdivisions. The Interlocal Agreement was in effect through the end of 2018. when Cowlitz 911 began operations in January of 2019. In March of 2018, the Cowlitz County Commissioners passed an Ordinance organizing Cowlitz 911 as a public corporation pursuant to RCW 35.21.730 through RCW 35.21.754, the fourth such entity formed in the state of Washington. Cowlitz 911 began operations in January of 2019 but continued operating from the Hall of Justice. On July 24th 2023 Cowlitz 911 moved into a brand new "purpose built" 911 Center occupying approximately 13,000 sq ft.

EMPLOYMENT

Employment Definitions

Regular Full Time: Generally scheduled to work forty (40) hours per week. A regular full-time position is established and approved by the Cowlitz 911 Board of Directors, is budgeted, and is dictated by on-going business needs. Employees in regular full-time positions receive a full standard benefits package and accrue paid leave in accordance with the provisions of this manual or the appropriate collective bargaining agreement (CBA).

Probationary: All regular employees serve a probationary period upon hire, promotion, or reassignment/transfer to a new classification/position. New employees who do not pass probation are released from employment. Promoted employees released from promotional probation within ninety (90) days return to the most recent position from which they were promoted. Employees must complete any probationary period.

Part Time: A part time employee is an employee who is regularly scheduled to work fewer than 32 hours per week. Part-time employees may have set or flexible schedules, but they are not classified as full-time.

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Temporary Help: Temporary or project-specific positions. Temporary Help employees may work an irregular or intermittent schedule.

Exempt: Exempt employees are defined by the FLSA. Absences are charged against the employee's leave balances for reasons such as sick leave, vacation leave, bereavement leave, civil leave, military leave, etc. If leadership employees expend all available leave balances, unpaid leave may be allowed. In instances involving disciplinary leave without pay for exempt employees, the Human Resource ManagerGeneralist must be consulted to ensure compliance with wage and hour laws. Exempt employees are not eligible for overtime pay or compensatory time in lieu of overtime pay.

Commented [JJ2]: Consider changing leave balance to leave balances to better describe that there are various leave banks as listed in the sentence

Non-Exempt: Includes all other classifications. Non-exempt employees shall have any absence deducted from accrued leave balances for reasons such as sick leave, vacation leave, civil leave, military leave, etc. If leave is not available, wages shall be reduced by the amount of the leaveleave without pay. Non-exempt employees are eligible for overtime.

Equal Opportunity/Harassment

Cowlitz 911 is an Equal Opportunity (EEO) Employer. Cowlitz 911 believes the participation of employees of diverse ages, races, religions, cultures, abilities, etc. will add to personal development and organizational success. Cowlitz 911 does not discriminate on the basis of race, creed, color, national origin, religion, sex, marital status, sexual orientation, genetic information, gender identity, age, veteran status, or any other basis prohibited by federal, state or local law. Cowlitz 911 is committed to promoting and protecting the rights and opportunities for equal

COWLITZ 911 EMPLOYEE MANUAL

employment for all. This policy extends to all areas of employment including recruitment, selection and hiring, compensation, promotion and transfer, disciplinary matters, testing and training, working conditions, awards and benefits, and all other terms and conditions of employment.

Employees will not be subjected to discrimination or harassment based on race, color, sex, religion, age, marital status, national origin, disability, veteran's status or any other bases prohibited by applicable federal, state, or local laws. Employees who violate this policy are subject to discipline up to and including termination.

Cowlitz 911 does not tolerate workplace discrimination or harassment by anyone in the workplace - supervisors, co-workers, or non-employees. Workplace discrimination or harassment can take many forms. It may include, but is not limited to, words, signs, offensive jokes, cartoons, pictures, posters, e-mail jokes or statements, pranks, intimidation, physical assaults or contact, or violence. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, or other unwelcome verbal or physical contact of a sexual nature when such conduct creates an offensive, hostile, and intimidating working environment and prevents an individual from effectively performing the duties of their position.

Cowlitz 911 has a zero-tolerance policy regarding discrimination and/or harassment in the workplace. Any Cowlitz 911 employee who fails to comply with this policy is subject to disciplinary action, up to and including termination.

Complaint Procedure

If you believe you have been the victim of discrimination or harassment, or know of another employee who has, you must report it immediately to the Human Resource ~~Manager~~Generalist or Cowlitz 911 Director. If there are no uninvolved supervisory or management staff, you may report the incident to the Chair or Vice Chair of the Cowlitz 911 Board of Directors.

Employees can raise concerns and make reports without fear of reprisal. Employees should report concerns about discrimination or harassment before ~~behaviors become~~behavior becomes severe or pervasive, as Cowlitz 911 will take steps to stop discrimination or harassment.

Cowlitz 911 will promptly and thoroughly investigate all claims of discrimination or harassment. Complaints of discrimination or harassment will be handled with sensitivity, discretion, and confidentiality to the extent allowed by the circumstances and the law. Generally, this means that allegations are shared with those who have a need to know so that Cowlitz 911 can conduct an effective investigation and take appropriate action.

The complainant is usually requested to provide as many details as possible, such as dates, locations, and witnesses. Persons with relevant information will be interviewed. During the investigation, steps may be taken, when appropriate, to minimize contact between the complainant and the alleged harasser, through schedule changes, temporary transfers or investigatory leave, usually for the alleged harasser. After the investigation is completed, Cowlitz 911 will share its findings with the complainant, the alleged harasser, and if appropriate, other employees directly

concerned with the incident.

If Cowlitz 911 concludes that unlawful discrimination or harassment occurred, prompt and effective remedial action will be taken. This may include discipline of the harasser and other actions to remedy the effects of the harassment and prevent further harassment, up to and including termination. No action will be taken against any employee who files a good faith complaint of harassment or assists in the investigation of such a complaint. Appropriate corrective measures will be taken if allegations of retaliation are substantiated.

No Retaliation

No employee will suffer retaliation in the workplace for bringing forth a good faith concern or participating in an investigation. If you feel retaliation has occurred, promptly report the issue using the same process outlined above.

Workplace Violence Prevention

Each Cowlitz 911 employee has a right to perform his/her assigned duties in an atmosphere free from threats, assaults, or violence. At Cowlitz 911, threats, intimidation, harassment, or acts of violence will not be tolerated. Cowlitz 911 is committed to a violence – free workplace and to preventing violence in the workplace.

This policy includes, but is not limited to, the following behaviors and situations:

- Violent or threatening physical contact (including fights, pushing, and physical intimidation).
- Direct or indirect threats or verbal assaults.
- Threatening acts or abusive language that causes a reasonable person to fear for his/her safety or that of another person.
- Possession of a weapon ~~in~~ Cowlitz 911 ~~property~~facilities or vehicles unless carried by a commissioned officer of a city, tribal, state, or federal law enforcement agency, or unless authorized to do so while in the performance of their duties. -Employees may, however, possess weapons in their person vehicles as well as appropriate tools, equipment, ~~devices,~~ and devices issued or approved by the Cowlitz 911 Executive Director for use in the course of employment. Firearms are not permitted to be carried by Cowlitz 911 employees either in our facility or in the field during work time.

Reporting Procedure:

Reporting procedures have been developed to encourage early reporting and support employees as well as to prevent violence. Employees who believe they are the victim of workplace violence shall report the incident immediately. Moreover, employees witnessing workplace violence or the potential for such violence directed at another person or property shall report the incident immediately as well. Any employee can report concerns or incidents to his or her immediate

supervisor. If the incident involves the employee's direct supervisor, the employee can go to the next highest supervisor or to the Cowlitz 911 Executive Director.

Supervisors will take appropriate action, based on the situation, to ensure employee safety. Their action may range from dispatching law enforcement to facilitating interpersonal communications and counseling. Moreover, Cowlitz 911 will maintain the confidentiality of complaints and concerns to the extent allowed by law. Cowlitz 911 will not discriminate or retaliate against employees who file workplace violence complaints. Cowlitz 911 will investigate complaints and take appropriate actions as necessary.

Personnel Records

The official personnel file for each employee will be maintained at the Cowlitz 911 offices. These files may include application forms, dates of employment, and status changes for positions, promotions, wage step increases, benefit selection information, performance evaluations and rebuttals, letters of commendation, disciplinary actions, pay rates, and other pertinent information.

Confidentiality and Public Disclosure

Each employee's personnel file shall be kept confidential to the maximum extent provided by law. Personnel files are not open to inspection by any person other than the employee, the employee's designated and authorized representative, the employee's supervisor, other Cowlitz 911 supervisors overseeing jobs/promotional opportunities for which the employee has applied, the Executive Director, Human Resource ~~Manager~~Generalist, and to the ~~Financial Admin Specialist~~Budget Finance Manager as needed to verify wages, benefits selection and other pay related matters.

Although personnel files are considered confidential, Cowlitz 911 may be obligated or compelled to release certain personnel information to entities making a valid request under state or federal law (e.g. Washington State's Public Disclosure Act – Chapter 42.17 RCW). Except for routine verifications of employment, no information from the employee's personnel file is released to the public, including the press, without a written request for specific information. The decision as to the propriety of the request, and whether to release information, is made by the Executive Director.

Other personnel records and files that are specifically exempt from public disclosure by statute, such as test questions, psychological profiles, scoring keys, and other materials used in the administration of employment examinations, resumes, applications for employment, addresses, phone contacts, social security numbers, and dependent information, shall generally be considered confidential and shall not be subject to public disclosure unless specifically designated as subject to public disclosure by law. Any employee who fails to maintain the confidentiality of personnel records and files shall be subject to disciplinary action.

All confidential health related information is kept in a medical file separate from the personnel file. This file may contain requests for and records of leaves of absence with required documentation from health care providers. All health and medical information are kept strictly confidential in accordance with federal and state law.

Documents placed in an employee's file shall be brought to the employee's attention and signed by the employee prior to placement in the file. The employee's signature is mandatory and only indicates acknowledgement of the document, not agreement. If an employee refuses to sign a document, the employer may note the employee's refusal on the document.

Employee Access to Personnel File

The employee and/or an authorized representative may examine the employee's personnel file during normal and customary business hours. Requests to review personnel files must be made in advance to the Human Resource ManagerGeneralist or designee. Personnel files will be provided to the employee and/or the authorized person for review in a location affording privacy. Personnel files may not be removed from the area designated by the Human Resource ManagerGeneralist.

Challenges to Information and/or Documents in Personnel File

If the employee feels that material in the personnel file is inaccurate or misleading, the employee has the right to submit rebuttal or contrary documentation into the file, provided that the documentation is free from defamatory, blatantly inaccurate, or discriminatory language.

If the impacted employee believes that any documented performance or other deficiency has been corrected by later action, he/she may request in writing to have this correction formally documented in the personnel file.

Substance - Free Workplace Policy

Cowlitz 911 is committed to providing a workplace free of illicit drugs (including marijuana) and abuse of alcoholic beverages. Illegal use, sale or possession of narcotics or drugs (except as authorized and prescribed by a physician) while on Cowlitz 911 property, on Cowlitz 911 time, or in any other circumstance that might adversely affect Cowlitz 911's operations, safety, job performance, or image is prohibited and may result in discipline or discharge. Any illegal substances found on Cowlitz 911 premises (including employer owned vehicles) will be immediately turned over to the appropriate law enforcement agency for investigation and may result in criminal prosecution.

Impairment at Work

When supervisors and/or management reasonably suspect an employee is under the influence of alcohol or drugs in violation of this policy and/or to be unfit for duty, the employee may be required to submit to drug and/or alcohol testing. Employees who are required to submit to reasonable suspicion testing will be removed from all duties until determined to be fit for duty.

Employees found to be under the influence of drugs or alcohol at work will be subject to disciplinary action, up to and including termination from employment.

Employees should not report to work (or should request a reasonable accommodation) if they are

taking prescription drugs that might affect their ability to perform their duties in a safe and effective manner.

Performance Reviews

Supervisors will conduct annual performance evaluations on all Cowlitz 911 employees as directed by management or in accordance with the collective bargaining agreement in force at the time.

Conflicts of Interest

Public confidence of the Cowlitz County citizens is built on integrity. As such, each Cowlitz 911 employee must maintain high standards of personal conduct in his/her relationships with the public and colleagues.

Confidential Information

The confidential business/information of Cowlitz 911 should not be discussed with anyone who does not need to be consulted or made aware of the confidential information to further Cowlitz 911's objectives. Providing confidential information to unauthorized people may be grounds for disciplinary action up to and including termination. If you are unsure, contact your supervisor before providing the information.

Loans, Gifts, Gratuities

Cowlitz 911 employees may not directly or indirectly give or accept, or agree to accept, any compensation, gift, reward, or gratuity of greater than de minimis value in the course of their work responsibilities from any source other than Cowlitz 911.

Political Activities

Cowlitz 911 employees have the same right to campaign in support of, or in opposition to, a candidate or ballot proposition as a private citizen. Employees are prohibited from engaging in political activities while at work or on work property. Public funds and facilities may not be used, nor may an employee campaign while on duty or while representing Cowlitz 911 in any way.

Whistleblower Protection

The Whistleblower Protection Act has been enacted to protect local government employees who, in accordance with the provisions of the act, report improper governmental actions.

Improper governmental action means any action by a Cowlitz 911 employee or officer that is undertaken in the performance of the employee's or officer's official duties (whether or not the action is within the scope of the employee's employment) that is violation of any federal, state, or local law, or is an abuse of authority, or is of substantial and specific danger to the public health and safety, or is a gross waste of public funds. This does not include personnel actions (for

Commented [JJ3]: Discussion point - Often at APCO events they have vendor sponsored drawings. Generally they are smaller items like gift cards to various stores or businesses however I have seen items as big as TV's be prizes in give aways. Is it ethical and or permissible for a staff member to receive such an item. Generally the vendor will arrive at an event, purchase a monitor/TV for the event and rather than trying to travel (fly) with the monitor they give the item away.

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example: grievances, appointments, assignments, performance evaluations, disciplinary action, alleged violations of the terms of the collective bargaining agreement).

Reporting Procedure:

1. Report the issue to the Cowlitz 911 Executive Director or Human Resource ~~Manager~~Generalist. The report shall be in writing and shall detail the basis for your belief that an improper government action has occurred.
2. In the case of emergency, where you believe that damage to persons or property are imminent if action is not taken immediately, report the improper governmental action to the local police department, Cowlitz County Sheriff Department, or other law enforcement.
3. The Cowlitz 911 Executive ~~Director~~Director, or designee will take prompt action to properly investigate the report. The identity of the reporting individual(s) will be kept confidential to the extent possible under law, unless the reporting individual(s) authorize disclosure of his/her identities in writing.
4. After the investigation has been completed, the employee(s) reporting the improper governmental action will be given a summary of the investigation results, except that personnel actions taken as a result of the investigation may be kept confidential.
5. If you reasonably feel that the investigation was inadequate, or that insufficient action was taken to address the improper governmental action, you may report your concerns to other appropriate government agency(ies):
 - Cowlitz County Prosecuting Attorney.
 - Attorney General, State of Washington.
 - U.S. Attorney (Western District of Washington).
6. Employees who fail to make a good faith effort to follow Cowlitz 911 procedures for reporting improper governmental action will not receive the protections provided by Cowlitz 911 in these procedures, pursuant to RCW 42.41.030.

Cowlitz 911 officials and employees are prohibited from taking retaliatory action against employees who have, in good faith, reported an improper governmental action in accordance with this policy. If you feel that you have been retaliated against for reporting an improper governmental action, report the incident(s) to the Executive Director or Human Resource ~~Manager~~Generalist. Cowlitz 911 will take the appropriate action to investigate and address complaints of retaliation.

If you feel that your complaint of retaliation has not been satisfactorily resolved, you may obtain protection, pursuant to state law, by providing a written notice to Cowlitz 911's Governing Board that:

- Specifies the alleged retaliatory action; and
- Specifies the relief requested.

You must provide a copy of your written charge to Cowlitz 911's Executive Director no later than thirty (30) days after the occurrence of the alleged retaliatory action. Cowlitz 911 must respond within thirty (30) days to the charge of retaliation.

After receiving either Cowlitz 911's response or thirty (30) days after delivery of the charge to Cowlitz 911, you may request a hearing before a state administrative law judge to establish that a retaliatory action occurred and to obtain appropriate relief provided by law. The request for hearing should be delivered to the Cowlitz 911 Director within fifteen (15) days of receiving Cowlitz 911's response to the charge of retaliation, or forty-five (45) days of delivering the charge of retaliation to Cowlitz 911 for response, whichever is earlier.

Upon receipt of the request for hearing, Cowlitz 911 will apply within five (5) working days to the State Office of Administrative Hearings for an adjudicative proceeding before an administrative law judge:

Office of Administrative Hearings
2420 Bristol Court SW Olympia, Washington 98502
Phone: (360)664-8717

Cowlitz 911 will consider any recommendation provided by the administrative law judge.

Professionalism Expectations

Employees are expected to conduct themselves in a professional manner when representing Cowlitz 911, whether during work hours or after hours, in both appearance and conduct. Employees are expected to conduct themselves professionally in all forums and understand what Cowlitz 911 expects of them.

All employees are expected to demonstrate acceptable conduct. Employees must read, understand, and comply with all policies that govern employee conduct as a Cowlitz 911 employee. Examples of unacceptable conduct include criminal activity, dishonesty, workplace violence, and harassment. This is not an exhaustive list and is meant to be examples only.

Cowlitz 911 employees are expected to treat others in a professional and respectful manner. This includes treating others with dignity, courtesy, and consideration. Employees are also expected to use direct communications for conflict resolution with coworkers. Employees should refrain from engaging in gossip, malicious talk, or rumors, especially regarding coworkers. We strive to operate as a team at Cowlitz 911, including work relationships based on trust and respect.

Discipline & Termination

All employees are urged to become familiar with Cowlitz 911 rules and standards of conduct and are expected to follow these rules and standards faithfully in doing their own jobs and conducting Cowlitz 911 business. Any employee who deviates from these rules and standards will be subject to disciplinary action, up to and including termination of employment. While not intended to list all behaviors that are considered unacceptable in the workplace, the following are examples of rule infractions or misconduct that may result in disciplinary action, up to and including termination of employment.

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- Failure to meet the requirements set forth in the job classification or failure to meet reasonable work performance standards.
- Neglect of Duty or Dereliction of Duty: Engaging in any activity or personal business which causes the employee to neglect or be inattentive to his/her job responsibilities.
- Conduct Unbecoming a Cowlitz 911 employee. For example:
 - Discourteous treatment or offensive conduct toward the public or fellow employees.
 - The use of indecent, obscene, coarse, vulgar or offensive language, including but not limited to racist or sexist slurs, directed toward or in the presence of the public or fellow employees.
- Assault or threat directed toward the public or fellow employees.
- Misuse or abuse of power when dealing with members of the public for personal gain.
- Unauthorized use of Cowlitz 911 time, property or equipment.
- Deliberately destroying, damaging or defacing Cowlitz 911 property or records.
- Misappropriation or theft or the improper use of Cowlitz 911 property, funds or services; or the property/funds of coworkers in the workplace.
- Bribery: ~~Making~~; **Making** a bribe, accepting a bribe, or soliciting a bribe in the course of Cowlitz 911 business.
- False or fraudulent statements or fraudulent conduct by an employee or such actions by others with his/her collusion. Falsifying records or reports.
- Violation of laws, regulations, ordinances, policies or rules: Violation of Federal, State, County, or Cowlitz 911 work rules, policies, safety rules or regulations.
- Solicitation of Illegal Acts: The attempt to induce an officer or employee of Cowlitz 911 to commit an illegal act or violate any lawful and reasonable Cowlitz 911 regulation.
- The Commission of a Crime: Any felony or misdemeanor crime, whether committed at or away from the workplace or during or outside of working hours, that is or may be work-related, which may impair the employee's ability to perform his/her duties, or which is so disruptive to the work relationship between Cowlitz 911 and the employee or the employee and their coworkers that the Cowlitz 911 feels compelled to terminate the employee rather than tolerate the disruptions and inefficiencies that continued employment may cause.
- Insubordination: ~~Refusal~~; **Refusal** to submit to lawful directives by an established authority or refusal to perform assigned work unless such performance would constitute a safety hazard.
- Absences Without Authorization: Failure to report for work, failure to give actual reasons for an absence, leaving work during a shift without permission, or failure to return to work upon the expiration of a vacation or authorized leave.
- Chronic tardiness or excessive absenteeism.

Placement in Personnel File

The employee will be asked to acknowledge the disciplinary action by signature on any notice of the disciplinary action. If the employee refuses or is unable to acknowledge the disciplinary action, a notation of the same will be made on the form. The disciplinary action notice is placed in the official personnel file.

PURCHASE CARD POLICY

1.0 Introduction

The State of Washington recognizes the implementation of a purchase card program as usual and customary for official government purchases as provided in RCW 43.09.2855.

The Cowlitz 911 Board of Directors recognizes that the use of purchase cards is a customary and economical business practice that improves cash management, reduces costs, and increases efficiency. Therefore, the Board has authorized the Executive Director to implement a Purchase Card policy through Resolution 2018-012.

The Cowlitz 911 Board of Directors also recognizes the use of purchase cards as an appropriate and useful means of making payments for a variety of types of purchases, including travel expenses, departmental supplies, subscriptions, online purchases, accounts payable invoice payments, and recurring vendor payments (where appropriate). The Executive Director and Budget Finance Manager shall develop and implement policies, procedures, and accounting controls to ensure the proper use of purchase cards and the payment of purchase card bills. Cowlitz 911 policies, procedures, and accounting controls will conform to the requirements of RCW 42.24.080, 42.24.115, and 43.09.2855, as well as any additional requirements imposed by the Washington State Auditor's office.

2.0 Distribution

Purchase cards may be distributed to officials and employees who, in the opinion of the Executive Director, have job responsibilities that would benefit from or be facilitated by the use of a purchase card.

3.0 Authorization & Control

Issuing Bank

US Bank is the issuer of the Cowlitz 911 purchase cards. They provide an online portal where authorized users can review their purchase card transactions within two days after the purchase is made. Purchase cardholders will also use this portal to print and reconcile their monthly statements.

Budget Finance Manager / Purchase Card Administrator

The Budget Finance Manager will be the responsible authority, acting as the Purchase Card Administrator, who will set up and maintain each purchase card account with the banking facility. This position shall be responsible for performing the audit required under RCW 42.24.080.

This position will be responsible for the overall administration of the procurement card program, including reviewing, reporting, and coordinating all aspects of the program. This administrator will act as the liaison between US Bank and the individual purchase cardholders.

Employee (Cardholder)

Before being issued a Cowlitz 911 US Bank VISA Purchase card each employee will be required to sign a Cowlitz 911 Purchase Card User Agreement (see Exhibit B) acknowledging that they have read and understand this policy, that they understand violation of the policy will subject them to disciplinary action, and that in the event they make any unauthorized charges they expressly authorize them to deduct the same from any wages or other sums due or to become due to Cowlitz 911.

5.0 Approved Uses for Purchase Card Purchases

All purchase card purchases shall only be made for budgeted expenditures authorized by the Board at the time of the purchase (current year budget).

Examples of allowable purchases may include advance payment of airline fares, lodging, registration fees, tuition, conferences, online training, internet purchases, specialized office equipment, departmental supplies, subscriptions, accounts payable invoices, and recurring vendor payments (where appropriate). Authorized users may use their card for one-time or recurring purchases from vendors. The use of the card for these purchases will be for timeliness, process improvement, and/or online access to goods and services not available through existing purchase policy processes (checks). These purchase cards may be used anywhere that VISA is accepted.

Authorized users may choose to use their card to purchase meals while in travel status instead of receiving per diem. All meals charged must have the original detailed receipt showing what was specifically purchased. Receipts that only have the total paid for the meal are not acceptable. If the receipt does not show the details, the user will be responsible for reimbursing Cowlitz 911 for this purchase.

Please note that when involved in any aspect of purchasing, you are acting as an agent of Cowlitz 911. Therefore, you are responsible for acting in the best interest of the company. Your actions must NOT show, or appear to show, personal favoritism to a vendor at the expense of the company.

6.0 Disallowed Charges

A. Types of Disallowed Charges. The following uses are not authorized for purchase card purchases:

- Capital Equipment (unless approved by the Executive Director)
- Personal Items and Services
- Cash Advances of any kind
- Alcoholic Beverages
- Money Orders/Travelers Checks
- Charges made without pre-approval above the limits set in 7.0

B. Procedure to be used when Disallowed Charges Have Been Incurred.

Any charges on the card that are not allowed following an audit of the receipt by the administrator shall be paid by the employee by check or salary deduction. If, for any reason, disallowed charges are not repaid before the charge card billing is due and payable, Cowlitz 911 has a right to withhold any and all funds payable or to become payable to the employee, in an amount up to the amount of the disallowed charges and interest, at the same rate as charged by the purchase card company.

Any employee with a demonstrated history of card charge defaults may be barred from using any purchase cards by the Executive Director or administrator, as appropriate

Cowlitz 911 shall have unlimited authority, as provided in RCW 42.24.115(3), to revoke the use of any issued card. Once notice of this revocation has been delivered to the charge card company, they shall not be liable for any costs.

7.0 Credit Limits

Resolution sets credit limits.

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In addition to the limits set in the Resolution, written pre-approval by the Executive Director or their designee will be required for purchases exceeding \$500.

There may also be limitations on acceptable merchant category codes (MCC). In other words, some vendors may be disallowed and thus will cause a decline of any attempted purchase with them (allowable or not). If, after adhering to the proper guidelines and limits stated above, you believe your purchase has been declined in error, please contact the Purchase Card Administrator for assistance.

8.0 Receipt of Goods & Services

The cardholder is responsible for ensuring receipt of the goods and services as ordered and any follow-up with the vendor to resolve delivery problems, discrepancies, or damaged goods. Should any item(s) need to be returned to the vendor, the cardholder will follow the vendor's return policy and be responsible for ensuring that proper credit is posted for said return item(s). In most cases, returns and errors can be resolved directly between the cardholder and the vendor.

If, for any reason, the cardholder is unable to reach an agreement with the vendor, the cardholder must contact US Bank and explain the dispute and the reason behind it. In addition to contacting US Bank, the reporting cardholder will also contact the Purchase Card Administrator and apprise them of the situation. We will follow US Bank procedures regarding the dispute and its process.

9.0 Monthly Reconciliation and Payment of US Bank Visa Bill

Each cardholder is required to retrieve their monthly statement from the online portal and submit receipts for all transactions to the Purchase Card Administrator or designee following the close of the cycle.

The Purchase Card Administrator will be responsible for reconciling the complete combined card statement each month. Cowlitz 911 will not pay interest and/or penalties on any credit card. Cowlitz 911 is responsible for the VISA card payment and liability and it will not affect any cardholder's credit in anyway.

10.0 Card Security

The Cowlitz 911 VISA Card should always be treated with great care and should be kept in a secure location.

Be sure not to write the purchase card number(s) down in any location, and do not allow any vendor to write down your purchase card number.

It is the cardholder's responsibility to immediately report a lost or stolen purchase card. Cowlitz 911 is liable for all transactions until the card is reported lost or stolen to, and only to, the extent expressly required by law. A cardholder must report a lost or stolen purchase card by phone directly to US Bank Customer Service and to the Purchase Card Administrator. Verbal reports of lost or stolen purchase cards must be followed up in writing. A replacement card will be sent within 10 days after the report is filed.

11.0 Renewal of an Existing Purchase Card

A renewal purchase card will be sent automatically to the Purchase Card Administrator by the issuing bank approximately 30 days prior to the card's expiration date. This renewed card will, in turn, be forwarded to the cardholder.

12.0 Extended Absence

If you will be absent from Cowlitz 911 for an extended period, please seek assistance from the Purchase Card Administrator to determine the best options for covering your procurement responsibilities.

13.0 Audits & Enforcement

To ensure the continued success of the Purchase Card Program and adherence to the outlined policies, all individual purchase card accounts will be subject to internal audit requirements.

Statement Reconciliations not received by due date or without complete receipt detail – Your purchase card limits may be set to ZERO until reconciliation is received. For continual offenders, your purchase card may be cancelled at the discretion of the Executive Director. See also Section 6 on Disallowed Charges.

Personal Use – Personal use of a purchase card will NOT be tolerated and will result in:

- Disciplinary measures that may include termination and/or legal action
- Permanent revocation of the card
- Direct payroll deductions for any unauthorized or personal charges made on the purchase card

Termination – You must return your purchase card to the Purchase Card Administrator upon leaving or terminating your employment with Cowlitz 911

Resources

Cowlitz 911

Purchase Card Administrator

Budget Finance Manager

Phone: 360-703-1290

Email:

Weygandtj@cowlitz911.org

Travel and Training Policy

Who This Policy Applies To

This policy applies to all Cowlitz 911 employees, including those covered by collective bargaining agreements, unless the contract specifically addresses the matter.

Purpose

Cowlitz 911 supports travel and training that help employees build skills, stay current in their field, and contribute to organizational goals. Training and travel will be approved based on cost-effectiveness and the overall needs of the department.

Paying for Travel

Travel expenses may be covered in one of three ways:

- Paid in advance through Cowlitz 911's travel fund.
- Charged directly to a Cowlitz 911 credit card.
- Post travel reimbursed to the employee through the accounts payable system.

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Approval

All travel and training must be approved in advance by the Executive Director or Operations Manager. Requests must include the event agenda, brochure, or registration information.

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Work Hours

Time spent traveling to and from training is counted as work time.

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Allowable Expenses

With detailed receipts (unless noted otherwise), the following are reimbursable:

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- Hotel and transportation (airfare, one checked bag, mileage, rental car, taxi, bus, tolls, train, mass transit, parking).
- Rental car.
- Training materials and registration fees.
- Business-related communication (phone, internet, fax, postage).
- Currency exchange fees or surcharges.
- Meals at federal GSA per diem rates (receipts not required).
- Gratuities may not exceed 20%.

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Transportation

- The most economical travel option must be used.
- Personal vehicle mileage is reimbursed at the IRS Standard Mileage Rate. Employees must have a valid driver's license and liability insurance. Vehicle repairs are not reimbursable.
- Mileage reimbursement will not exceed the cost of round-trip coach airfare plus related expenses if airfare is available.
- For air travel, reimbursable expenses include mileage to and from the airport (from home or work, whichever is closer), parking, taxi/rideshare, or drop-off/pick-up costs if less expensive.
- Employees attending the same event are expected to carpool. Use of a Cowlitz 911 vehicle is preferred when practical. If carpooling or personal driving is not an option, employees may request a rental car through HR.

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Meals & Per Diem

- Meal costs are covered at GSA per diem rates, either in advance or by reimbursement after travel.
- "First and Last Day" per diem rates apply when appropriate.
- If a conference or seminar provides meals, Cowlitz 911 will only cover the meals that are not included.
- Meal reimbursement applies only to out-of-county travel lasting more than half a business day.

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Non-Reimbursable Expenses

The following will not be covered:

- Higher-cost travel options when lower-cost options are available.
- Airline baggage fees for more than one checked bag.
- Fines, forfeitures, tickets, or penalties
- Lodging within 75 miles of Cowlitz 911 or the employee's home.

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- Personal expenses (entertainment, toiletries, grooming, reading material, personal phone calls, liquor, etc.).
- Expenses for family members or guests.
- Travel insurance.
- Valet services
- Theft or loss of personal items while traveling.
- Laundry/pressing unless the trip exceeds five days.

Cowlitz 911-Sponsored Events

For onsite training, interviews, or meetings with outside agencies, boards, or committees, meals or refreshments may be provided. Prior approval from the Executive Director is required.

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No-Show Charges

Employees are responsible for non-refundable costs or no-show fees if they fail to attend an event, except in cases of illness or a bona fide emergency. Supervisors and the training coordinator must be notified as soon as possible.

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Unreasonable Expenditures

Expenses that do not meet this policy or exceed GSA reimbursement rates will not be reimbursed unless specifically approved by the Executive Director. Reimbursement is provided for travel expenses incurred while conducting business on behalf of Cowlitz 911, subject to advance approval by the Executive Director or designee. This includes expenses incurred with traveling, lodging, meals, and transportation. The following provides more detail across these areas.

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Reimbursement of Meals

~~Reimbursement may be made for actual expenses incurred or, in the case of overnight travel, up to the allowable per diem rate. Reimbursement for meals that do not involve overnight stay will be reimbursed for actual expenses incurred only when accompanied by a receipt, up to the per diem rate. Reimbursement for meals that involve overnight stay may be reimbursed without receipt based on the allowable per diem rate as per the General Services Administration (GSA). The employee will be responsible for any portion in excess of the per diem rate. However, if travel requires attendance at a meeting in which there is no choice in meals and the cost is more than the maximum allowed, a receipt and explanation will be required for full reimbursement.~~

~~The following expenses related to meals will not be reimbursed: Hosting, alcoholic beverages, tobacco; that portion of a customary tip in excess of 15%; any expenses considered unreasonable by the Cowlitz 911 Executive Director; or a meal served during a normal office or staff meeting. All claims for reimbursement must include the certified date, amount of meal, location, and purpose of the meeting or trip where the meal was consumed.~~

Reimbursement for Lodging

~~Reimbursement will be made for lodging expenses incurred while traveling out of Cowlitz County while acting on behalf of Cowlitz 911 if it meets the following criteria:~~

~~Lodging expenses must be approved in advance by the Cowlitz 911 Executive Director or designee. Expenses incurred for lodging within commuting distance will not be reimbursed without advanced approval unless deemed an emergency. This is defined as sixty (60) miles one way from the normal work area or the employee's residence, whichever is closest.~~

~~Original documentation (e.g., receipt) must accompany the claim for reimbursement. Personal calls and/or other personal expenses will not be reimbursed and must be deducted from the amount claimed.~~

Reimbursement for Mileage

~~Reimbursement for mileage will be made for mileage incurred while conducting official Cowlitz 911 business in a privately owned vehicle at the rate established by current Internal Revenue Service regulations in effect at the time of travel, for actual miles travelled if the claim meets the criteria.~~

~~Reimbursement for mileage between an employee's residence and regular place of work is prohibited. Mileage will be reimbursed only when traveling on work time.~~

~~Example: If an employee resides in Chehalis and normally works at the Kelso location, travel between Chehalis and Kelso is not reimbursable travel.~~

Additional Reimbursements

~~Reimbursement for conference or training registration fees will be made if the Cowlitz 911 Executive Director or designee determines at his/her sole discretion that attendance will benefit Cowlitz 911. This may include meals consumed while attending the event.~~

~~Reimbursement of car rental costs may be made upon subject to advance approval by the Executive Director or designee.~~

~~Ferry, air, train, bus, taxi, ride share or transportation network company, road tolls, and parking reimbursement may be made when appropriate documentation accompanies the reimbursement claim.~~

Work Week/Attendance

The work week, unless otherwise agreed upon in writing by Cowlitz 911 and the employee, begins on Sunday and ends on Saturday. Cowlitz 911 can redefine the work week within the parameters of the Fair Labor Standards Act.

Cowlitz 911 provides continuous service to its contracted agencies and the public on a 24-hours per day, 7-days per week basis. Work schedules and office hours are determined by the Executive Director. Rest periods and meal breaks will be coordinated so as to comply with applicable state and federal laws and collective bargaining agreements, and to provide continuous service.

Punctuality and consistent attendance are an essential function of employment with Cowlitz 911. Tardiness and absenteeism cause low morale and reduce productivity. Tardiness and absenteeism may result in discipline up to and including termination. Absences covered by federal and state leave and disability laws shall not be counted in evaluating absenteeism.

Probationary Period

New employees generally serve a ~~six~~nine-month probationary period, which may be extended by the Executive Director, at his/her sole discretion on a case by case basis, up to a maximum 12-month probationary period. Newly promoted employees generally serve a ninety (90) day probationary period, which may be extended ~~by the~~by the Executive Director, at his/her sole discretion on a case by case basis, up to a maximum 6-month probationary period.

Approved and protected unpaid leaves of absence for which the employee is eligible are not counted toward completion of the probationary period, and probationary periods will be extended by the amount of such unpaid leave of absence.

Promoted employees who do not successfully complete promotional probation will be restored to the job/classification from which they were promoted if this occurs within the first ninety (90) days of the probationary period. Employees who have been promoted may voluntarily request to return to the ~~lower-level~~lower-level class from which they promoted at any time during the first 90-days of the probationary period. When promoted employees return to ~~lower-level~~lower-level classes, they must complete any probationary period in the ~~lower-level~~lower-level class not completed prior to promotion.

Probationary employees will be notified in writing if they are unsuccessful during probation and are being released from new employment or returned to the class from which they promoted.

Reinstatement

With prior written approval by the Executive Director, any person who has resigned from Cowlitz 911 in good standing, and who had attained regular (non-probationary) status prior to separation, may within two (2) years of the effective date of his/her separation, be reinstated to a position in the same class he/she held at the time of separation, or a lower level class in the same job series, if such a position is available. When a former employee is reinstated, their seniority date will be the new date of re-hire (unless the employee was rehired within thirty (30) days of separation – see section on Seniority). At the discretion of the Executive Director and in accordance with Federal and State laws, the reinstated employee may be granted accrual rates (for annual leave and/or sick leave) that were in effect at the time the employee separated.

Employee Recognition

PURPOSE

Cowlitz 911 recognizes an organization can only be as effective as its people are. It shall be the policy of Cowlitz 911 to establish a mechanism

Commented [JJ6]: I have a question regarding reinstatement and or demotion and return to the guild. Does the language specify in either place (CDA or handbook) how seniority is applied to demotion or returning to the guild? I did not specifically see it referenced...

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for recognizing employees, who have distinguished themselves through specific acts or accomplishments that demonstrate quality, productivity, or innovation. recognize exemplary performance, education, longevity, retirement, new hires, and related career milestones.

2. DEFINITION

Employee Recognition: For purposes of this policy, employee recognition means any award, token of appreciation, prize, meal, entertainment, or event that is intended specifically to promote good will, foster a sense of pride in affiliation with the authority, promote safety, productivity, reliability, efficiency, dedication, and commitment to the community.

3. POLICY

- a. The Authority may expend funds for the purpose of employee recognition within budgetary restrictions.
- b. The expenditure of funds for a token of appreciation, prize plaque, award or similar item is limited to no more than \$125 total per employee.
- c. The expenditure of funds for recognition of longevity of employment and/or retirement shall be limited to the amount in 3b plus \$2 for every year of service. This limit does not include sales tax, shipping and handling, and engraving charges. Longevity awards may be given out starting on the employee's 5th anniversary and every 5 years following.
- d. In no event shall the total of all awards or tokens of appreciation received by an employee exceed the non-taxable limit as set by the Internal Revenue Service.
- e. The expenditure of funds for meals related to an employee recognition event must be authorized by the Executive Director. Employee recognition events may include but are not limited to Telecommunicator's week, Thanksgiving, and Christmas.
- f. New Hires may receive a welcome kit and an item of choice up to \$70 This limit does not include sales tax, shipping and handling, and engraving charges.

TIME OFF

Annual Leave/Vacation

Employees in represented jobs: ~~Refer:~~ Refer to the CBA for annual leave provisions. CBA language prevails for represented employees.

Vacation time is available to full-time employees to provide opportunities for rest, relaxation, and personal pursuits.

Employees shall accrue vacation pay at a rate specified in table below based on tenure:

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Commented [JJ7]: Regarding annual leave accrual - it would be nice to use the same accrual rate as defined in the cba otherwise you run the risk of falling behind or needing to play catch up for non-represented staff. The accrual rate for non-rep is less than the CBA

Also the accrual - carry over total is 240 for non-rep and 248 for CBA

We need to add the vacation buy back language that has been approved.

COWLITZ 911 EMPLOYEE MANUAL

Employment Anniversary Date (in Years)	Vacation Accrual Rate Per Pay Period	Annual Total Vacation Hours Accrued
0	4.345	104120
1	5.05.5	120132
2-3	5.346	128144
34-8	5.346.25	128150
94	5.676.5	136156
510	5.676.75	136162
611-12	5.677	136168
713-14	5.677.25	136174
815-16	5.677.75	136186
917 and over	6.08.5	144204
40	6.34	152
41	6.67	160
12	6.67	160
13	7.0	168
14	7.0	168
15	7.34	176
16	7.34	176
17	7.67	184
18 and over	7.67	184

No more than two hundred and forty eight (248
0) hours of annual leave may be carried from one calendar year to the next.

Requests for leave must be approved in advance by the Executive Director or designee. New employees begin to accrue leave on the first day of employment unless otherwise stated in the final offer letter but may not take/use vacation time until after six months of employment or successful completion of their training program as designated by the Executive Director (whichever is

longer). Annual leave may be taken only after it has been credited to the employee's account.

Upon an employee's separation from employment, layoff, dismissal, or death, the employee (or beneficiary) will be paid for unused annual leave at the wage rate being paid at the time of separation.

Buyback (Cash-out) of Vacation Hours

Full-time employees will have two options to request a payout of up to 40 hours of their vacation bank (maximum of 80 hours total annual payout) , if after each payout their bank retains a minimum of 40 hours. If requested by the start of that month, payout of these hours will occur on the second paycheck of May and/or the second paycheck of November.

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Holidays

The following holidays are currently recognized by Cowlitz 911 as holidays with pay for full- time employees; however, due to Cowlitz 911 obligations for continuous service, some employees will be scheduled and required to work on these days:

New Year's Day	Independence- Day Juneteenth	The day after Thanksgiving- Day Thanksgiving Day
Martin Luther King Day	Labor- Day Independence Day	The Day after Thanksgiving Christmas Day
Presidents' Day	Labor Day Veterans- Day	One Floating Holiday Christmas
Memorial Day	Thanksgiving- Day Veterans Day	Floating Holiday

Commented [JJ8]: Juneteenth is not listed as a compensated holiday.

Also the CBA references two floating holidays of 12 hours in duration. One floater for anything less than 10yrs after 10 yrs a second 12 hour floating holiday is earned.

Commented [DK9R8]: It is common for workers who have to work weekends and holidays to get one more floater than those that do not.....

Commented [DK10R8]: But we will ask for one more after 10 years

Employees in represented positions: refer to CBA.

If a holiday falls on a Sunday, it will be observed on the following Monday. If a holiday falls on a Saturday, it will be observed the preceding Friday. Variance ins work schedule will be at the discretion of the Director or designee.

Temporary Help and Part-Time employees will not receive any holiday pay.

~~The floating holiday-Eligible employees will receive one (1) floating holiday starting in the calendar year in which the employee completes the probationary period and shall earn one (1) floating holiday as of January 1 of every calendar year thereafter. may be taken by an employee at any time during the year with prior approval from the supervisor. The floating holiday will not roll-over from year to year, and will not be paid out upon separation from employment. After the calendar year in which their 10th anniversary falls, an employee shall receive two (2) floating holidays. Floating holidays may be taken by an employee at any time during the year with prior approval from the supervisor. The floating holiday will not roll over from year to year and will not be paid out upon separation from employment.~~

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Holidays for Faith, Conscience, or Organized Religious Activity

Cowlitz 911 employees are entitled to up to two (2) unpaid holidays per calendar year for “a reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church, or religious organization”.

State law provides for unpaid leave, and there is no provision for substituting paid time off. Partial day absences under this section count as a “day”. For example, if an employee requests and receives approval for four (4) hours unpaid leave to attend an activity covered by this section, this absence will be counted as one (1) day toward meeting the statutory requirement. To request the unpaid holiday(s) off, submit a written request to your supervisor at least two weeks in advance of the requested date(s). Your supervisor, in consultation with the Human Resource [Generalist/Manager](#), will review the request and determine if the request meets the defined criteria. Your supervisor will notify you (via email, usually) of approval or denial of the unpaid time off request.

The request may be denied if:

- It is not submitted timely.
- The reason for the leave is not appropriate under the law.
- The two-day allotment for this purpose has already been exhausted for this calendar year.
- Granting the leave would result in staffing falling below levels necessary to maintain public safety

Sick Leave Accrual

Full-time employees will accrue sick leave at 4 hours per pay period (or one hour for every forty hours worked, whichever is greater). Temporary help employees will accrue sick leave on a pay period basis at a rate of one hour for every forty hours worked. At no time will any employee earn less than one hour of sick leave for every forty hours worked. Sick leave will accrue beginning the first day of employment. Sick leave may be taken only after it has been credited to the employee’s account. All new employees will be provided 24 hours of sick leave at time of hire.

Sick leave may be used by an employee who is incapacitated due to sickness, injury, or disability; or when, due to exposure to a contagious disease, the employee’s presence may jeopardize the health of others, or when necessary for medical examination or treatment. Sick leave may also be used to care for the employee’s child when a health condition requires treatment or supervision. Sick leave may also be used to care for a domestic partner or family member including an employee’s spouse, parent, parent-in-law or grandparent who has a serious health or emergency condition, or for a sick adult child who is incapable of self-care because of mental or physical disability. Sick leave may be used when the employee’s place of business has been closed by order of a public official for any health-related reason, or when an employee’s child’s school or place of care has been closed for such reason. Employees may use sick leave for absences that qualify for leave under the state’s Domestic Violence Leave-Act (DVLA). [Employees can use](#)

paid sick leave for the need to prepare for or attend judicial or administrative immigration proceedings involving the employee or the employee's family member. Sick leave may be used for any other reason provided under either Federal or State law.

Any absence for which the employee would like to take sick leave must be reported as soon as possible to the employee's immediate supervisor. Employees may be required to produce a certificate from a physician or other licensed medical practitioner verifying that their condition required them to be absent from work in accordance with Federal and/or State law.

Regular Full-Time employees at time of termination, an employee who has been signed off and has less than twenty (20) calendar years combined Cowlitz 911 and County employment will be compensated for one-half (1/2) of the accrued and unused sick leave up to a maximum payout of three hundred sixty (360) hours. At the time of termination, an employee who has twenty (20) calendar years of more combined employment will be compensated for one-half (1/2) of the accrued and unused sick leave up to a maximum payout of 600 hours. hired prior to January 2, 2019, may carry over no more than 1200 hours of sick leave accruals from one calendar year to the next. Sick leave hours in excess of 1200 will "drop off" of employee sick leave accrual balances and employees shall not receive any compensation for any "drop off" hours. Upon voluntary termination only, fifty percent (50%) of an employee's sick leave accrual balance, up to a maximum of 360 hours, will be paid out at the employee's regular rate of pay.

For Regular Full-Time employees hired on or after January 2, 2019 may carry over no more than 720 hours of sick leave accruals from one calendar year to the next. Sick leave hours in excess of 720 hours will "drop off" of employee sick leave accrual balances and employees shall not receive any compensation for any "drop off" hours. Upon voluntary termination only, an employee's sick leave accrual balance will be paid out at the employee's regular rate according to the following table:

10-15 years of service	12.5%
15-20 years of service	15%
20-25 years of service	25%
More than 25 years of service	50%

Promoted employees still on probation will be paid for their sick leave upon voluntary termination in accordance with the above formula, except that the rate of pay will be based on their wage in their previously held position. New employees on probation are not eligible to be paid for their sick leave upon termination of employment.

For Temporary Help and Part-Time employees, no more than 40 hours of sick leave accrual may be carried over from one calendar year to the next.

Sick Leave Transfer Program

All employees who accrue sick leave are eligible to participate as a recipient or donor in a sick

Commented [JJ11]: CBA references a substantial difference in sick leave pay out upon separation.

Signed off and less than 20 years the employee is eligible for up to have of accrued unused sick leave up to 360 hours will be paid out.

For 20 years and more will be compensated for one half of accrued unused sick leave up to a **max of 600 hours**.

Commented [BH12]: Darr - take a look at this again. I'm not sure where to add the language we talked about 15.5 in the CBA is what we were looking at when adding the clause

leave transfer program subject to the provisions set forth below:

Cowlitz 911 employees are permitted to donate sick leave to another employee who is, or whose member of an employee's immediate family is, suffering from an illness, injury, impairment, or physical or mental condition and such condition has caused or will cause the receiving employee to go on leave without pay for more than five regularly scheduled work days.

Donating employees must retain a balance of no less than ninety-six (96) hours of sick leave. Donated sick leave is not eligible for pay out to the receiving employee upon voluntary termination.

Leave of Absence

An employee may be eligible for a leave of absence without pay. An employee must seek prior written approval by the Executive Director for any leave of absence without pay. No approved leave of absence without pay shall be taken unless the employee first uses all allowable accumulated sick/vacation leave, except as provided otherwise by law.

Job Abandonment

An employee who is absent from work for three (3) consecutive scheduled work days without advance notice to the Executive Director will be considered to have abandoned the position, regardless of the employee's motivation or intent, unless the failure(s) to notify was beyond the employee's control. A notice of presumption of abandonment will be mailed to the last address given Employer by the employee.

Bereavement Leave

When a death occurs in an employee's immediate family, full-time employees may take up to three (3) days of paid time off. Bereavement leave with pay is allowed for an employee to attend and/or make arrangements for a funeral for a death in the employee's immediate family. For the purposes of this policy, immediate family is defined as an employee's domestic partner or ~~spouse~~spouse, children, parents, siblings, grandchildren, grandparents, uncles, aunts, nieces, and nephews. This list also includes the spouse's/state-registered domestic partner's immediate family. To qualify for a state-registered domestic partnership see Washington state law. At least one of the partners must be 62 years of age or older. The couple needs to complete the Declaration of State Registered Domestic Partnership on the Secretary of State website.

Upon death of relatives not listed above or friends, employees will be allowed one (1) day of bereavement leave without pay. Employees may use accrued leave time available before taking bereavement leave without pay.

Any leave beyond the 3 days paid bereavement leave, will be charged to the employee's accrued leave balance. An employee must obtain the approval of the Executive Director or designee prior to taking leave.

Pay will be based upon the straight-time hours of work (at the employee's regular base wage rate) actually scheduled and missed as a result of the bereavement.

Witness/Jury Duty

Employees in represented positions: refer to CBA for the terms and conditions of time off for witness testimony/jury duty/voting.

In the event that a Cowlitz 911 employee must serve on jury duty or testify on behalf of Cowlitz 911 during a court proceeding, Cowlitz 911 will provide paid jury leave or paid witness leave. Employees may be required to provide Cowlitz 911 with a copy of the jury summons or subpoena. Employees will be paid their normal hourly wage while on jury duty or during witness duty.

If an employee reports for jury/witness duty during a scheduled work day and is dismissed within four (4) hours, he/she is expected to report for work at Cowlitz 911 for the remainder of each day on which this occurs, or to use accrued annual leave for the remainder of the scheduled work day.

Pregnancy Disability Leave (PDL)

Washington state law provides leave rights in connection with pregnancy-related disability. An employee is entitled to Pregnancy Disability Leave for the period of time temporarily disabled because of pregnancy or childbirth. A pregnant employee is eligible for pregnancy disability leave immediately upon employment. Medical certification may be required to confirm the need for leave.

Pregnancy Disability Leave is unpaid (unless the employee is using paid leave accruals). Employees must use all accrued leave balances prior to taking unpaid leave. Health benefits are not automatically continued unless the employee is using leave balances to remain in paid status.

Military Deployment/Training Leave

Under state law, Cowlitz 911 employees who are reservists in the United States Armed Forces or are members of the Washington national guard are entitled to be absent from job duties with Cowlitz 911 with full pay for up to 21 work days each calendar year, beginning October 1 and ending the following September 30, to report for required military duty. Employees must provide Cowlitz 911 with military orders to report.

Those employees who are inducted, enlist, or are otherwise called to service in the United States Armed Forces are granted an active duty military leave of absence without pay, with re-employment/reinstatement rights as governed by federal and state laws.

To qualify for reinstatement, employees returning from active military service must provide a copy of his/her military discharge papers, must have been released from service under honorable conditions or a general discharge, and must have been a regular employee prior to military service. Further, the military service must not exceed five years in order to be eligible for reinstatement.

Supervisors must be provided with written or verbal notification of the service obligation, unless notice is precluded by military necessity or is otherwise unreasonable or impossible.
(See State of Washington RCW 73.16.033)

Nursing Mothers Break Time

Nursing mothers are entitled to reasonable break time to express breast milk, for up to one year following the birth of a child. Nursing mothers should collaborate with a supervisor to locate a private location, free from intrusion, other than a bathroom, to use.

Domestic Violence Leave

The Domestic Violence Leave law allows victims of domestic violence, sexual assault, or stalking to take reasonable leave from work to take care of legal or law enforcement needs, seek treatment for physical and mental injuries, obtain services from a shelter or social services program, obtain mental health counseling, participate in safety planning, relocate, or take other actions to increase safety from future incidents. Family members of a victim (including a child, spouse, parent, parent-in-law, grandparent or person with whom the employee has a dating relationship) may also take reasonable leave to help the victim seek treatment or obtain help and services.

Employees must notify the Human Resources **ManagerGeneralist** in advance of their intention to take leave under this provision. When advance notice cannot be given because of an emergency or unforeseen circumstance due to domestic violence, sexual assault, or stalking; the employee or his or her designee must give notice to Cowlitz 911 no later than the end of the first day that the employee takes such leave. A lack of proper notification of the need to take domestic violence leave could result in a denial of the leave if it impacted Cowlitz 911's service to the public and operations. Cowlitz 911 may require that the request for leave be supported by verification as detailed in RCW 49.76.040.

Employees may choose to use sick leave or other paid time off, compensatory time, or unpaid leave time. In a situation in which this leave is enacted, Cowlitz 911 will keep all information concerning the leave confidential unless requested or consented to by the employee, ordered by a court or administrative agency, or otherwise required by applicable federal or state law. Further, Cowlitz 911 will not take adverse action against employees who request or take this leave. If you feel you have been subjected to adverse action as a result of requesting or taking domestic violence leave, please report the incident(s) to your immediate uninvolved supervisor, Executive Director, or Human Resource **ManagerGeneralist**. When possible, your report should include the specific allegation, date(s) of the occurrence(s), the individual(s) involved, and the names of any witnesses. If there are no uninvolved supervisory or leadership staff, you may report the incident to the Chair of the Cowlitz 911 governing board.

Family and Parental Leaves of Absense

All eligible employees will be granted medical or family leave in accordance with Federal Family and Medical Leave Act (FMLA), WA State Paid Family and Medical Leave (WA

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PFML), or any other applicable state and/or federal law. Such leaves will run concurrently. For the Federal Family and Medical Leave Act (FMLA), although Cowlitz 911 does not currently meet the requirement of number of employees in one location (50 or more), we are voluntarily offering FMLA for those employees that meet all other eligibility requirements.

Employees seeking family and/or medical leave must complete applicable Cowlitz 911 forms and should consult with Human Resources prior to taking extended leaves when practicable.

BENEFITS

General Policy

Cowlitz 911 provides eligible employees with a comprehensive benefits package designed to afford employees and their family members in the event of illness, injury, disability, retirement or unemployment. All employees in regular full-time positions are eligible for Cowlitz 911 benefits.

Some Temporary help employees may become eligible for benefits if they meet requirements established by law.

Direct Deposit

All employees hired on or after January 1, 2019 are required to enroll in direct deposit for paychecks. New employees are required to fill out and return direct deposit enrollment forms to Cowlitz 911 payroll staff within two weeks of their employment start date. Paper paychecks will be distributed initially, until direct deposit enrollment is processed and becomes effective. No other paper paychecks will be authorized.

Insurance and Medical Benefits

Medical, vision, dental, and life insurance coverage for eligible employees and dependents begins the first day of employment/eligibility, generally the first day of the month following employment. Upon separation from employment, coverage ends the last day of the month of separation. Upon separation of employment, the employee and/or covered dependents may elect to continue their coverage at their own expense under the Consolidated Omnibus Budget Reconciliation Act of 1985.

Cowlitz 911 has the right in its sole discretion to make changes to the medical and dental plans offered for all non-represented employees. Provisions are subject to terms of the insurance agreements and eligibility.

VEBA

Cowlitz 911 has adopted the health reimbursement arrangement (HRA) plans offered and administered by the Voluntary Employees' Beneficiary Association Trust for Public Employees in the Northwest ("Plan"). Participation in HRA/VEBA plans may be limited to a maximum number of employees.

Commented [BH13]: Should continuation of benefits be added or is it mentioned under benefits ok?

Commented [DK14R13]: Its covered in the benefits section

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Commented [JJ15]: Question - is there a need to identify the compensated amount? The amount is identified in the CBA and I think the agreed compensated amount is used for both represented and non represented staff... I didn't know if we wanted to identify that connection to the CBA or??

Commented [DK16R15]: If its working, lets leave it alone.

Commented [JJ17]: Regarding veba can we or should we include language that talks about the veba limits and updates to the providers

If an employee selects options in which the total monthly premiums are less than employer monthly contribution rate (\$1,650 for 2022 for example), the Employer will still pay the total amount of that monthly premium option, with the excess amounts going into the employee's VEBA HRA Account up to a determined monthly cap.

Any current employees as of January 1, 2022 (either with current VEBA or a current medical plan) will have a monthly contributions cap towards their VEBA account of one thousand five hundred and fifty (\$1,550) per month. Any employees hired after January 1, 2022 will have a VEBA contribution cap at seven hundred fifty dollars (\$750) per month.

Life Insurance

Cowlitz 911 offers standard life insurance and accidental death or dismemberment insurance for the employee. Coverage will be in the amount of one (1) times employee's annual earnings, rounded to the next higher multiple of \$1,000 if not already a multiple of \$1,000. The maximum earning is \$100,000.

Retirement System – Public Employee Retirement System (PERS)

Employees who are eligible to participate in a Washington State Public Employee Retirement System (PERS) or in a Washington State Public Safety Employee Retirement System (PSERS) will be enrolled upon employment or verification of eligibility.

Continuation of Benefits

Except as otherwise required by law, Employer will continue paying its normal share of the cost of premiums for health insurance coverage for the balance of the month in which an employee suffers an accepted on-the-job injury or illness and/or begins a leave of absence qualifying under the federal Family and Medical Leave Act (FMLA) or Washington State Paid Family and Medical Leave (PFML), and for up to a cumulative total of three (3) additional month(s) in any eighteen- (18-) month period, regardless of the number or type of such injuries or illnesses or leaves.

Deferred Compensation Match

Effective January 1, 2026, the Employer shall match employee contributions to their deferred compensation account up to a maximum of three percent (3%) of the employee's base pay.

Workers Compensation

Cowlitz 911 provides workers' compensation coverage through the Washington State Department of Labor and Industries (LNI).

If you are injured on the job you must report the injury to your supervisor regardless of how minor the injury seems.

Commented [JJ18]: If I remember right the life insurance is limited to 1.5 time an employees salary or something similar? Can we list more information regarding the limits and benefit?

Commented [JJ19]: Question for discussion - would it be unreasonable to add the employer compensated percentage that goes into the retirement system on the employees behalf?

Commented [DK20R19]: That number changes slightly by WAC every year....or can.

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All hospitalizations and fatalities must be reported to the Executive Director and Human Resource Generalist immediately.

Compensation for Travel & Training

Travel during regular work hours, authorized travel time outside of regular work hours and/or on non-work days, and travel between job sites will be compensated according to the FLSA or any other applicable state or federal law.

Wages

Pay scales or schedules for each class of employee are approved by the Cowlitz 911 Board of Directors.

Non-exempt employees performing work in excess of 40 hours in one work week will be paid overtime at a rate of one- and one-half times the employee's regular rate of pay

An employee must obtain prior authorization by the employee's supervisor for any overtime hours. Employees who work overtime without advanced authorization will be subject to discipline up to and including termination.

Regular non-exempt employees may, with prior approval, opt to receive compensatory time in lieu of overtime pay, up to a maximum balance of forty (40) hours..

Exempt employees are not eligible for overtime pay or compensatory time in lieu of overtime pay.

Wellness Program

Cowlitz 911 has implemented a program aimed at preventing illnesses and injuries, promoting healthy morale, reducing absenteeism and enhancing productivity and performance among employees.

Tuition Reimbursement

Cowlitz 911 encourages and desires that its employees participate in courses and training opportunities to enhance their skills and enable them to advance to other positions. Accordingly, it shall be Cowlitz 911's goal to assist full-time employees in the furtherance of this policy by offering a tuition reimbursement program for courses or training at accredited colleges and universities.

To qualify for reimbursement, the employee must make application to, and receive prior approval from, the Director or designee. Such approval shall be at the sole discretion of the Director.

An employee requesting tuition reimbursement must submit a written application showing; a) the

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Commented [BH21]: Darr - 2 of the agencies have different language for a maximum amount. Is this something we are interested in implementing?

Commented [DK22R21]: I think we should use a cost per credit for a maximum and offer 100% of that. I would also like to make it a B passing requirement

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course curriculum; b) dates and times of classes; c) duration of the course; d) narrative statement of how the course will benefit the Employer as well as the employee.

If an employee's application is approved, the reimbursement will be for 100% of tuition alone only if/when: a) the course is completed within six (6) months of approval; b) completed with a "pass" in a pass/fail grading system or a grade of "B" or better.

An employee who received tuition reimbursement agrees to continue to work for the Employer for twelve (12) months following the completion of the course; if not, the reimbursement is prorated, and the employee authorizes reimbursement to the Employer from the last paycheck issues. An employee who is unable to remain in the Employer's employment, due to circumstances beyond the employee's control, shall not be required to reimburse the Employer if the twelve (12) month period is not met.

Reimbursement shall be for actual tuition, or the cost of the course. All other expenses, such as travel and books, shall be borne by the employee.

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PERSONAL RESPONSIBILITIES

Dress Code Expectations

Employees may wear casual and comfortable attire for work; however, remember this is a professional work environment and work attire should reflect the image of how we want to be perceived.~~must be appropriate for the work environment.~~ The following types of clothing are prohibited:

- ~~• Loungewear or gym wear, such as sweat suits.~~
- ~~• Cutoff jeans.~~
- Swimwear
- Footwear that is unsafe in the workplace (all plastic flip-flops, shower shoes, for example).
- Clothing that exposes body parts (e.g., tube tops, short shorts, see-through clothing, etc.).
- Clothing with potentially offensive or derogatory language, pictures, or logos.

Employees must limit perfume, scented lotion, chemicals, etc. when working on the dispatch floor or facility common areas. If any employees have allergies or sensitivities to chemicals, perfumes, etc., they should notify their supervisor of the nature of their allergies so that this policy can be modified as needed.

Employees must maintain an appropriate level of personal hygiene in the workplace.

Tobacco UseSmoking Policy

~~Smokers will use the designated smoking area on the back side of the Cowlitz 911 building when~~

Commented [JJ23]: With the emphasis staff have been making to promote better health, it might be worth evaluating removing the language regarding loungewear or gym wear and sweatsuits and rework the initial paragraph to something like...

Employees may wear casual and comfortable attire however remember this is a professional work environment and work attire should reflect the image of how we want to be perceived.

Footwear should be worn for your safety and to support general hygiene

Cutoffs, swimwear, clothing that exposes body parts or is revealing, clothing with potentially offensive or derogatory language, pictures or logos are prohibited.

COWLITZ 911 EMPLOYEE MANUAL

smoking. Smokers will comply with Washington State law regarding smoking. The use of tobacco products, including but not limited to e-cigarettes and vaping devices, is prohibited inside Cowlitz 911 facilities and vehicles. Employees may use tobacco only during designated breaks and designated areas. Smoking is not

~~allowed inside the building or within 25 feet of any entrance, exit, open window, or ventilation intake that serves an enclosed area.~~

Further, smokers are expected to keep the designated smoking area clean. They will use the ash tray and empty it when it gets full. Ashes and extinguished butts must not be placed any other place around the area.

This policy applies to all Cowlitz 911 employees and visitors to the facility.

TECHNOLOGY

Social Media Use -Business Use

Social Media is a valuable communication tool that Cowlitz 911 uses to engage with and inform the public we serve.

Employees who use work-related social media for business purposes may choose to post about:

- Travel Conditions.
- Power Outages.
- Urgent Weather.
- Emergency Management Updates.

COWLITZ 911 EMPLOYEE MANUAL

- Other Emergency Situations.
- Public Education.
- Activities affecting the public.

This is not intended to be an exhaustive list. Employees who are representing Cowlitz 911 on work related social media sites should conduct themselves in a professional manner at all times. [Reference policy 017 for specifics.](#)

Comments

Inappropriate comments by users or visitors to department controlled social media sites will be removed. These include comments that are:

- Inconsistent with appropriate use.
- Support or oppose political campaigns or ballot measures.
- Are profane or obscene or contain links to such content.
- Endorse illegal activity.
- Compromise safety.
- Threaten or defame any person, group, or organization.
- Solicit commerce.
- Are considered inappropriate and contrary to the mission by Cowlitz 911 leadership.

Social Media Personal Use

Employees who choose to engage in social media for personal purposes assume any and all risk associated with such use. When an employee identifies his or her association with Cowlitz 911, or chooses to discuss his or her work, employees must be clear that they are speaking for themselves, not on behalf of Cowlitz 911.

Revealing work-related confidential information or data not intended for the public, during personal social media use is prohibited and may be subject to disciplinary action.

No Expectation of Privacy

Employees who use any Cowlitz 911 technology ~~resource~~[resources](#) (including computers [including email], phones, websites, social media sites, and software) must be aware and acknowledge that they have no expectation of privacy or confidentiality relative to their use of these systems/devices, or any data they create, store or transmit. Employees should be aware of and understand that their use of Cowlitz 911 technology resources can and will be monitored, and any data that employees create, store, or transmit on or over Cowlitz 911 system(s) may be inspected by Cowlitz 911 at any time. Certain email messages (even those that are personal in nature) and other electronic communications created on Cowlitz 911 computers may be considered a public record, subject to disclosure and/or subject to discovery in the event of [litigation](#).

Email Etiquette

Commented [JJ24]: All phone calls and radio traffic are recorded and subject to public disclosure. As such any room discussions, conversations, "horseplay" or inappropriate language or statements can inadvertently be recorded if someone in the room is transmitting on the radio or on the phone when it occurs. - This may not be worth adding but throwing it out for conversation sake

COWLITZ 911 EMPLOYEE MANUAL

Employees are expected to use proper email etiquette when sending emails to other employees or groups. Employees will write informative subject lines in order to allow efficient filtering of email based on subjects and will avoid using “reply to all” unless necessary.

Cowlitz 911 provided email accounts provide no assurance of privacy and may be reviewed at any time by authorized Cowlitz 911 staff.

Personal Phone Calls/Use of Electronic Communications

Personal business, including telephone calls, text messaging, or use of social media software, must not interfere with the business of Cowlitz 911. Not providing a requested or expected service at the correct level while conducting personal business may result in discipline up to and including termination.

Employees will have no expectation of privacy when using console phones on the operations floor, as these conversations can be monitored. Cowlitz 911 records all console phones on the operations floor and routinely reviews recordings for business purposes.

Employees may make limited personal use of Cowlitz 911 electronic communications resources (e.g., telephones, fax machines, email, internet, intranet, etc.) if they meet the following conditions:

- De minimis cost to Cowlitz 911.
- Does not interfere with the performance of the employee’s duties.
- Is used briefly and does not disrupt or distract from the conduct of business due to its volume or frequency.
- Does not compromise the security or integrity of information or software.
- Does not defame or discredit another Cowlitz 911 employee or customer.

Employees will have no expectation of privacy with use of the resources. Employees are expected to use professional business decorum at all times when using these resources.

Software and Hardware General Policies

Standardized Software and Hardware: Cowlitz 911 has established standard software and hardware for commonly used applications. The use of unauthorized, non-standard software or hardware, including personally owned software or hardware, on Cowlitz 911 computer systems without approval is prohibited.

Installation of Software and Hardware: Improper installation of software or hardware can damage a computer system, cause system malfunction, or conflict with system configuration. All standardized software and hardware are to be installed by the designated staff.

Ownership and Confidentiality: All software, programs, applications, templates, data, data files and web pages residing on Cowlitz 911 computer systems or storage media or developed on Cowlitz 911 computer systems are the property of Cowlitz 911. Cowlitz 911 retains the right to

access, copy, modify, destroy or delete this property. Data files containing confidential or sensitive data should be treated accordingly and should not be removed from the workplace without proper authorization.

Copying Software, Programs, Applications, Templates, etc.: Employees must notify the Executive Director and receive proper authorization before attempting to copy software, applications, programs or templates. In many cases, copyright laws and/or licenses for commercial software, programs, applications and templates used by Cowlitz 911 prohibit making multiple copies. Cowlitz 911 and its employees are required to abide by federal copyright laws and all licensing agreements.

Driving and Vehicle Use

Cowlitz 911 allows designated employees to drive on Cowlitz 911 business and reimburses employees for business use of personal vehicles according to the guidelines below (see mileage reimbursement earlier in this manual entitled Compensation for Travel and Training).

The term “vehicle” as used in these guidelines includes, but is not limited to, cars, trucks, and vans.

Employees must receive approval from the Executive Director or designee to drive for Cowlitz 911 business. Employees in jobs that require regular or occasional driving for work as an essential job function must, as a condition of employment, possess a valid current drivers’ license.

Employees who routinely or occasionally drive for work must inform their supervisor immediately of any changes that impact their legal or physical ability to drive or their continued insurability. Employees are not permitted, under any circumstances, to operate a personal vehicle while on Cowlitz 911 business, when any physical or mental impairment causes an employee to be unable to drive safely. This prohibition includes, but is not limited to, circumstances in which the employee is temporarily unable to operate a vehicle safely or legally because of injury, illness, alcohol or drug impairment, or medication.

Employees driving on Cowlitz 911 business must exercise due diligence to drive safely and to maintain the security of the vehicle and its contents.

Employees may be permitted to drive their own vehicles for Cowlitz 911 business purposes. Auto liability coverage follows the vehicle. Therefore, the employee must maintain personal auto insurance at levels in accordance with state law or higher, and such insurance is primary. Additionally, the employee’s vehicle must be in safe and sound condition when driven for Cowlitz 911 business purposes.

Cowlitz 911 has a zero-tolerance policy prohibiting employees from operating a personal vehicle while on Cowlitz 911 business while using, consuming or under the influence of alcohol, illegal drugs, prescription medication and over the counter medications that may affect the employee’s ability to drive.

COWLITZ 911 EMPLOYEE MANUAL

Employees are personally responsible for all tickets, citations, or infractions issued for moving violations or parking violations while using a personal vehicle for Cowlitz 911 business. Employees should advise their supervisor of any such tickets, citations, or infractions received.

Employees must obey all safety laws and regulations while operating any vehicle on Cowlitz 911 business. This includes, properly using seat belts, using cell phones for calls only with proper hands-free devices, never under any circumstances texting while driving, and obeying all applicable traffic laws.

TRAINING

Mandatory Training

Cowlitz 911 is committed to providing employees with tools for successfully recognizing and preventing discrimination and harassment in the workplace, and as well as actively seeking, accepting, and supporting diversity among our workforce.

New employees must complete the following within the first ~~90 days~~~~six months~~ of employment:

- Sexual Harassment Prevention
- Anti-Discrimination
- Safety

New employees will be notified of all available training soon after their start date and are expected to register for the required training according to instructions they receive from supervision and/or leadership. All employees should complete refresher courses on the topics listed above every two years. Cowlitz 911's policies regarding sexual harassment and anti-discrimination, as well as procedures for filing complaints or reports of violations, are contained earlier in this handbook. If you have any questions about the policies or about the required training, contact your supervisor, Human Resource ~~Manager~~~~Generalist~~, or the Executive Director.

ACKNOWLEDGMENT

I acknowledge that I have received and read a copy of the Cowlitz 911 Employee Manual and agree to abide by the provisions of the manual.

I am aware that if, at any time, I have questions regarding Cowlitz 911 policies, I should direct them to my supervisor, Human Resources ~~Manager~~^{Generalist}, or the Executive Director.

I know that Cowlitz 911 policies and other related documents do not form a contract of employment and are not a guarantee by Cowlitz 911 of the conditions and benefits that are described within them. **I understand that my employment with Cowlitz 911 is “at will” and may be terminated at any time, for any reason or no reason, except as may otherwise be provided by an applicable collective bargaining agreement.**

I also am aware that Cowlitz 911, at its option, may change, add to, or delete from the provisions of the policies.

Employee's Printed Name

Position

Employee's Signature

Date



Cowlitz 911 Agenda Summary Sheet

2790 Ocean Beach Highway
Longview, WA 98632
www.cowlitz911.org

INTRODUCED BY: Briana Harvill

DATE: September 10, 2025

FOR AGENDA OF: September 17, 2025

SUBJECT TITLE: Salary Study

ATTACHMENTS: Proposed Salary for Non-Reps & Market Composites

SUMMARY STATEMENT:

Cowlitz 911 has completed the salary study with Milliman for non-represented staff. The Board was given the findings, and they are included here as well.

RECOMMENDED ACTION:

Motion to approve the salary study findings and recommendations as presented.

Expenditure Required: \$70,400

Amount Budgeted: \$70,400

Appropriation Required: \$70,400

Current 2025 Structure
Cowlitz 911

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Range Spread
PT-AA	\$ 39,402.00	\$ 40,794.00	\$ 42,208.00	\$ 43,688.00	\$ 45,211.00	\$ 46,799.00	\$ 48,431.00	\$ 50,128.00	\$ 51,890.00	\$ 53,718.00	36%
BF	\$ 73,122.00	\$ 76,778.00	\$ 80,615.00	\$ 84,647.00	\$ 88,879.00	\$ 93,323.00					28%
HR	\$ 73,504.00	\$ 77,178.00	\$ 81,038.00	\$ 85,089.00	\$ 89,343.00	\$ 93,811.00					28%
FM	\$ 73,888.00	\$ 77,583.00	\$ 81,462.00	\$ 85,535.00	\$ 90,939.00						23%
OM	\$ 110,226.00	\$ 118,077.00	\$ 126,487.00	\$ 131,597.00	\$ 136,913.00	\$ 142,445.00					29%
RM	\$ 110,226.00	\$ 118,077.00	\$ 126,487.00	\$ 131,597.00	\$ 136,913.00	\$ 142,445.00					29%
IVM	\$ 110,226.00	\$ 118,077.00	\$ 126,487.00	\$ 131,597.00	\$ 136,913.00	\$ 142,445.00					29%
NG	\$ 110,341.00	\$ 115,857.00	\$ 121,650.00	\$ 127,733.00	\$ 134,119.00	\$ 140,825.00					28%
ED	\$ 143,957.00	\$ 148,262.00	\$ 152,714.00	\$ 156,894.00	\$ 161,075.00	\$ 165,922.00					15%

Proposed 2026 Pay Structure

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Grade Progression	Range Spread
10: PT-AA	\$ 55,460.00	\$ 58,230.00	\$ 61,140.00	\$ 64,200.00	\$ 67,410.00	\$ 70,780.00	\$ 74,320.00	10%	34%
15: BF, HR, FM	\$ 90,940.00	\$ 95,720.00	\$ 100,740.00	\$ 106,030.00	\$ 111,600.00	\$ 117,460.00	\$ 123,620.00	12%	36%
17: IVM & NG	\$ 114,080.00	\$ 120,070.00	\$ 126,370.00	\$ 133,000.00	\$ 139,990.00	\$ 147,340.00	\$ 155,070.00	12%	36%
18: OM & RM	\$ 127,770.00	\$ 134,470.00	\$ 141,530.00	\$ 148,960.00	\$ 156,790.00	\$ 165,020.00	\$ 173,680.00	12%	36%
20: ED	\$ 164,560.00	\$ 173,200.00	\$ 182,300.00	\$ 191,870.00	\$ 201,940.00	\$ 212,540.00	\$ 223,700.00	15%	36%

RM & NG
OM & IVM

Composite Report



JOB

Admin Asst - Public Records Officer (CPA001)

STATUS

In Progress

PAY MARKET

Cowlitz 911 - Cowlitz 911

Market Composite MRP

BASE 50TH

TREND

MARKET INDEX

\$63.5K

-

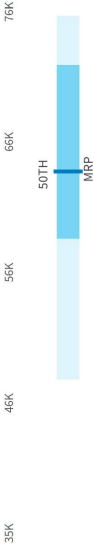
84.6 %

Avg EE Pay

53.7

#EEs

1



Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	TOTAL CASH COMPENSATION			
	BASE SALARY	25TH	50TH	75TH
Admin Asst - Public Records Officer (CPA001)	58.2	63.5	71.8	68.7

6 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	WEIGHT	ADJUST	25TH	50TH	75TH	BASE SALARY	25TH	50TH	75TH	TOTAL CASH COMPENSATION
Administrative Assistant (4003) ERI/Salary Assessor 07 Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted	1.000	0.000%	53.2	58.2	62.7	53.2	58.2	59.3	63.9	
Administrative Assistant II (OF13000002) Salary.com/CompAnalyst United States All Industries / FTEs: ALL / State: Washington Eff: 1 Aug 2025 Orgs: 90 Incs: 550 Inc. Weighted	1.000	0.000%	53.3	59.1	66.5	53.3	59.1	60.1	67.9	

Composite Report



Administrative Assistant II (1.02)

Adjustment: -10% for geo

Milliman/Puget Sound Area Compensation Survey

Seattle | Eff: 1 Apr 2024 | Orgs: 19 | Incs:403 | Inc. Weighted

Police Records Specialist (Journey) (13.16)

Milliman/Washington Public Employers

All Participants | Eff: 1 Feb 2025 | Orgs: 12 | Incs:33 | Inc. Weighted

Records Management Specialist (6551)

ERI/Executive Assessor 07

Washington State | All Industries | Level 1 | Eff: 1 Jul 2025 | Orgs: | Incs: | Inc. Weighted

Records Retrieval Specialist II (HR09200332D)

Salary.com/CompAnalyst United States

All Industries / FTEs: ALL / State: Washington | Eff: 1 Aug 2025 | Orgs:4 | Incs:4 | Inc. Weighted

1 Additional Survey Cut

* Survey data was aged at 4.00%.

JOB				BASE SALARY			TOTAL CASH COMPENSATION		
	WEIGHT	ADJUST		25TH	50TH	75TH	25TH	50TH	75TH
Records Coordinator (4.22) Milliman/Washington Public Employers All Participants Eff: 1 Feb 2025 Orgs: 9 Incs:9 Inc. Weighted	0.000	0.0000%		83.0	103.3	111.8	-	-	-

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION	
Administrative Assistant (4003)		ERI / Salary Assessor 07		Supports an organization or department by performing administrative services. Assists management with administrative tasks such as tracking and compiling information of interest. Prepares various reports detailing the administrative information handled by the position. Reads and answers correspondence. May handle confidential information.	
Administrative Assistant II (OF13000002)	Administration	A02-Intermediate	Salary.com / CompAnalyst United States	Provides administrative support to an individual, team, department or group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials utilizing word processing, spreadsheet, or specialized software. Prepares and distributes reports or other communications on a regular schedule. Maintains files, databases, and archives of relevant records. Screens calls and responds to or routes routine inquiries from external or internal sources with appropriate correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May manage expense reporting, invoicing, office supply inventory, or other routine processes. Requires a high school diploma. Typically reports to a supervisor or manager. A02-Intermediate : Works under moderate supervision. Gaining or has attained full proficiency in a specific area of discipline. Typically requires 1-3 years of related experience.	

Composite Report



Administrative Assistant II (1.02)	Administrative Support	Milliman / Puget Sound Area Compensation Survey	Performs a variety of moderately difficult to complex secretarial duties. Formats, suggests content edits, and types a variety of documents using word processing, spreadsheet, and other software applications. May update web text. Composes routine correspondence; initiates required administrative reports. Proofreads documents for content and typographical errors. Coordinates meeting and travel arrangements. Screens and directs incoming calls and inquiries. Provides information; may interpret departmental procedures. Gathers, compiles and maintains data; may monitor budget. Prioritizes and distributes mail. Organizes and maintains filing system. This level requires 2-4 years of job-related experience and the use of judgment in non-routine matters.
Police Records Specialist (Journey) (13.16)	Public Safety	Milliman / Washington Public Employers	This journey level position typically performs a variety of duties related to police records, including data entry, data inquiry and specialized administrative assistance in support of the police operations. Typically requires 2 years clerical experience including some experience in a criminal justice environment. Must be Law Enforcement Data System (LEDS) certified within sixty days of hire.
Records Coordinator (4.22)	General Administration	Milliman / Washington Public Employers	Organizes, schedules, and performs records management functions, including storage, retrieval, retention, and destruction in compliance with federal and state law; represents the District as the Records Officer in appropriate meetings with state and other agencies; protects the integrity, security, and confidentiality of documents and records. Typically requires 5+ years of office experience, with emphasis on records management.
Records Management Specialist (6551)		ERI / Executive Assessor 07	Archives, logs, audits and preserves digital documents and responds to information requests. Creates and maintains digital filing and retrieval systems.
Records Retrieval Specialist II (HR09200332D)	Administration	Salary.com / CompAnalyst United States	Administers and maintains a system of classified and unclassified company documents according to the record control policies and procedures for the secure management and access of company information assets. Classifies and files new documents following the established process. Fulfills document requests from authorized users and tracks the retrieval and disposition of documents. May prepare records for archiving, participate in audits, or assist in the destruction of records. Requires a high school diploma. May require security clearance. Typically reports to a supervisor. I[[A02-Intermediate : Works under moderate supervision. Gaining or has attained full proficiency in a specific area of discipline. Typically requires 1-3 years of related experience.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB

Human Resources Manager (CPA005)

STATUS

In Progress

PAY MARKET

Cowlitz 911 - Cowlitz 911

Market Composite MRP

BASE 50TH TREND MARKET INDEX

\$87.5K - 102.1 %



Avg EE Pay #EES
89.3 1

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	TOTAL CASH COMPENSATION			
	BASE SALARY			
	25TH	50TH	75TH	75TH
Human Resources Manager (CPA005)	78.1	87.5	94.8	93.3

4 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	TOTAL CASH COMPENSATION				
	BASE SALARY				
	WEIGHT	ADJUST	25TH	50TH	75TH
Human Resources Generalist (5.02a)	1.000	0.000%	86.4	100.0	106.2
Milliman/Washington Public Employers					
All Participants Eff: 1 Feb 2025 Orgs: 21 Incs:103 Inc. Weighted					
Human Resources Generalist (54000)	0.500	0.000%	66.2	73.0	79.0
CompData/Compensation Data Benchmark West					
Washington ALL ALL Eff: 1 Apr 2025 Orgs: 39 Incs:56 Inc. Weighted					
Human Resources Generalist (220316)	1.000	0.000%	78.2	85.7	93.0
ERI/Salary Assessor 07					
Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted					

Composite Report



Human Resources Generalist II (HR09200011)

Salary.com/CompAnalyst United States

All Industries / FTEs: ALL / State: Washington | Eff: 1 Aug 2025 | Orgs: 40 | Incs:150 | Inc. Weighted

1.000

0.0000%

75.5

84.1

93.1

77.2

86.7

96.4

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Human Resources Generalist (5.02a)	Human Resources		Milliman / Washington Public Employers	Administers human resource programs, procedures, and plans. Provides guidance to executives, managers, supervisors, and employees on various routine to moderately complex human resource issues. Areas of expertise may include employment, affirmative action, EEO, classification, compensation, employee relations, benefits, safety, and training. This is an intermediate level human resource staff professional with no supervisory responsibility, and typically requires 2-4 years of experience.
Human Resources Generalist (54000)			CompData / Compensation Data Benchmark West	Provides a variety of human resources services for an office, subsidiary, remote location, or specific unit. Performs salary administration, recruiting, staffing, and/or benefit liaison functions. Coordinates training, benefits, employee services, employee relations, and health promotion activities through human resources staff members. Ensures compliance with legal and corporate guidelines. Bachelor's degree in human resources management or related area required and two years experience.
Human Resources Generalist (220316)			ERI / Salary Assessor 07	Assesses personnel policies, programs, and procedures, and informs employee and management personnel on the interpretation of them. Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research.
Human Resources Generalist II (HR09200011)	Human Resources	P02-Intermediate	Salary.com / CompAnalyst United States	Serves as administrator for several critical human resources functions and workforce management, including recruiting, employee/labor relations, health and safety, compensation, benefits, training, diversity, employee engagement, leave and attendance tracking, payroll, and employee records. Facilitates and communicates organizational policies and programs and ensures labor law and regulatory compliance. Provides internal support and partnership to business lines to deliver required human resources. May evaluate, select, and oversee vendors that provide supplemental HR processes and services. Coordinates with HR support staff to process and maintain employment, attendance, and other records. Typically requires a bachelor's degree. Typically reports to a manager. P02-Intermediate : Occasionally directed in several aspects of the work. Gaining exposure to some of the complex tasks within the job function. Typically requires 2 -4 years of related experience.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB

Budget Finance Manager (CPA002)

STATUS

In Progress

PAY MARKET

Cowlitz 911 - Cowlitz 911

Market Composite MRP

BASE 50TH

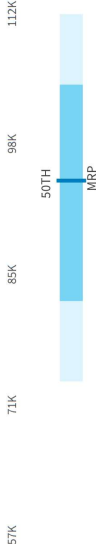
\$94.4K

TREND

-

MARKET INDEX

94.1 %



Avg EE Pay

88.9

#EES

1

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	TOTAL CASH COMPENSATION			
	BASE SALARY	25TH	50TH	75TH
Budget Finance Manager (CPA002)	81.8	94.4	104.4	104.4

3 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	BASE SALARY				TOTAL CASH COMPENSATION			
	WEIGHT	ADJUST	25TH	50TH	75TH	25TH	50TH	75TH
Budget Accountant (1314)	1.000	0.0000%	85.0	92.7	100.2	87.0	95.0	102.6
ERI/Executive Assessor 07	Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted							
Budget Analyst - Intermediate (2.09)	1.000	0.0000%	78.4	98.9	110.9	-	-	-
Milliman/Washington Public Employers	All Participants Eff: 1 Feb 2025 Orgs: 6 Incs: 114 Inc. Weighted							
Budget Analyst, Experienced (FA06000014A)	1.000	0.0000%	82.1	91.6	102.2	83.7	93.8	106.2
Salary.com/CompAnalyst United States	All Industries / FTEs: ALL / State: Washington Eff: 1 Aug 2025 Orgs: 2001 Incs: 15001 Inc. Weighted							

Composite Report



3 Additional Survey Cuts

* Survey data was aged at 4.00%.

JOB	WEIGHT	ADJUST	25TH	50TH	75TH	25TH	50TH	75TH	TOTAL CASH COMPENSATION
Accountant (4001) ERI/Salary Assessor 07 Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted	0.000	0.0000%	83.7	91.8	99.8	86.8	95.2	103.5	
Accountant - Intermediate (2.03) Milliman/Washington Public Employers All Participants Eff: 1 Feb 2025 Orgs: 21 Incs: 152 Inc. Weighted	0.000	0.0000%	83.3	93.1	102.2	-	-	-	
Accountant II (FA06000002) Salary.com/CompAnalyst United States All Industries / FTEs: ALL / State: Washington Eff: 1 Aug 2025 Orgs: 70 Incs: 300 Inc. Weighted	0.000	0.0000%	75.2	82.3	90.7	77.3	84.9	94.1	

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Accountant (4001)			ERI / Salary Assessor 07	Readies and maintains financial and business transactions, applying accounting principles, that include work that is analytical, evaluative, and advisory in nature and that requires an understanding of both accounting theory and practice. Utilizes knowledge of the fundamental doctrines, theories, principles, and terminology of accountancy, and often entails some understanding of such related fields as business law, statistics, and general management. Analyzes the effects of transactions upon account relationships. Evaluates alternative means of treating transactions. Plans the manner in which account structures should be developed or modified. Ensures the adequacy of the accounting system as the basis for reporting to management. Considers the need for new or changed controls. Projects accounting data to show the effects of proposed plans on capital investments, income, cash position, and overall financial condition. Interprets the meaning of accounting records, reports, and statements. Advises operating officials on accounting matters. Excludes paraprofessional accountants.
Accountant - Intermediate (2.03)	Finance		Milliman / Washington Public Employers	Performs moderately complex accounting activities relating to the maintenance of a complete and accurate general ledger and resulting managerial reports and financial statements. Keeps comprehensive and complex accounts requiring the analysis of accounting transactions and the establishment or maintenance of accounting controls. Prepares monthly financial statements and operating reports for distribution to management and other personnel. This is the intermediate level position typically requiring a bachelor's degree, or experience equivalent to a degree in accounting or business administration, and 2-4 years of significant accounting experience.

Composite Report



Accountant II (FA06000002)	Finance & Accounting	P02-Intermediate	Salary.com / CompAnalyst United States	Maintains financial records and ensures that financial transactions are properly recorded. Ensures the accuracy of entries to ledger accounts and reconciles subsidiary ledger accounts to the general ledger. Prepares balance sheets, profit and loss statements and other financial reports. Analyzes current costs, revenues, financial commitments, and obligations incurred to predict future revenues and expenses. Requires a bachelor's degree in accounting or finance. May require eligibility to sit for Certified Public Accountant (CPA) exam. Typically reports to a supervisor or manager. P02-Intermediate : Occasionally directed in several aspects of the work. Gaining exposure to some of the complex tasks within the job function. Typically requires 2-4 years of related experience.
Budget Accountant (1314)	ERI / Executive Assessor 07			Analyzes records, applying principles of accounting, of present and past operations, trends and costs, estimated and realized revenues, administrative commitments, and obligations incurred to prepare budget. Forecasts future revenues and expenses. Maintains budgeting systems that provide control o expenditures made to carry out activities, such as advertising and marketing, production, maintenance, or to project activities, such as construction of buildings. Documents revenues and expenditures expected and submits to management. Excludes paraprofessional budget accounting positions.
Budget Analyst - Intermediate (2.09)	Finance		Milliman / Washington Public Employers	Prepares operating budget for units or departments based on actual performance, previous budget figures, estimated revenue, expense reports and other factors. Reviews expenditure of requisitioning departments to ensure conformance to budgetary limitations. Maintains records of expenses, inventories and budget balances. Audits vouchers and expense accounts. Maintains records of actual operating figures for comparison with estimated budget. Assists in installation of budgetary control systems. This is the intermediate level position requiring course work or experience equivalent to a degree in business, accounting or related discipline. Typically requires 2-4 years related experience and working knowledge of budget techniques, the organization's budget policies and procedures and demonstrated analytical skills.
Budget Analyst, Experienced (FA06000014A)	Finance & Accounting	P02-Intermediate	Salary.com / CompAnalyst United States	Monitors and analyzes accounting allocation and spending data to determine financial resources required to develop budgets. Tracks expenses, inventories, and budget balances. Measures actual performance against budget. Prepares forecasting reports and trend analysis. Develops recommendations for budget allocations that conform with budgetary policies and limits. Utilizes financial modeling and data analytics tools. Requires a bachelor's degree in accounting or equivalent. Typically reports to a manager or head of a unit/department. P02-Intermediate : Occasionally directed in several aspects of the work. Gaining exposure to some of the complex tasks within the job function. Typically requires 2-4 years of related experience.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB

Facilities Manager (CPA004)

STATUS

In Progress

PAY MARKET

Cowlitz 911 - Cowlitz 911

Market Composite MRP

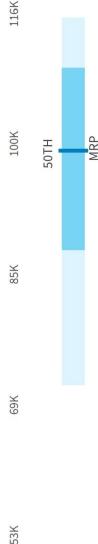
BASE 50TH

TREND

\$99.3K

-

91.6 %



Avg EE Pay

90.9

#EES

1

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	TOTAL CASH COMPENSATION			
	BASE SALARY	ADJUST	WEIGHT	TOTAL CASH COMPENSATION
	25TH	50TH	75TH	50TH
Facilities Manager (CPA004)	87.3	99.3	109.3	93.5
				105.0

4 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	BASE SALARY				TOTAL CASH COMPENSATION			
	25TH	50TH	75TH	ADJUST	25TH	50TH	75TH	TOTAL CASH COMPENSATION
Facilities & Building Supervisor (62784)								
ERI/Salary Assessor 07								
Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted								
Facilities Maintenance Supervisor (10.06)								
Milliman/Washington Public Employers								
All Participants Eff: 1 Feb 2025 Orgs: 20 Incs: 54 Inc. Weighted								
Facilities Supervisor (SC16000579)								
Salary.com/CompAnalyst United States								
All Industries / FTEs: ALL / State: Washington Eff: 1 Aug 2025 Orgs: 10 Incs: 50 Inc. Weighted								

Composite Report



Facilities Supervisor (40930)

Adjustment: +10% for geo and +10% for exp (net = +20%)

CompData/Compensation Data Benchmark National

National Data | ALL | Eff: 1 Apr 2025 | Orgs: 588 | Incs:1210 | Inc. Weighted

0.50020.0000%73.686.2102.075.988.8103.4

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Facilities & Building Supervisor (62784)			ERI / Salary Assessor 07	Supervises and coordinates activities of skilled trades workers engaged in maintaining and repairing equipment, electrical, plumbing, ventilation, structures, utility systems, buildings, and grounds. Evaluates problematic systems or facilities and determines the installation or repair services that need to be performed. Develops and organizes work schedules and assigns work activities to subordinates.
Facilities Maintenance Supervisor (10.06)	Public Works / Operations		Milliman / Washington Public Employers	Supervises employees engaged in buildings/facilities and equipment maintenance, repair and renovation. May also supervise custodial activities and maintenance/minor plumbing and electrical repairs, carpentry, painting, replacing light bulbs and filters, and landscape maintenance. This is a full functioning first line exempt supervisory position. NOTE: Exclude lead positions
Facilities Supervisor (40930)			CompData / Compensation Data Benchmark National	Supervises day-to-day activities and staff of the facilities maintenance programs. High school education or equivalent required and one year experience.
Facilities Supervisor (SC16000579)	Administration	M00-Supervisor	Salary.com / CompAnalyst United States	Supervises and coordinates the day-to-day maintenance and support of buildings, grounds, and facilities systems. Oversees staff installing, inspecting, repairing, and maintaining building systems, including mechanical, electrical, plumbing, HVAC, safety, and waste management. Tracks work orders and ensures work follows established service and quality standards for completion. Schedules and supervises preventative maintenance, painting, or carpentry projects. Maintains a safe and effective working environment that complies with regulations and laws. May coordinate work to be completed by contractors and skilled trades. Typically requires an associate degree. Typically reports to a manager. M00-Supervisor : Supervises a small group of para-professional staff in an organization characterized by highly transactional or repetitive processes. Contributes to the development of processes and procedures. Typically requires 3 years experience in the related area as an individual contributor. Thorough knowledge of functional area under supervision.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB
Technical Manager (CPA009)

PAY MARKET
Cowlitz 911 - Cowlitz 911

STATUS
In Progress

Market Composite MRP

BASE 50TH
\$132.0K

TREND
-

MARKET INDEX
106.7 %

Avg EE Pay
140.8

#EES
1

108K

125K

141K

158K

174K

50TH

MRP

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	BASE SALARY				TOTAL CASH COMPENSATION		
	25TH	50TH	75TH		25TH	50TH	75TH
Technical Manager (CPA009)	118.5	132.0	146.4		131.4	144.0	158.6

3 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	WEIGHT	ADJUST	BASE SALARY			TOTAL CASH COMPENSATION		
			25TH	50TH	75TH	25TH	50TH	75TH
LAN Administrator (3.08a)	1.000	10.000%	102.8	120.9	138.6	-	-	-
Adjustment: +10% for exp/level								
Milliman/Washington Public Employers								
All Participants Eff: 1 Feb 2025 Orgs: 13 Incs:21 Inc. Weighted								
LAN/WAN Administrator (7510)	1.000	0.000%	115.8	127.6	139.4	118.4	130.5	142.6
ERI/Salary Assessor 07								
Washington State All Industries Level 3 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted								
Network Administrator IV (IT10000134)	1.000	0.000%	136.8	147.5	161.2	144.4	157.5	174.6
Salary.com/CompAnalyst United States								
All Industries / FTEs: ALL / State: Washington Eff: 1 Aug 2025 Orgs: 60 Incs:750 Inc. Weighted								

Composite Report



Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
LAN Administrator (3.08a)	Information Technology		Milliman / Washington Public Employers	Installs, configures and maintains software and hardware connected to the LAN (local area network) server and workstations. Interfaces with other departments, vendors or consultants to resolve problems. Ensures conformance with information systems and the organization's objectives. Provides training or individual assistance to users. Oversees backup and security procedures. Plans for hardware and software upgrades. Coordinates the work of outside specialists. This an intermediate level position typically requiring 2-4 years network support experience. Typically requires Microsoft or Novell network engineer certification.
LAN/WAN Administrator (7510)			ERI / Salary Assessor 07	Administers design, organization, and implementation of network, and heads technical support staff who manage and maintain hubs, servers, and routers. Utilizes knowledge and understanding of both networking and telecommunications theory and practice. Communicates with users, technical teams, and vendors on new technology and system upgrades and to determine software and hardware installation requirements.
Network Administrator IV (IT10000134)	Information Technology	P04-Specialist	Salary.com / CompAnalyst United States	Responsible for the daily administration of a network and server environment. Installs, configures, and maintains system software. Monitors network performance, troubleshoots issues, and deploys solutions. Documents network issues and events using standard formats. Plans and implements upgrades, patches, and new applications and equipment installation. Uses scripting and writes basic programs to automate processes. Maintains and follows disaster recovery, security, backup, and restore plans. May evaluate new tools or equipment and perform analysis/feasibility studies to guide decisions on optimizing network performance. Typically requires a bachelor's degree. May require Network Administrator Certification. Typically reports to a supervisor or manager.]]P04-Specialist : Work is highly independent. May assume a team lead role for the work group. A specialist on complex technical and business matters. Typically requires 7+ years of related experience.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB

IT Vendor Tech Manager (CPA006)

STATUS

In Progress

PAY MARKET

Cowlitz 911 - Cowlitz 911

Market Composite MRP

BASE 50TH

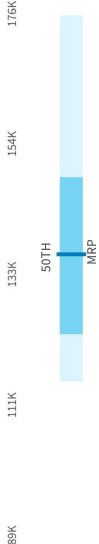
\$135.8K

TREND

-

MARKET INDEX

100.8 %



Avg EE Pay

136.9

#EES

1

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	BASE SALARY				TOTAL CASH COMPENSATION		
	25TH	50TH	75TH		25TH	50TH	75TH
IT Vendor Tech Manager (CPA006)	122.5	135.8	148.6		128.4	143.3	156.1

4 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	BASE SALARY				TOTAL CASH COMPENSATION			
	WEIGHT	ADJUST	25TH	50TH	75TH	25TH	50TH	75TH
T Vendor Manager (258719)								
ERI/Salary Assessor 07								
Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Inc: Inc. Weighted								
T Vendor Relationship Manager (IT10000298)								
Salary.com/CompAnalyst United States								
All Industries / Revenues: \$10M - \$50M / State: Washington Eff: 1 Aug 2025 Orgs: ‡ Inc: ‡ Inc. Weighted								
T Vendor Relationship Manager (IT10000298)								
Salary.com/CompAnalyst United States								
Government / FTEs: 25 - 50 / State: Washington Eff: 1 Aug 2025 Orgs: ‡ Inc: ‡ Inc. Weighted								

Composite Report



Project Manager, Senior (20-203)
Milliman/NW Technology

All Participants | Eff: 1 Jun 2024 | Orgs: 40 | Incs:253 | Inc. Weighted

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
IT Vendor Manager (258719)	Information Technology	M02-Manager/Line Manager	Salary.com / CompAnalyst United States ERI / Salary Assessor 07	Oversees sourcing of technology vendors in accordance with business needs and company guidelines. Evaluates options for vendors based on project requirements and financial tradeoffs. Negotiates contracts and oversees the request for proposal process.
IT Vendor Relationship Manager (IT10000298)	Information Technology	M02-Manager/Line Manager	Salary.com / CompAnalyst United States	Manages the organization's strategic technology vendor management program to meet company needs and comply with required quality standards. Assists with selecting the company's product and service providers and tracks the procurement of IT products and services to monitor and maintain operational costs and budgets. Leads request for proposals (RFP) process to vet the reputation and quality of vendor products. Negotiates service level agreements to ensure performance/quality metrics, responsibilities, expectations, and penalties are clearly defined. Works closely with internal teams to monitor, maintain, and improve existing vendor relationships. Conducts regular business reviews to ensure compliance with company expectations, review issues, and develop solutions. May require experience with software licensing and hardware procurement. Requires a bachelor's degree. Typically reports to a head of a unit/departement. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/departement milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.
IT Vendor Relationship Manager (IT10000298)	Information Technology	M02-Manager/Line Manager	Salary.com / CompAnalyst United States	Manages the organization's strategic technology vendor management program to meet company needs and comply with required quality standards. Assists with selecting the company's product and service providers and tracks the procurement of IT products and services to monitor and maintain operational costs and budgets. Leads request for proposals (RFP) process to vet the reputation and quality of vendor products. Negotiates service level agreements to ensure performance/quality metrics, responsibilities, expectations, and penalties are clearly defined. Works closely with internal teams to monitor, maintain, and improve existing vendor relationships. Conducts regular business reviews to ensure compliance with company expectations, review issues, and develop solutions. May require experience with software licensing and hardware procurement. Requires a bachelor's degree. Typically reports to a head of a unit/departement. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/departement milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.

Composite Report



Project Manager, Senior (20-203)	PROJECT / PRODUCT / PROGRAM MANAGEMENT	Milliman / NW Technology	Provides project leadership and direction to technical teams in the development of technical systems and products. Working with cross-functional teams, develops product/system specifications and requirements for various systems and application development projects. Ensures projects are completed on schedule and within budget. Develops, defines and executes project plans, schedules, budgets and deliverables. Identifies needed resources for projects, defines and assigns project roles, monitors the product/program/project from initiation through delivery, and interfaces with external and/or internal customers. Requires a strong technical knowledge base and/or previous technical development experience. Advanced or Senior level role. Works under minimal supervision. Advanced knowledge and skills. Works on complex projects. May act as lead or mentor over less experienced individuals. Wide latitude for independent judgment and decision making. The typical exempt incumbent will have 6-9 years experience. The typical nonexempt incumbent will have 4+ years experience.
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NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB
Operations Manager (CPA007)

JOB
Operations Manager (CPA007)

PAY MARKET
Cowlitz 911 - Cowlitz 911

STATUS
In Progress

Market Composite MRP

BASE 50TH
\$144.9K

TREND
-

MARKET INDEX
87.3 %

Avg EE Pay
126.5

#EES
1

82K

101K

120K

139K

158K

50TH

MRP

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	TOTAL CASH COMPENSATION			
	BASE SALARY			
	25TH	50TH	75TH	75TH
Operations Manager (CPA007)	124.5	144.9	162.1	171.7

4 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	TOTAL CASH COMPENSATION				
	BASE SALARY				
	WEIGHT	ADJUST	25TH	50TH	75TH
Emergency Communications Supervisor (13.15b)	1.000	15.000%	115.2	147.1	168.1
👉 Adjustment: +15% for level					
Milliman/Washington Public Employers					
All Participants Eff: 1 Feb 2025 Orgs: 6 Incs:8 Inc. Weighted					
Operations Manager (FA06000728)	0.500	10.000%	123.7	137.8	152.6
👉 Adjustment: +10% for emergency specialty					
Salary.com/CompAnalyst United States					
All Industries / Revenues: \$10M - \$50M / State:Washington Eff: 1 Aug 2025 Orgs:2501 Incs:71001					
Inc. Weighted					
			25TH	50TH	75TH
			132.5	149.2	166.6

Composite Report



Operations Manager (FA06000728)

Adjustment: +10% for emergency specialty

Salary.com/CompAnalyst United States

Government / FTEs: 25 - 50 / State: Washington | Eff: 1 Aug 2025 | Orgs: + | Incs: + | Inc. Weighted

Operations Manager (52)

Adjustment: +10% for emergency specialty

ERI/Executive Assessor 07

Washington State | All Industries | Level 2 | Eff: 1 Jul 2025 | Orgs: | Incs: | Inc. Weighted

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION				
Emergency Communications Supervisor (13.15b)	Public Safety		Milliman / Washington Public Employers		Supervises the activities of the emergency communications section and the performance of the staff, including planning, scheduling, and assigning work. Typically requires an associate degree in business/public administration, or office management, or equivalent credit hours, 5 years experience managing a large office staff (10+) or 4 years progressively responsible experience, including 3 years experience in a supervisory or lead role, or an equivalent combination of education and experience.			
Operations Manager (52)			ERI / Executive Assessor 07		Manages and coordinates organization, branch, plant, or department operation strategies and activities. Collaborates in the development and implementation of organization policies, practices, procedures, and attainment of operating goals. Reviews, analyzes, and prepares reports, records, and directives, and confers with managers/supervisors to obtain data required for planning activities, such as new commitments, status of work in progress, and problems encountered. Assigns, or delegates responsibility for, specified work or functional activities and disseminates policies and objectives to supervisors/staff.			
Operations Manager (FA06000728)	Administration	M02-Manager/Line Manager	Salary.com / CompAnalyst United States		Manages the daily activities of an organization's operations. Implements company policies, procedures, and initiatives to ensure efficient operations. Monitors performance against operational goals and evaluates and enhances current operational systems. Develops reporting and auditing processes used to analyze operational effectiveness and reviews performance reports from team leaders. Coordinates operations with other functions. Typically requires a bachelor's degree. Typically reports to a director. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.			
Operations Manager (FA06000728)	Administration	M02-Manager/Line Manager	Salary.com / CompAnalyst United States		Manages the daily activities of an organization's operations. Implements company policies, procedures, and initiatives to ensure efficient operations. Monitors performance against operational goals and evaluates and enhances current operational systems. Develops reporting and auditing processes used to analyze operational effectiveness and reviews performance reports from team leaders. Coordinates operations with other functions. Typically requires a bachelor's degree. Typically reports to a director. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.			

Composite Report



NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB
Radio Services Manager (CPA008)

PAY MARKET
Cowlitiz 911 - Cowlitiz 911

STATUS
In Progress

Market Composite MRP

BASE 50TH
\$146.3K

TREND
-

MARKET INDEX
89.9 %

Avg EE Pay
131.6

#EES
1

82K

104K

126K

147K

169K

50TH

MRP

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	BASE SALARY			TOTAL CASH COMPENSATION		
	25TH	50TH	75TH	25TH	50TH	75TH
Radio Services Manager (CPA008)	130.9	146.3	160.5	137.5	154.5	171.0

3 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	BASE SALARY			TOTAL CASH COMPENSATION		
	WEIGHT	ADJUST		25TH	50TH	75TH
Telecommunications Manager (IT10000175) Salary.com/CompAnalyst United States All Industries / Revenues: \$10M - \$50M / State: Washington Eff: 1 Aug 2025 Orgs: 150† Incs: 250† Inc. Weighted	0.500	0.000%		127.2	145.0	159.7
				127.2	154.3	173.2
Telecommunications Manager (IT10000175) Salary.com/CompAnalyst United States Government / FTEs: 25 - 50 / State: Washington Eff: 1 Aug 2025 Orgs: † Incs: † Inc. Weighted	0.500	0.000%		119.9	136.7	150.6
				119.9	145.4	163.2
Telecommunications Manager (1758) ERI/Executive Assessor 07 Washington State All Industries Level 2 Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted	1.000	0.000%		138.2	151.8	166.0
				138.2	159.1	173.9

Composite Report



Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Telecommunications Manager (IT10000175)	Information Technology	M02-Manager/Line Manager	Salary.com / CompAnalyst United States	Manages an organization's telecommunication systems to ensure optimal network performance. Implements and enforces policies and procedures for installing and maintaining telecommunications equipment. Plans and manages complex installation or repair projects. Assesses current and future telecommunications needs and researches and plans improvements to meet those requirements. Trains and develops staff. May require a bachelor's degree. Typically reports to a director. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1-3 years supervisory experience may be required. Extensive knowledge of the function and department processes.
Telecommunications Manager (IT10000175)	Information Technology	M02-Manager/Line Manager	Salary.com / CompAnalyst United States	Manages an organization's telecommunication systems to ensure optimal network performance. Implements and enforces policies and procedures for installing and maintaining telecommunications equipment. Plans and manages complex installation or repair projects. Assesses current and future telecommunications needs and researches and plans improvements to meet those requirements. Trains and develops staff. May require a bachelor's degree. Typically reports to a director. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1-3 years supervisory experience may be required. Extensive knowledge of the function and department processes.
Telecommunications Manager (1758)			ERI / Executive Assessor 07	Manages and coordinates telecommunications activities concerned with planning, acquisition, design installation, and maintenance of voice, data, and video equipment and systems for an organization. Oversees and contributes to studies conducted on existing communications system and equipment, such as present and projected volume of communications, effectiveness and adequacy of system, and estimated equipment replacement and maintenance costs. Heads engineering studies to obtain data on new equipment and systems developments in communications field and adaptability of equipment to existing system.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.

Composite Report



JOB
Executive Director (CPA003)

PAY MARKET
Cowlitz 911 - Cowlitz 911

STATUS
In Progress

Market Composite MRP

BASE 50TH
\$185.8K

TREND
-

MARKET INDEX
84.4 %

Avg EE Pay
156.9

#EES
1

84K

131K

178K

225K

272K

50TH

MRP

Market Composite, effective 1 Aug 2025 *

Effective Date: 1 Aug 2025 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
| Premium/Discount: 0.000%

Numerical values displayed in Thousands and Not Rounded.

COMPOSITE	BASE SALARY				TOTAL CASH COMPENSATION			
	25TH	50TH	75TH		25TH	50TH	75TH	
Executive Director (CPA003)	153.1	185.8	231.8		166.7	204.4	256.5	

6 Survey Cuts in Composite

* Survey data was aged at 4.00%.

JOB	WEIGHT	ADJUST	BASE SALARY				TOTAL CASH COMPENSATION			
			25TH	50TH	75TH		25TH	50TH	75TH	
Chief Operations Officer (84329) ERI/Executive Assessor 07 Washington State Government Support Operating Budget: \$15M Eff: 1 Jul 2025 Orgs: Incs: Inc. Weighted	1.000	0.000%	143.3	193.1	259.1		163.6	221.9	297.7	
Executive Director (224000) Adjustment: +10% for geo CompData/Executive Compensation National Data Gross Revenue (Millions) Up to \$20.0 Eff: 1 Apr 2025 Orgs: 155 Incs: 218 Org. Weighted	1.000	10.000%	146.6	177.3	206.4		146.9	178.7	212.1	

Composite Report



Foundation Executive Director (EX05000281)

Salary.com/CompAnalyst United States

All Industries / Revenues: \$10M - \$50M / State: Washington | Eff: 1 Aug 2025 | Orgs: 100† | Incs: 100† | Inc. Weighted

0.500	0.0000%	162.9	205.6	285.6	167.4	213.4	301.4
0.500	0.0000%	155.5	196.2	272.5	159.8	203.6	287.7
0.500	0.0000%	171.0	180.0	191.1	201.7	218.3	232.1
0.500	0.0000%	155.6	163.8	173.9	183.6	198.6	211.2

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Chief Operations Officer (84329)			ERI / Executive Assessor 07	Heads, plans, oversees, and coordinates the entire operation of an organization toward the achievement of established policies, goals, and operating objectives. Collaborates in the planning and formulation of organization policies and practices. Oversees the design, operation, and improvement of the system that creates and delivers the organization's products or services. Oversees and adjusts organization's processes and operations as necessary to ensure efficient and effective execution of policies and procedures.
Executive Director (224000)			CompData / Executive Compensation	Manages institution through administration of staff in all areas including development, programming, operations and public affairs. Maintains communication with advisory board and other community resources. Selects appropriate methods and techniques for resolving problems. Recommends or initiates personnel actions and administers company policies for the institution. Master's degree with extensive experience.
Foundation Executive Director (EX05000281)	Corporate Affairs Administration	M05-Vice President/Division VP/Assoc VP/Executive	Salary.com / CompAnalyst United States	Develops and leads the vision, strategic planning, financial management, fundraising, and grantmaking operations that support the overall objectives of a foundation. Sets the overall goals for fundraising campaigns and program initiatives. Represents the foundation to the public and media to communicate its mission, values, and accomplishments. Maintains positive relationships with foundation stakeholders, including the board of directors, grantees, community leaders, donors, and prospective donors. Oversees the budget, distribution of foundation funds, and investment strategies to ensure the financial sustainability required to fulfill the foundation's mission. Ensures all foundation activities comply with applicable laws, reporting requirements, and regulations. Requires a bachelor's degree. Typically reports to board of directors/trustees. M05-Division VP / Sr. Director / Assoc VP : Manages a departmental function within a broader corporate function. Develops major goals to support broad functional objectives. Approves policies developed within various sub-functions and departments. Typically requires 8+ years of managerial experience. Comprehensive knowledge of the overall departmental function.

Composite Report



Foundation Executive Director (EX05000281)	Corporate Affairs Administration	M05-Vice President/Division VP/Assoc VP/Executive	Salary.com / CompAnalyst United States	Develops and leads the vision, strategic planning, financial management, fundraising, and grantmaking operations that support the overall objectives of a foundation. Sets the overall goals for fundraising campaigns and program initiatives. Represents the foundation to the public and media to communicate its mission, values, and accomplishments. Maintains positive relationships with foundation stakeholders, including the board of directors, grantees, community leaders, donors, and prospective donors. Oversees the budget, distribution of foundation funds, and investment strategies to ensure the financial sustainability required to fulfill the foundation's mission. Ensures all foundation activities comply with applicable laws, reporting requirements, and regulations. Requires a bachelor's degree. Typically reports to board of directors/trustees. M05-Division VP / Sr. Director / Assoc VP : Manages a departmental function within a broader corporate function. Develops major goals to support broad functional objectives. Approves policies developed within various sub-functions and departments. Typically requires 8+ years of managerial experience. Comprehensive knowledge of the overall departmental function.
Operations Director (EX05000343)	Administration	M04-Director/Sr. Director	Salary.com / CompAnalyst United States	Directs and oversees an organization's day-to-day operations, typically through subordinate operations managers. Implements operational policies, objectives, and initiatives. Executes operating plans and tactics to attain short- and long-term financial and mission-critical operational goals. Evaluates and optimizes current and proposed operational systems and procedures to gain efficiencies and to minimize risk. Ensures compliance with standards and regulations. Monitors financial and operational metrics to measure achievement of organizational objectives. Requires a bachelor's degree. Typically reports to top management. M04-Director / Sr. Director : Manages a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Typically requires 5+ years of managerial experience. Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function.
Operations Director (EX05000343)	Administration	M04-Director/Sr. Director	Salary.com / CompAnalyst United States	Directs and oversees an organization's day-to-day operations, typically through subordinate operations managers. Implements operational policies, objectives, and initiatives. Executes operating plans and tactics to attain short- and long-term financial and mission-critical operational goals. Evaluates and optimizes current and proposed operational systems and procedures to gain efficiencies and to minimize risk. Ensures compliance with standards and regulations. Monitors financial and operational metrics to measure achievement of organizational objectives. Requires a bachelor's degree. Typically reports to top management. M04-Director / Sr. Director : Manages a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Typically requires 5+ years of managerial experience. Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function.

NOTE: Survey data is displayed with all aging, adjustment or conversion factors applied.