PUGET SOUND EMERGENCY RADIO NETWORK

AGENDA
PSERN OPERATOR BOARD OF DIRECTORS MEETING
October 22, 2026

Location: PSERN Conference Room 19717 62nd Ave S, E102, Kent, WA 98032

Virtual meeting: Microsoft Teams (details below)

Date: Thursday, October 22, 2026

Time: 2:30 p.m. – 3:30 p.m.

Microsoft Teams Meeting: Members of the public are invited to participate in the meeting in person at the location above or virtually by telephone or video by using the following phone number and meeting ID: 1-323-433-2132 Meeting ID: 143906052#.

Directors: Vonnie Mayer, Chair, Jacob Adams, Chief Kang, Commissioner Chris Elwell, Kurt Triplett, Chief Dan Yourkoski

Alternates: Diane Carlson, Kristin Meitzler, Geoffrey Thomas

1. Call to Order – Meeting Chair 2:30 p.m.

2. Roll Call – Tracey Doss 2:30 p.m.

3. Public Comment – Meeting Chair 2:31 – 2:32 p.m.

   Board Chairperson to open floor for public comment. Members of the public are invited to address the Board of Directors for a period not to exceed three minutes.

4. Consent Agenda – Meeting Chair 2:32 – 2:34 p.m.

   Note: Directors can request to have any item removed from the consent agenda.

   A. Approve September 24, 2026, Meeting Minutes

   B. Approve Accounts Payable Detail

   C. Approve Payroll & Benefits Detail

   D. Adopt Policy 26-07, PSERN Meal Policy

   E. Adopt Policy 26-08, PSERN EFT Policy

   (Decision: Approve the Consent Agenda)

5.	Action Register Review – Meeting Chair	2:34 – 2:36 p.m.
6.	Executive Director Report – Jeremy Hurd	2:36 – 2:45 p.m.
7.	Board Workplan Update - Jeremy Hurd	2:45 -2:55 p.m.
8.	Operations Committee Report – Assistant Chief Lombard	2:55 – 3:00 p.m.
9.	Board of Directors Report - Board Officers	3:00 - 3:05 p.m.
10.	Review New Action Items - Meeting Chair	3:05 - 3:10 p.m.
11.	Executive Session – Board Officers	3:10 – 3:25 p.m.

Executive session to review the performance of the Executive Director pursuant to RCW 42.30.110(1)(g).

Adjourn

Next Meeting: December 10, 2026 @ 2:30

PSERN Board of Directors
Agenda Item #4

Title: Consent Agenda
PSERN Operator Board of Directors Meeting Date: October 22, 2026
PSERN Staff Contact: Tracey Doss, Administrator

Appendix A: September 24, 2026, Meeting
Minutes Appendix B: Accounts Payable Detail
Appendix C: Payroll & Benefits Detail
Appendix D: Policy 26-07, Meal Policy
Appendix E: Policy 26-08, EFT Policy

Paid from Checking 7919 Accounts Payable (Appendix B)	$561,590.35
Paid from Checking 0447 Payroll & Benefits (Appendix C)	$385,145.75
TOTAL	$946,736.10

MOTION: Approve the Consent Agenda.

PSERN
PUGET SOUND EMERGENCY RADIO NETWORK

MINUTES
PSERN OPERATOR BOARD OF DIRECTORS MEETING
September 24, 2026

Location: PSERN Conference Room 19717 62nd Ave S, E102, Kent, WA 98032

Virtual meeting: Microsoft Teams (details below)

Date: Thursday, September 24, 2026

Time: 2:30 p.m. – 3:30 p.m.

Microsoft Teams Meeting: Members of the public are invited to participate in the meeting in person at the above location or virtually by telephone or video by using the following phone number and meeting ID: 1-323-433-2132 Meeting ID: 143906052#.

Directors Present: Vonnie Mayer, Chair, Jacob Adams, Chief Cheol Kang, Kurt Triplett, Chief Dan Yourkoski

Attendees: Tom Bloomingdale, Tony Cheung, Daydra Denson, Tracey Doss, Sean Douglas, Andrew Dziedzic, Adrian Englet, Matt Fuller, Jeremy Hurd, Hank Krajewski, Assistant Chief Lombard, Amy McGinness, Tony Minor, Tracy Plouse, Nic Prior, Alex Rampley, Geoffrey Thomas, Mike Webb

1. Call to Order – Meeting Chair — 2:30 p.m.

2. Roll Call – Tracey Doss — 2:30 p.m.

3. Public Comment – Meeting Chair — 2:31 p.m.

   Board Chair opened floor for public comment.

   No public comments.

4. Consent Agenda – Meeting Chair — 2:31 – 2:33 p.m.

   A. Approve March 28, 2026, Special Meeting Minutes
   B. Approve May 28, 2026, Meeting Minutes
   C. Approve Accounts Payable Detail
   D. Approve Payroll & Benefits Detail
   E. Resolution 26-02, Claims Agent Update
   F. Resolution 26-03, 2027 Regular Board Meeting Schedule

G. Resolution 26-04, VEBA Policy and Participation
H. 2027 Salary Schedule

Motion to Approve the Consent Agenda was made by Kurt Triplett, second by Chief Kang.

Members unanimously approved the motion.

5. Action Register Review – Meeting Chair 2:33 – 2:34 p.m.

There were no updates to the open action items.

6. Executive Director Report – Jeremy Hurd 2:34 – 2:46 p.m.

Jeremy Hurd provided an update on the operations and project developments of the PSERN Operator since the last meeting.

7. 2027 Operating Budget – Tracy Plouse 2:46 – 2:57 p.m.

Tracy Plouse gave an overview of the 2027 operating budget and service fees.

Jeremy Hurd commented that KC Metro was doing an RFI internally and would reach out to PSERN for comment when completed, estimated to be in January.

Motion to approve Resolution 26-01 adopting the 2027 service fees, a 2027 net operating budget of $11,512,104 and an operating cash set aside plan was made by Kurt Triplett. Second by Chief Kang. Members unanimously approved the motion.

8. 2025 Year End Financials – Tracy Plouse 2:57 – 3:04 p.m.

Tracy Plouse summarized the 2025 year-end financials and mentioned that PSERN is undergoing an audit, which is expected every 2 years.

9. 2027 Capital Expenditure Plan – Mike Webb 3:04 – 3:23 p.m.

Mike Webb discussed the capital expenditure requirements and a plan for 2027 and provided some options for future capital funding sources.

The decision regarding the reallocation of funds from the In-Building Coverage set-aside ($800K) to the Capital Expenditure set-aside during 2027 was removed from the agenda and will be brought back to the board for consideration in the next year.

Kurt Triplett asked to clarify that the Board is adopting the 2027 plan only, not the 6 years laid out in the entire plan?
Mike Webb responded that yes, the Board is only adopting the 2027 plan and further added that any expenditure within the 2027 plan that is $250K or more will be brought to the Board with a business plan for approval before proceeding.

Motion to adopt a general capital expenditure budget and plan for 2027 of $5,328,000 (including tax), which includes $3.328M for completion of the Maloney powerline made by Vonnie Mayer. Second by Chief Kang. Members unanimously approved the motion.

10. Public Safety Radio Definition – Jeremy Hurd 3:23 – 3:30 p.m.

Jeremy Hurd provided the Operations Committee's proposed changes to the definition of a public safety radio used to determine fees.

Kurt Triplett requested to amend the motion to include that the Board revisit the definition of public safety radios at regular to be determined intervals to confirm the definition and the costs remain adequate.

Motion to approve a revised methodology for determining public safety radio quantities whereby all radios associated with Fire departments, law enforcement agencies and Emergency Medical Services be designated as "Public Safety" made by Vonnie Mayer. Second by Kurt Triplett. Kurt Triplett moved to amend the motion to add the Board will periodically review the definitions and cost allocation to the categories. Chief Kang seconded the amendment to the motion. Members unanimously approved the motion as amended.

Chief Kang asked if there was something that the amendment could be added to for a regular cadence to avoid it being forgotten.

Jeremy Hurd responded that he would discuss it with his team and return an answer to the Board at the next meeting.

Assistant Chief Lombard clarified that the initial criteria for defining a public safety radio was by the type of radio. Ruggedized radios were defined as public safety radios. This created issues for non-public safety agencies or administrative users with ruggedized radios. This led to the Operations Committee deciding it would be easier to track radios by agency rather than number of radios by type.

Kurt Triplett commented that if King County Metro joins PSERN, along with Sound Transit this creates a large transit radio count and someday in the future, the Board may want to revisit the definitions and take a look at different definitions and cost allocations.

The Chair extended the Regular meeting to end at 3:35 in order to complete the remaining agenda items.

11. Operations Committee Report – Assistant Chief Lombard 3:30 – 3:31 p.m.

Assistant Chief Lombard announced that Tony Minor will replace Mike Webb as the Chair of the Technical Committee.

12. Board of Directors Report - Board Officers 3:31 - 3:32 p.m.

Jake Adams announced that the City of Seattle is working on assigning a new Alternate to the Board to replace Jake Hammock.

13. Review of New Action Items - Meeting Chair 3:32 - 3:33 p.m.

1 action item, for PSERN staff to make a recommendation on how often to revisit the public radio definition was noted and will be added to the action log.

Adjourn 3:33

Next Meeting: October 22, 2026 @ 2:30

Check Issue Date	Merchant Name	Payee	Amount	Invoice Number	Description	Invoice GL Account Title
09/11/2026	CDW Government	CDW Government	12,185.25	AK4J39J	AXIS Q3628-VE 8MP DOM	Site Parts/Supplies
09/11/2026	Johnson Controls Security	Johnson Controls Security	1,458.00	42699251	Security Alarm Services - 0	Security Services
09/11/2026	Pacifica Law Group LLP	Pacifica Law Group LLP	3,991.00	109996	Legal Services	Legal Services - Corp Admin
09/11/2026	Cascade Public Media	Cascade Public Media	16,699.78	SEPT2026LEASE	Capitol Hill Site Lease- Sep	GASB 87 Clearing - Leases
09/11/2026	Richard J Busch	Richard J Busch	3,867.50	207217	Legal - Leases	Legal Serv - Leases/Subleases
09/11/2026	Steelhead Communication	Steelhead Communication	3,158.10	20672	Northbend Trouble Shoot T	Tower Rigger Services
09/11/2026	Steelhead Communication	Steelhead Communication	3,811.50	20673	Trouble Shoot TX2 Perform	Tower Rigger Services
09/11/2026	Steelhead Communication	Steelhead Communication	2,733.39	20674	Install replacement OMNI	Tower Rigger Services
09/11/2026	Steelhead Communication	Steelhead Communication	3,024.96	20675	Tolt install customer provid	Tower Rigger Services
09/11/2026	Comcast	Comcast	806.81	001004657116 7304	Ethernet	Fiber/Backhaul Services
09/11/2026	Comcast	Comcast	2,707.12	001004657116 7304	Ethernet	Fiber/Backhaul Services
09/11/2026	Comcast	Comcast	807.14	001004657116 7304	Ethernet	Fiber/Backhaul Services
09/11/2026	Comcast	Comcast	751.32	001004511432 1342	Ethernet	Fiber/Backhaul Services
09/11/2026	Comcast	Comcast	751.91	001004511432 1342	Ethernet	Fiber/Backhaul Services
09/11/2026	United Rentals	United Rentals	5,152.89	249106772-019	Generator 40-44 KVA Tier	Generator Rental
09/15/2026	Enduris Washington	Enduris Washington	1,650.00	R27-673-3	Enduris Prepaid Insurance	Prepaid Expenses
09/15/2026	Lumen	Century Link	180.78	8298 SEP 2026	Phone Service	Phone Service
09/15/2026	Lumen	Lumen	2,397.50	800232135 J6HY	backhaul fiber	Fiber/Backhaul Services
09/15/2026	Lumen	Lumen	1,672.23	800252678 LGZ4	Network IT Services	IT Network Services - Kent Ofc
09/15/2026	Lumen	Lumen	4,882.71	796208281 CKKR	backhaul fiber	Fiber/Backhaul Services
09/15/2026	Lumen	Lumen	4,591.89	800166561 CKKR	backhaul fiber	Fiber/Backhaul Services
09/15/2026	Puget Sound Energy	Puget Sound Energy	545.91	7370 AUG 2026	Utilities - View Park	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	687.99	1412 AUG 2026	Utilities - Cougar	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	785.25	0992 AUG 2026	Utilities - Bellevue Station 9	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	661.22	0505 AUG 2026	Utilities - Vashon	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	1,417.36	8861 AUG 2026	Utilities - Squak Mtn.	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	424.93	1891 AUG 2026	Utilities - Preston	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	590.59	6778 AUG 2026	Utilities - CJTC	Utilities - Sites
09/15/2026	Puget Sound Energy	Puget Sound Energy	978.89	8931 AUG 2026	Utilities - Corp Office	Utilities - Kent Office
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	3,167.42	10337697	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	710.03	10337701	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	719.81	10337641	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	857.01	10337572	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	5,236.53	10337365	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	McKinstry Co. LLC	McKinstry Co. LLC	5,092.81	10337375	HVAC Repairs and Mainten	HVAC Maintenance
09/15/2026	Wex Bank	Wex Bank	4,285.26	115024767	August 2026 Fuel	Vehicle Fuel
09/15/2026	Spirit 105.3	Spirit 105.3	8,630.62	62930-4	August 2026 Lease	GASB 87 Clearing - Leases
09/15/2026	Safeguard Business Syste	Safeguard Business Syste	281.46	9011459275	Banking supplies	Office Supplies
09/15/2026	Seattle City Light	Seattle City Light	341.10	8288 AUG 2026	Utility - King 5	Utilities - Sites
09/15/2026	Seattle City Light	Seattle City Light	494.49	6974 AUG 2026	Utility - West Seattle	Utilities - Sites
09/15/2026	Department of Transportati	Department of Transportati	234.05	JE5988 2605140000374	Utility Site - I-90 (Apr 2026)	Utilities - Sites

Check Issue Date	Merchant Name	Payee	Amount	Invoice Number	Description	Invoice GL Account Title
09/15/2026	Department of Transportati	Department of Transportati	234.05	JE5988 2606170001646	Utility Site - I-90 (Jun 2026)	Utilities - Sites
09/15/2026	Department of Transportati	Department of Transportati	234.05	JE5988 2608190007417	Utility Site - I-90 (Aug 2026	Utilities - Sites
09/15/2026	Chelan County PUD	Chelan County PUD	104.70	6311 AUG 2026	Site Utlilties - Cowboy	Utilities - Sites
09/15/2026	Chelan County PUD	Chelan County PUD	79.41	6311 AUG 2026	Site Utlilties - Wellington	Utilities - Sites
09/15/2026	Chelan County PUD	Chelan County PUD	103.09	6311 AUG 2026	Site Utlilties - Stevens Pas	Utilities - Sites
09/15/2026	Tanner Electric Cooperativ	Tanner Electric Cooperativ	513.26	9623 AUG 2026	Utilities - Sites	Utilities - Sites
09/15/2026	Tanner Electric Cooperativ	Tanner Electric Cooperativ	622.58	9624 AUG 2026	Utilities - Sites	Utilities - Sites
09/15/2026	Verizon	Verizon	748.83	6152237040	Mobile Phone Service	Mobile Phone Service
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	141.47	01-260891186	Generator Maintenance - C	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,098.76	15-260817960	Generator Maintenance -	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,923.09	15-260817961	Generator Maintenance -	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	940.24	01-260891180	Generator Maintenance - A	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,923.09	15-260817949	Generator Maintenance - S	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,055.37	01-260891063	Generator Maintenance - N	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,157.39	01-260891059	Generator Maintenance - Ir	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,026.19	01-260890954	Generator Maintenance - G	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,026.19	01-260890953	Generator Maintenance - F	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,055.37	01-260890956	Generator Maintenance - V	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,694.94	15-260817892	Generator Maintenance -	Generator Maintenance
09/15/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,349.14	15-260817891	Generator Maintenance - O	Generator Maintenance
09/15/2026	Bowen Scarff Ford in Kent	Bowen Scarff Ford in Kent	287.41	108706 AUG 2026	609894-Vehicle Maint. Vehi	Vehicle Maintenance
09/15/2026	Washington State Ferries	Washington State Ferries	95.60	RK467352	Travel - Ferries	Parking, Tolls, Carwash
09/15/2026	EML LLC	EML LLC	39,795.00	INV29193_178788945220	On Site Calibration Service	Repairs & Maintenance - Sites
09/15/2026	FPI	FPI	1,657.14	112421	Clean agent system inspec	Fire Suppression
09/15/2026	Alpha Technologies LTD	Alpha Technologies LTD	16,605.48	491010	Battery Power Cabinet	Set-Aside Funds Lk WA Totem Lk
09/15/2026	Alpha Technologies LTD	Alpha Technologies LTD	13,860.00	490943	Power Safe Battery	Set-Aside Funds Lk WA Totem Lk
09/15/2026	Smith System Driver Impro	Smith System Driver Impro	6,733.85	INV954100	5Keys Safe Driving	Training & Conferences
09/28/2026	Puget Sound Energy	Puget Sound Energy	621.94	0984 AUG 2026	Utilities - East Tiger	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	707.54	2055 AUG 2026	Utilities - West Tiger	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	614.04	6976 AUG 2026	Utilities - Iron Horse	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	247.77	1636 AUG 2026	Utilities - Kent	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	562.12	2022 AUG 2026	Utilities - Tinkham	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	518.94	7206 SEP 2026	Utilities - Lake Holm	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	397.96	1628 SEP 2026	Utilities - Grass Mtn	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	744.69	6745 SEP 2026	Utilities - Auburn	Utilities - Sites
09/28/2026	Puget Sound Energy	Puget Sound Energy	362.97	6935 SEP 2026	Utilities - Greenwater	Utilities - Sites
09/28/2026	WFT Company Two LLC	WFT Company Two LLC	9,655.00	WFT OCT 2026	Kent Facility Lease	GASB 87 Clearing Kent Office
09/28/2026	WFT Company Two LLC	WFT Company Two LLC	3,793.88	WFT OCT 2026	CAM Charge 2026	Utilities - Kent Office
09/28/2026	WFT Company Two LLC	WFT Company Two LLC	1,721.73	WFT OCT 2026	Inv#600768: Slab	Misc Services - Corp Admin
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,118.56	10339700	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,164.50	10339710	HVAC Repairs and Mainten	HVAC Maintenance

Check Issue Date	Merchant Name	Payee	Amount	Invoice Number	Description	Invoice GL Account Title
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	720.46	10339717	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	710.03	10339718	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	857.39	10339722	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,172.81	10339768	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	566.50	10339770	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	3,943.64	10338145	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,504.60	10338146	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	615.55	10339486	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	664.11	10339488	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,092.60	10339489	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,142.02	10339507	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	McKinstry Co. LLC	McKinstry Co. LLC	967.50	10339699	HVAC Repairs and Mainten	HVAC Maintenance
09/28/2026	Snohomish County PUD	Snohomish County PUD	232.40	0839 AUG 2026	Sites Utilities - Deer Creek	Utilities - Sites
09/28/2026	Washington State Patrol	Washington State Patrol	6,251.94	00187706	PSERN-27 King Lake Sep	GASB 87 Clearing - Leases
09/28/2026	South King Fire & Rescue	South King Fire & Rescue	2,011.36	OCT2026	Lease Oct 2026	GASB 87 Clearing - Leases
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,425.30	01-260891265	Generator Maintenance - A	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,388.26	01-260891266	Generator Maintenance - B	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,422.53	01-260891267	Generator Maintenance - S	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	2,617.72	01-260991387	Generator Maintenance - F	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	3,150.20	01-260991447	Generator Maintenance - G	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,314.98	01-260991632	Generator Maintenance - K	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	2,915.23	01-260991713	Generator Maintenance - S	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,098.76	15-260918028	Generator Maintenance - S	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,651.08	15-260918029	Generator Maintenance - T	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,454.76	15-260918030	Generator Maintenance - Ti	Generator Maintenance
09/28/2026	Cummins Sales and Servic	Cummins Sales and Servic	2,261.31	01-260891186.0	Generator Maintenance - C	Generator Maintenance
09/28/2026	City of Bellevue	City of Bellevue	1,210.00	57020	Sep 2026 Lease Bellevue	GASB 87 Clearing - Leases
09/28/2026	City of Bellevue	City of Bellevue	10.00	57020	Aug 2026 Lease Bellevue	GASB 87 Clearing - Leases
09/28/2026	City of Bellevue	City of Bellevue	4,534.20	57019	Sep 2026 Lease Bellevue	GASB 87 Clearing - Leases
09/28/2026	Ziplyfiber	Ziplyfiber	151.09	8245 SEP 2026	Site Utilities	Utilities - Sites
09/28/2026	King County Finance	King County Finance	1,125.00	11018093	KCIT iNet Other Misc Svc	Fiber/Backhaul Services
09/28/2026	FPI	FPI	523.96	112573	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	921.40	112574	Security Alarm Monitoring	Fire Suppression
09/28/2026	FPI	FPI	523.96	112575	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	921.40	112576	Fire Alarm Monitoring Annu	Fire Suppression
09/28/2026	FPI	FPI	517.31	112577	Fire Alarm Monitoring Annu	Fire Suppression
09/28/2026	FPI	FPI	523.96	112578	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	144.00	112579	UL Certificate Listing Annu	Fire Suppression
09/28/2026	FPI	FPI	523.96	112580	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	523.96	112581	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	105.00	112582	City Alarm Permit Annual F	Fire Suppression

Check Issue Date	Merchant Name	Payee	Amount	Invoice Number	Description	Invoice GL Account Title
09/28/2026	FPI	FPI	523.96	112583	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	523.96	112584	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	523.96	112585	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	523.96	112586	Fire Alarm Monitoring Via R	Fire Suppression
09/28/2026	FPI	FPI	906.36	112733	Fire Alarm Service Call - S	Fire Suppression
09/28/2026	FPI	FPI	1,657.14	112760	Clean Agent System Inspe	Fire Suppression
09/28/2026	Nelson Truck Equipment In	Nelson Truck Equipment In	6,005.76	770947	Winch / Bumper Installation	Vehicle Maintenance
09/28/2026	IBEW Local 77	IBEW Local 77	2,391.71	DUES AUG 2026	IBEW Local 77 Union Dues	Union Dues Payable
09/29/2026	WA Department of Revenu	WA Department of Revenu	965.88	0826 EXCISE TAX RETUR	B&O Tax Exp Subleases -	B&O Tax - Subleases
10/01/2026	Summit Law	Summit Law	652.50	174726	Legal Services	Legal Services - EE Related
10/01/2026	American Tower	American Tower	10,177.23	415520580	September 2026 Lease -N	GASB 87 Clearing - Leases
10/01/2026	American Tower	American Tower	6,686.97	415520925	September 2026 Lease - Ir	GASB 87 Clearing - Leases
10/01/2026	Cascade Public Media	Cascade Public Media	16,699.78	OCT2026LEASE	Capitol Hill Site Lease- Oct	GASB 87 Clearing - Leases
10/01/2026	SPECTRASITE COMMUNI	SPECTRASITE COMMUNI	8,481.03	155361024	Sep 2026 Lease	GASB 87 Clearing - Leases
10/01/2026	Comcast	Comcast	751.32	001004727596 1342	Ethernet	Fiber/Backhaul Services
10/01/2026	Comcast	Comcast	751.91	001004727596 1342	Ethernet	Fiber/Backhaul Services
10/01/2026	United Rentals	United Rentals	5,152.89	249106772-021	Generator 40-44 KVA Tier	Generator Rental
10/05/2026	Lumen	CenturyLink	28,079.79	800625298 3340	backhaul fiber	Fiber/Backhaul Services
10/05/2026	Puget Sound Energy	Puget Sound Energy	231.72	1354 SEP 2026	Utilities - Scenic	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	670.88	1792 SEP 2026	Utilities - Norway Hill	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	3,234.53	8846 SEP 2026	Utilities - Federal Way	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	735.14	6901 SEP2026	Utilities - Fed410	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	704.07	1594 SEP 2026	Utilities - Education Hill	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	1,139.00	1115 SEP 2026	Utilities - Cambridge A Ten	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	617.69	1271 SEP 2026	Utilities - Cambridge B PS	Utilities - Sites
10/05/2026	Puget Sound Energy	Puget Sound Energy	62.19	1354 SEP 2026.2	Utilities - Scenic - Correcte	Utilities - Sites
10/05/2026	SMS Cleaning	SMS Cleaning	1,335.10	PSE KENT-0926	Monthly Janitorial Services	Janitorial Services
10/05/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,135.29	10340181	HVAC Repairs and Mainten	HVAC Maintenance
10/05/2026	McKinstry Co. LLC	McKinstry Co. LLC	889.42	10340194	HVAC Repairs and Mainten	HVAC Maintenance
10/05/2026	McKinstry Co. LLC	McKinstry Co. LLC	844.40	10340198	HVAC Repairs and Mainten	HVAC Maintenance
10/05/2026	McKinstry Co. LLC	McKinstry Co. LLC	889.42	10340201	HVAC Repairs and Mainten	HVAC Maintenance
10/05/2026	McKinstry Co. LLC	McKinstry Co. LLC	1,219.68	10340202	HVAC Repairs and Mainten	HVAC Maintenance
10/05/2026	Snohomish County PUD	Snohomish County PUD	288.49	0847 SEP 2026	Sites Utilities - King Lake	Utilities - Sites
10/05/2026	Department of Transportati	Department of Transportati	234.05	JE5988 2609100013096	Utility Site - I-90 (Jul 2026)	Utilities - Sites
10/05/2026	Department of Transportati	Department of Transportati	79.62	JE5988 2609140021678	Utility Site - I-90 admin fee	Utilities - Sites
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	992.82	01-260991887	Generator Maintenance - T	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	992.82	01-260991888	Generator Maintenance - T	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	992.82	01-260992068	Generator Maintenance - T	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	841.07	01-260992074	Generator Maintenance -	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	2,893.25	01-260992122	Generator Maintenance -	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	2,913.18	01-260992273	Generator Maintenance - S	Generator Maintenance

Check Issue Date	Merchant Name	Payee	Amount	Invoice Number	Description	Invoice GL Account Title
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	841.07	01-260992379	Generator Maintenance -	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,677.96	01-260992437	Generator Maintenance - E	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,530.38	15-260918060	Generator Maintenance - D	Generator Maintenance
10/05/2026	Cummins Sales and Servic	Cummins Sales and Servic	1,530.40	15-260918061	Generator Maintenance - D	Generator Maintenance
10/05/2026	Tessco Technologies, Inc	Tessco Technologies, Inc	792.93	INV621590	QMA Mail crimp-RG58	Site Parts/Supplies
10/05/2026	Ideal Power Service Inc	Ideal Power Service Inc	9,406.78	5958	ATS Replacement - McDon	Repairs & Maintenance - Sites
10/05/2026	Automated Communication	Automated Communication	495.45	31683	Fire Monitoring 1st, 2nd &	Fire Monitoring
10/05/2026	Automated Communication	Automated Communication	489.15	31684	Fire Monitoring 1st, 2nd &	Fire Monitoring
10/05/2026	King County Recorder's Off	King County Recorder's Off	303.50	RESOLUTIION 26-02	Resolutiion 26-02	Misc Services - Corp Admin
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	OCT 2026 LEASE 3 SISTE	Additional Rent 2026 Oct 3	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	OCT 2026 LEASE GREEN	Additional Rent 2026 Oct G	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	JULY 2026 LEASE GREEN	Additional Rent 2026 July	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	JULY 2026 LEASE 3 SIST	Additional Rent 2026 July 3	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	AUG 2026 LEASE 3 SISTE	Additional Rent 2026 Aug 3	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	AUG 2026 LEASE GREEN	Additional Rent 2026 Aug	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	-1,200.00	SEP 2026 LEASE 3 SISTE	Additional Rent 2026 Sep 3	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	SEP 2026 LEASE 3 SISTE	Additional Rent 2026 Sep 3	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	1,200.00	SEP 2026 LEASE GREEN	Additional Rent 2026 Sep	GASB 87 Clearing - Leases
10/06/2026	Muckleshoot Federal Corp	Muckleshoot Federal Corp	-1,200.00	SEP 2026 LEASE GREEN	Additional Rent 2026 Sep	GASB 87 Clearing - Leases
10/08/2026	AWC Employee Benefit Tru	AWC Employee Benefit Tru	62,090.05	88142	Benefits October 2026	Benefits
10/08/2026	Navia Benefits	Navia Benefits	100.00	11120646	September 2026 Benefits F	Benefit Plan Administration
10/08/2026	Navia Benefits	Navia Benefits	100.00	11120647	September 2026 Benefits F	Benefit Plan Administration
10/09/2026	Pacifica Law Group LLP	Pacifica Law Group LLP	1,845.00	110723	Legal Services	Legal Services - Corp Admin
10/09/2026	Fastsigns	Fastsigns	3,919.20	157_95316	Site Emergency Contact Si	Site Parts/Supplies
10/09/2026	Richard J Busch	Richard J Busch	2,210.00	207861	Legal - Leases	Legal Serv - Leases/Subleases
10/09/2026	Richard J Busch	Richard J Busch	255.00	207861	Legal - Sublease	Legal Services - Subleases
10/09/2026	Concentric, LLC	Concentric, LLC	3,974.40	601623989	Battery Removal for McDo	Repairs & Maintenance - Sites
10/09/2026	Concentric, LLC	Concentric, LLC	3,974.40	601623989	Battery Removal for McDo	Repairs & Maintenance - Sites
10/09/2026	Concentric, LLC	Concentric, LLC	26,959.68	601623991	2026 Annual Preventative	Repairs & Maintenance - Sites
10/13/2026	Xpress Solutions Inc	Xpress Solutions Inc	47.00	INV-XPR04	Das Billing Services Septe	Misc Services - Corp Admin
10/14/2026	Department of Natural Res	Department of Natural Res	21,397.08	4900/0100195086/2027	Grass Mountain Lease 09/	GASB 87 Clearing - Leases
10/14/2026	Department of Natural Res	Department of Natural Res	-21,397.08	4900/0100195086/2027	Grass Mountain Lease 09/	GASB 87 Clearing - Leases
10/14/2026	Snoqualmie Timber, LLC	Snoqualmie Timber, LLC	29,321.16	2026TOLTPSERNLEASE	2026 TOLT Lease	GASB 87 Clearing - Leases
Grand Totals:			561,590.35			

Appendix C- Payroll Benefits

9/24/2026	PERS Payment	21,887.62
9/24/2026	Payroll and Taxes	167,212.23
10/8/2026	PERS Payment	22,393.79
10/8/2026	Payroll and Taxes	173,652.11
		385,145.75

PUGET SOUND EMERGENCY RADIO NETWORK

Puget Sound Emergency Radio Network Operator Policy # 26-07 - Meals

This policy is based on Washington State Attorney General opinion, which states, in part: "The consumption of nourishment is perhaps the classic example of what is ordinarily to be regarded as a private, personal and not public activity." And, "Thus, to pay for food and drink with public money is very much the exception rather than the rule."

This policy does not supersede applicable RCW's.

This policy does not obligate the Puget Sound Emergency Radio Network Operator (PSERN) to provide meals under any circumstances.

Payment may be authorized for the actual cost of meals for employees, regardless of travel status, for business meetings or training sessions where attendance is advantageous to PSERN, and where ALL of the following requirements are met:

1. The purpose of the meeting is to conduct official business or to provide training to PSERN employees; AND
2. The meals are an integral part of the business meeting or training session. Integral is defined as: "essential to completeness; part of the curriculum; formed as a unit with another part." AND
3. The meeting or training is a special situation or occasion outside of the normal daily business of PSERN employees. PSERN funds may not be used to provide meals for staff parties, routine staff meetings, routine departmental meetings, or any event deemed to be social in nature; AND
4. Approval is obtained prior to the meeting or training by the employee supervisor or Executive Director. Approval may be in email or writing as long as it is documented; AND
5. The amount paid for each individual meal, including tax and gratuity, does not exceed the applicable meal allowance for the location of the meeting as provided under "per diem" on the General Services Administration web site at http://www.gsa.gov; AND
6. Any added tip may not exceed 15% of the cost of the food, excluding tax; AND
7. PSERN obtains an itemized receipt from the employee for the actual cost of the meals.

Exceptions to these guidelines must be pre-approved by the Executive Director or Finance & Administration Manager.

Note: Under no circumstances may alcohol be provided at PSERN expense.

The following are examples of when a meal MAY be provided using PSERN funds:

An employee attends a meeting of a local professional organization that meets once monthly for a seminar at a local restaurant. A registration fee is paid to the professional organization, which includes a meal.

Department heads have been working on the new budget all day, and due to difficulties, several hours of work remain before they are done. There is little time available in the coming week that allows for completion of the budget. The Finance & Administration Manager offers to have dinner delivered if staff remains to work through the evening in order to complete the budget.

An annual employee recognition event is held in which PSERN employees are invited to celebrate the outstanding contributions and accomplishments of staff.

The following are examples of when meals MAY NOT be provided using PSERN funds:

A staff meeting is held from 11:30 – 1:00 on the first Tuesday of every month. Pizza is provided to encourage all staff to attend.

A staff member who has been with PSERN for 30 years is retiring and a dinner party is held in their honor.

A manager takes an employee to lunch at a local restaurant in order to discuss recent developments in the department and develop a plan on how to handle added responsibilities.

Puget Sound Emergency Radio Network Operator Policy # 26-08 - EFT

PSERN
Electronic Funds Transfer (EFT) Policy

Policy Statement:

The Puget Sound Emergency Radio Network Operator (PSERN) recognizes the use of various electronic payment methods as a safe and efficient method to process certain disbursements. PSERN is committed to establishing controls and procedures for the utilization of electronic funds transfers (EFT) and automated clearing house (ACH). This policy provides a framework of procedures to ensure that proper protocols are followed, and that adequate oversight is in place for the use of EFTs.

Purpose:

This policy establishes a standardized mechanism to respond to, isolate, investigate, and correct deficiencies with the PSERN EFT and ACH operations. This policy is to ensure EFT/ACHs are initiated, executed and approved in a secure manner. This policy establishes general guidelines for using EFT/ACHs for payables and receivables.

Definitions:

- Electronic Funds Transfer (EFT): The electronic exchange (transfer of money from one bank account to another), either within a single financial institution or across multiple institutions, through computer-based systems. Wire transfers and ACH payments are examples of EFTs. This form of disbursement is authorized by RCW 39.58.750.
- Automated Clearing House (ACH): This is an electronic payment delivery system that processes electronic credit and debit transactions, including direct deposits, within the United States using the American Bankers Association (ABA) number. These should be set up in the vendor master file that denotes this payment method.
- Banking Information: Information from the payee or their bank regarding their account. This information includes bank name, account name, account number, routing number, bank contact information and any other information necessary to transmit funds.
- Wire Transfer: This is an electronic transfer of funds from one bank account to another initiated directly with the payer's bank. This type of transfer utilizes a system operated by the Federal Reserve Banks.

General Guidelines:

PSERN utilizes EFTs for receipt of intergovernmental payments, utility billing payments and other revenues where practical. EFTs are also used for the transmittal of payroll, withholdings, tax deposits, vendor payments, credit card processing fees, banking fees, real estate transactions, and other disbursements where practical or required.

All EFT payments will be coordinated and submitted through the Finance & Administration Department. The Finance & Administration Manager or his/her designee will approve all new requests and any changes to electronic funds transfer requests, ensuring that the payment is necessary, all required documentation is provided and appropriately approved, and that the request and banking account information is accurate and valid, and that the transaction is accurately recorded in the general ledger system.

All EFTs are subject to applicable Purchasing Policies and all other policies and procedures in relation to the purchase of goods and/or services.

Check or ACH are PSERN's preferred payment methods. Wire transfers should only be used under specific circumstances such as an emergency or when the situation requires immediate funds to settle a transaction. Exceptions to this must be pre-approved by the Executive Director or the Finance & Administration Manager.

If bank fraud is discovered in the EFT process, the fraud must be reported to the Finance & Administration Manager immediately. In the absence of the Finance & Administration Manager, the Executive Director must be notified. The Finance & Administration Manager must notify the Executive Director of the possible fraud as soon as possible after it is detected. Steps will be taken with PSERN's banking institution to mitigate the fraud, and the appropriate entities will be notified as necessary.

PSERN will ensure the State Auditor has access to files, records and documentation of all EFT transactions involving PSERN when required for the conduct of the statutory audit. Such information will also be supplied if PSERN changes banks.

This policy will be reviewed periodically for accuracy and process verification.

Procedures:

The Finance & Administration Department is the only department authorized to initiate EFTs. Finance shall be responsible for the review of EFT requests to assure compliance, completeness, and proper general ledger recording. This method of payment will be used only when authorized by the Executive Director, or the Finance & Administration Manager or their designee.

To promote the safety of PSERN funds in the EFT environment, the following procedures will be used by all PSERN employees involved in processing payments via EFTs:

- The procedure to initiate an EFT is subject to the same financial policies, procedures and controls that govern disbursement by any other payment method.
- Authentication of new EFT requests and changes to existing EFTs are required prior to the transactions being input in the computer-based banking system and include the following steps:
  - Validate: All new electronic payment instruction requests received, even if the request is internal.
  - Contact: The supplier or requestor must be contacted directly by phone to confirm any requests for payment method or payment instruction changes. Do not use the contact information provided on the request to change payment method or payment instructions. Contact information known to be genuine must be used, such as the contact information in the master file or information collected from the original contract.
  - Verify: The new information provided on the payment instructions must be verified with the known contact (i.e., contact bank to confirm the correct account name, number, and routing information).
  - Document: The verification process that was followed must be documented to validate payment instructions. The person responsible for entering/updating instructions and the person approving the new/updated instructions must approve the record of verification.
- When ACH payments are approved, they will be set up in the master file database in the financial accounting system by individuals authorized to perform vendor maintenance.
- All invoices will be approved by the department responsible and entered into the financial

accounting software by Accounts Payable.

- Transmission of the ACH file from financial system to bank will occur through secure single user account login by authorized Finance & Administration staff, verifying the number of EFT's submitted to the bank and that the total matches the report in the financial accounting system.
- Bank balances will be monitored daily for unusual or unexpected transactions.
- Reconciliation of banking activity will be accomplished in a timely manner with investigation and resolution of reconciling items.

Wire Transfers:

The Finance & Administration Manager, and the Executive Director, or their designee, are the only persons authorized to initiate wire transfers. Finance & Administration shall be responsible for the review of wire requests to assure compliance, completeness, and proper general ledger recording. This method of payment will be used only when authorized by the Finance & Administration Manager, Executive Director, or their designee.

PSERN will utilize security measures offered by PSERN's banking institution to prevent unauthorized individuals from initiating or modifying a wire transfer. Online banking systems should only be used by employees with proper system credentials and separate banking user IDs. Banking controls require two separate users to complete a wire. One authorized Finance & Administration employee will initiate the wire transfer process, and another authorized Finance & Administration employee must separately approve the wire transfer.

All wire transfer requests, including back-up wire information, invoice or other supporting documents will be forwarded to those authorized in the Finance & Administration Department to initiate wires, or the Executive Director. The wire transfer request must include the name and address of the payee, and full payment instructions including banking information. The bank and invoice information must be verified. If there is an inconsistency with the information provided, the wire initiator will contact the initiating party to obtain additional information. If all information agrees with the documentation, the wire will be requested with PSERN's financial institution by the authorized employee.

The wire transfer request and all documentation will be forwarded to the Finance & Administration manager or their designee for payment approval. The pending wire information is reviewed online against the back-up documentation. If there is an error, the wire will be rejected online, and the wire initiator will make any necessary corrections to the data. If all information is correct, the wire will be approved. The payment approval confirmation should be attached to the documentation for future reference. Upon completion of the wire transfer, the entry will be recorded in the financial accounting system by the proper Finance & Administration employee.

PSERN may establish a wire template for wires that will be completed on a regular basis for items such as regularly scheduled payments.

ACH Payments to Vendors:

The procedure to initiate an ACH payment is subject to the same procedures and controls that govern disbursement by any other payment mechanism including a check payment. ACH transactions will not be made without proper authorization of affected parties. Currently, vendors are paid through both a combination of ACH and check processes.

Prior to a vendor receiving ACH payments for submitted invoices, a completed Vendor ACH Payment Enrollment Form must be submitted to Accounts Payable and approved by the Finance & Administration Department. The Finance & Administration Department will review the ABA number, bank account number, and name as shown on the supporting documentation, and it will be confirmed directly by phone with the vendor by Accounts Payable. If all information on the form and the supporting documentation is confirmed and correct the data is then recorded in the Vendor Record in the financial accounting system. The supporting documentation is then filed and stored in a secured office location. Any subsequent requests to change vendor banking information require a new Vendor ACH Payment Enrollment Form and

will be confirmed directly by phone with the vendor by Accounts Payable.

ACH transactions are entered into the financial institution's system for transmission, authorizing the debits and credit of funds between banks. All ACH transactions require at least one administrator's approval to complete the transaction. The administrator logs into the banking institution's system, verifies the transactions, and approves them.

Payroll Direct Deposit:

PSERN pays all its employees via direct deposit. All employees have a unique login to access the PSERN payroll system, and each employee is responsible for entering their own banking information for direct deposit of payroll. No PSERN employee may enter banking information into the payroll system for another employee, and no PSERN employee has access to the direct deposit information of other employees within the PSERN payroll system.

Any changes to an employee's banking information must be made by the employee logging into their account in the PSERN payroll system; no other employee or person may update or make changes to this information on their behalf.

Payroll Withholding:

PSERN currently pays certain invoices relating to payroll withholdings and expenses through an EFT process. Through a secure single user account, payroll staff initiate an ACH payment on the vendor site for the specific amount identified for each payroll cycle. The information including vendor, disbursement amount, and payroll cycle is maintained along with confirmation that the ACH disbursement was accepted by the vendor.

Internal Controls:

The following internal controls are in place to validate safety precautions are utilized:

- Utilization of bank offered security measures to prevent unauthorized individuals from initiating or modifying a transfer.
- Each user initiating or approving wire transfers must have a separate banking user identification.
- Wire transfers are only initiated with approval of the Finance & Administration Manager or the Executive Director.
- Utilization of computer standards, policies and procedures to protect the computers and computing processes used for EFTs from computer malware.
- Ensuring a secure process for creating, securing, sending and authenticating direct deposit transmittal files to prevent unauthorized modification or submission.
- Bank balances are monitored daily for unusual or unexpected transactions
- Bank balances are reconciled to the general ledger at least monthly
- All confidential information will be stored in locked cabinets and in offices with locked doors.

Triggers for Corrective Action

A formal corrective action process shall be initiated immediately upon the discovery of any of the following events:

Audit Findings: Any audit finding that flags a significant deficiency or material weakness in the EFT/ACH process.

Security Incidents or Fraud: Attempted or successful social engineering, unauthorized changes to the master vendor banking file or credential leakage.

Processing Failures: System human error, failure to execute authorization rules, or multiple accidental processing duplications.

Corrective Action Plan

When an EFT/ACH deficiency is confirmed the Finance & Administration Manager will classify the incident into a tiered corrective action response:

Tier 1: Administrative Update – Minor administrative errors, lag in daily reconciliations with no financial impact.

Tier 1: Remediation Step - Internal process adjustment, immediate system updates, and targeted staff retraining.

Tier 2: Elevated Risk – Missed verification protocols, near-miss fraud, or documented internal control gaps flagged by the State Auditor.

Tier 2: Remediation Step – Issuance of corrective action plan. Mandatory implementation of multi-factor authentication.

Tier 3: Material Control Breakdown – Successful fraud resulting in diversion of public funds, willful bypassing of internal controls by an employee, or severe recurring control gaps.

Tier 3: **Remediation Step** – Immediate freeze of EFT origination capabilities. Mandatory escalation to the State Auditor or Law Enforcement, external audit investigation, and potential employee discipline or termination.

Corrective and Preventative Actions

1. The Finance & Administration Manager shall Restrict master vendor file edit permissions to authorized non-processer signers only.
2. The Finance & Administration Manager shall implement bank-level positive pay / ACH block token rules.
3. Mandatory callback verification training for all accounts payable.

Corrective Action Plan (CAP) Document Template

When a Tier 2 or Tier 3 event occurs, the appropriate Finance & Administration employee should fill out, sign and submit the following form to the Finance & Administration Manager or the Executive Director. The form should include the following:

Incident tracking #

Date of discovery

Date of incident

Source of finding

Description of control failure or finding

The form should also identify the breakdown point (process, technology, personnel) and a reason for the event, i.e. system bypass or lack of training.

Implementation and Timelines

1. Submission of the completed CAP form for review and approval to the Finance & Administration Manager or the Executive Director.
2. The Finance & Administration Department will maintain a central tracking database for all correction action reports.
3. PSERN will allow unrestricted access to state or independent external auditors to all files, tracking sheets, and verification sheets to prove control has successfully stopped the recurrent of the issue.

Resources:
SÃO: Establishing Internal Controls
https://sao.wa.gov/improving-government/preventing-fraud

Washington State RCW 39.58.750
https://app.leg.wa.gov/rcw/default.aspx?cite=39.58.750

PSERN Operator Board of Directors
Action Log - Open Items

#	Date Opened	Item	Responsible	Due Date	Notes
31	1/22/26	Onboarding materials for elected officals to provide them with background and information on PSERN Operator.	Operator Staff	TBD	
32	3/26/26	PSERN staff to do outreach following the completion of the in-building coverage study (action item #28) and bring recommendations and feedback to the Board on any follow ups to in-building coverage.	Operator Staff	10/22/2026	
34	9/24/2026	PSERN Staff to recommend cadence and venue for board to review the radio definitions and cost allocation.	Operator Staff	10/22/2026	

PSERN Operator Board of Directors
Action Log - Closed Items and Archive

#	Date Opened	Item	Responsible	Date Closed	Notes
1	4/28/22	Summary of portfolio of PSERN leases	Project Staff	6/1/22	Operator
2	4/28/22	Budget workshop to discuss 2023 budget and rate setting	Mike Webb/ Tracy Plouse	12/12/24	Draft manual was presented at the September meeting, will be discussed in October, and is on the brought for approval in December.
3	6/23/22	Operator staff will send a calendar invite for the July 11, 2022 budget workshop.	Tracy Plouse	6/24/22	
4	3/24/22	Facility recommendation and approval	Mike Webb	8/25/22	Leased approved at 8/25 meeting.
5	6/23/22	Review availability for the August and September regular Board meetings.	Board Members	7/28/22	Need to confirm quorum
6	4/28/22	Provide a report on possible changes to the Operator ILA associated with a change to the milestone at which the Operator takes over operational responsibility. Assess the Motorola contract for any concerns.	Mike Webb	9/22/22	This pertains to the proposal to set the date for operational transition and PSERN service fee commencement to something other than FSA.
7	5/26/22	Review existing procurement policy to consider issues identified in Clark Nuber phase 1 report.	Mike Webb/ Tracy Plouse	9/22/22	Procurement policy amendments approved.
8	8/25/22	Update the draft budget and service fee estimates to reflect revised CPI rates.	Tracy Plouse	9/22/22	Updated budget report provided at September meeting.
9	9/22/22	Approval of warrant vouchers (checks) needs to be added to future board meetings as a standing item. This could be done as part of a consent agenda that would also include approval of previous meeting minutes.	Mike Webb/ Tracy Plouse	10/27/22	Will be incorporated as part of consent agenda starting with October meeting
10	9/22/22	Operator staff will bring additional information on the alternatives to modifying or setting the Operator Transfer date and the associated funding requirements and approaches	Mike Webb	10/27/22	Closed, follow up item added to action log.
11	1/26/23	Mike Webb will consult with legal counsel on the wording of the motion for the Board to approve the transfer agreement prior to sending for Council approval.	Mike Webb	2/23/23	This is complete. Wording for the agreement has been provided. Pacifica advised the wording to be" it is also recommended that the Board plan to approve the Agreement, in substantially final form."
12	10/27/22	The Operator will add the decision regarding collection of service fees from agencies beginning in 2024 to a future Board meeting.	Mike Webb/ Tracy Plouse	4/27/2023	FSA will not occur until December and there is no ability for the Operator to collect fees until after FSA. Recommend this item be closed. The Board of Directors agreed that this item should be closed at the 4/27/23 meeting.
14	3/24/22	2024 budget and service fee development.	Mike Webb/ Tracy Plouse	6/22/23	Budget approved in June.
15	3/24/22	Report on proposed plan for development of sublease agreement templates to be drawn up for discussion.	Mike Webb	5/25/23	Agenda item #8 of the 5/25/2023 Board meeting.
16	10/27/22	Operator staff will prepare a draft operational support agreement between the County and the Operator.	Mike Webb	5/25/23	Recommended to close this item as there is no OSA.
17	5/25/23	The Operator has an action item to come back with some further analysis and proposed budget scenarios for the June meeting.	Tracy Plouse	6/22/23	On the June agenda.
18	7/27/23	The PSERN Operator will look into options on how it could offset the higher out of pocket maximums and deductibles for transferring employees and bring this information to the Board in August.	Operator Staff	8/24/23	Completed August 24,2023
21	4/25/24	Provide information on how PSERN explores and negotiates subleases and how fees are determined.	Adrian Englet	7/25/2024	Presented at the July meeting.
19	1/25/24	Compile and create a fiscal policy manual.	Operator Staff	12/12/2024	Manual was approved by the Board at the December 12, 2024 meeting.
20	4/25/24	Follow up with FirstNet on subleasing space on PSERN towers.	Mike Webb	1/23/2025	PSERN had initial meeting with FirstNet, waiting on FirstNet. FirstNet has indicated they are not interested in subleasing on PSERN towers at this time.

#	Date Opened	Item	Responsible	Date Closed	Notes
22	12/12/24	Board Members to provide feedback on any additional items they would like to see added to the Board Workplan or to the Project and Initiatives list to be presented at the January meeting.	Mike Webb	1/23/2025	On January agenda.
24	12/12/24	Provide additional information on the microgrid solution, other alternative energy technologies and potential grant or funding opportunities.	Mike Webb	3/18/2025	Mike has not found any grant or funding options to date.
25	1/23/25	Provide additional information on encryption to the Board, including is there any requirement to provide access to communications to the public.	PSERN Staff	5/22/2025	Agenda item # 9
26	1/23/25	Provide updates on the results of the coverage testing assessment.	PSERN Staff	5/22/2025	Agenda item # 10
23	12/12/24	Add a document review period to the financial policy manual.	Tracy Plouse/Mike Wel	6/26/2025	Financial policy manual has been updated.
13	2/24/22	Request for additional information related to In-Building Sites to include details of funding options for the remaining 10 areas recommended by the task force, any budget considerations, improvements found in Coverage Testing, impacts of additional sites on Operator rates, Operations Board and Technical Committee perspective, and impact on backhaul capacity.	Operator Staff	9/25/2025	The current plan for in-building coverage assessment work was outlined in a report to the Board at the May 2025 meeting. Determining funding requirements for additional in-building coverage sites is dependent on identifying and verifying requirements for additional sites. An A&E firm, Mission Critical Partners, has been contracted to review what areas need improved in-building coverage and what the priorities are. This includes reviewing and potentially updating the list of sites identified by the earlier in-building task force. At the completion of the current consultant project, a subsequent phase of work to determine funding and implementation timing for additional sites will be undertaken.
27	5/22/25	PSERN to provide options to resolve the Totem Lake police and fire on-street signal issues for the Board to consider as a set aside amount in the capital expenditure.	Mike Webb	9/25/25	On agenda item #10.
28	9/25/25	Complete the study to identify which areas need improved in-building coverage and plan for the next steps, including a subsequent phase of work to develop funding requirements and strategies.	Operator Staff	3/26/26	Study is complete. Next steps are opened in action item # 32
29	12/11/25	Mike will engage an HR and salary consultant to review the non-represented positions.	Mike Webb	5/28/26	Agenda item #8
30	12/11/25	Members will send 2 individuals to serve on the semi-finalist hiring panel to Mike and Tracey by December 19.	Board Members	12/19/25	Completed.
33	5/28/26	PSERN staff to bring status update on KC Metro joining PSERN and financial "what-if" scenarios to the June meeting.	Operator Staff	9/24/26	On agenda 9/24/26

PSERN Board of Directors Staff Report
Agenda Item #6

Title:	Executive Director Report – September 2026
Meeting Date:	October 22, 2026
PSERN Staff Contact:	Jeremy Hurd, Executive Director
Action:	Discussion

SUMMARY:

This report provides a summary of the activities of the PSERN Operator (PSERN) since the last report to the Board at the September 24, 2026 meeting.

DISCUSSION:

PSERN Operator Staffing and HR

- PSERN Operator staffing currently stands at 100%. Note that this item will not make an appearance on future BOD documentation unless there is significant change in staffing or if PSERN requests an addition position.
- Days since last safety incident: 98
- All job descriptions have been updated to include physical requirements and now follow a consistent template.
    - IBEW is currently reviewing job descriptions for represented employees. Changes will be bargained after the initial review.

Financial

- PSERN is undergoing a government financial audit. Results and findings, if any, will be forthcoming.
- The PSERN Board of Directors will annually reassess the definitions of public safety radios and non-public safety radios, as well as the associated user fee allocations.

Procurement Activity

- No procurement activity currently.

Projects and Initiatives

- Warehouse lease agreement negotiations continue.
- Development of the Major Incident Response Plan is ongoing.

Operational Status and Updates

- Maloney - power line was installed on 10/5/2026. Site is now on shore power, and rental generators will be returned.
    - This will be the last update for this item.
- Work has not started on the Sobieski power line. Estimated completion timeframe remains unchanged, scheduled for summer of 2027.
- 3 Sisters generator's 1 and 2 engine replacements are scheduled to commence on October 19th with completion estimated on October 21st.
    - Generator 3 remains on standby but is fully repaired.
- McDonald – PSERN has received quotes for alternative power solutions and is currently evaluating long-term feasibility and cost projections.

<u>Radio Site Leases, Subleases and Infrastructure</u>

- AT&T Ring Hill – Amendment to increase RAD Center
    - Redlines with AT&T
- AT&T Federal Way – Negotiating a new agreement
    - Existing agreement expires October 2027
- Snoqualmie Tribe Tolt – New collocation
    - Final draft with Snoqualmie Tribe Council
- Lake Washington Institute of Technology (LWIT) PSERN – New radio site for PSERN
    - Agreement has become stagnate; LL has not responded to the draft agreement.
    - A&E drawings 85% complete
        - PSERN currently redlining
    - Electrical drawings have been approved by school's electrical engineer.
- Renton – Roofing
    - City of Renton is installing a new roof at their City Hall.
    - PSERN will need to remove their rooftop equipment to accommodate the new roof.
    - PSERN will reinstall equipment

- LL has pushed back on the contract to recover costs to support this endeavor. Renton requires PSERN to absorb all costs with removal and reinstallation.

- PSE Deer Creek – new collocation
- PSE Maloney – new collocation

PSERN Operations Committee

- The PSERN Operations Committee met on October 13th.
- Ops Committee action log item #8 states that a task group will be formed to identify scenarios regarding using ISSI partnership agreements/bridges between radio systems.
    - User agencies are interested in ensuring that, in place of the former TRIS links used for inter-system radio communication, ISSI links are established between radio system owners.
    - PSERN will lead this effort by engaging surrounding radio system owners (Pierce County, Snohomish County, Port of Seattle, etc.) to assess their interest in participating in ISSI configurations. Findings will be reported back to the Operations Committee.

CONCLUSION:

This report has provided a summary of the activities of the PSERN Operator since the previous report in September 2026.

SUPPORTING DOCUMENTATION:

- Agenda 5 – Action Log

PSERN
PUGET SOUND EMERGENCY RADIO NETWORK

PSERN Board of Directors
Staff Report Agenda Item #7

Title:	Board of Directors Workplan Update & Strategic Planning
Meeting Date:	October 22, 2026
PSERN Staff Contact:	Jeremy Hurd, Executive Director
Action:	Discussion

SUMMARY:

This report provides updates to the PSERN Operator Board workplan to capture developments and changes since the last version was distributed to the Board at the October 23, 2025, meeting.

Because the remaining outstanding items on the workplan are minimal, PSERN is recommending that the workplan be superseded by a strategic planning process that would develop a comprehensive, forward-looking action plan for the organization.

BACKGROUND:

This workplan was initially developed as a mechanism for the Board of Directors to track progress towards the establishment of the PSERN Operator and transition to operational status as defined in the PSERN Operator ILA.

The first version of this workplan was presented to the Board at its May 2021 meeting and was subsequently updated for the January 2022, July 2022, January 2023, October 2023, October 2024 and October 2025 meetings.

ANALYSIS & RECOMMENDATIONS:

The latest version of the workplan is provided as Appendix A of this report. It captures changes and updates since the last update and reflects the Executive Director's views of the current status of each workplan item.

Items that were reported as "Complete" in the October 2025 update have been removed from the table below. Updated items, including dates, are identified in **Purple** text. **Black** text is unchanged from the October 2025 version. Reference numbers refer to the original version of the workplan from May 2021 and have not been updated.

No new items have been added to this version. Remaining activities are expected to run to approximately the middle of 2027.

As noted above, the workplan was originally intended to be used to identify and track work required for the startup of the PSERN Operator, leading to its assumption of operational responsibility for the radio system at FSA (which occurred in December 2023). Most of the workplan items tracked since 2021 have been completed and removed from the workplan as of this update.

The Executive Director believes that the workplan in its current form has fulfilled its intended purpose and should be transitioned into an initiative that addresses future initiatives and plans for the PSERN Operator organization and the PSERN radio network.

More specifically, PSERN recommends that the Board, PSERN stakeholders and staff work together over the next year to undertake a strategic planning process that will lead to a 3–5-year strategic plan.

Appendix B provides an example of a potential high-level strategic planning process. Direction from the Board regarding its desire, goals and objectives for PSERN to conduct a formal strategic planning process is requested.

It would be highly advantageous for PSERN to engage an external advisor or consultant to manage this process given the limited resources within the PSERN Operator. Funding for this work could come from PSERN's operational reserve set-aside.

CONCLUSION:

This report has provided several updates to the PSERN Operator Board workplan and recommends that the workplan in its current form be discontinued and transitioned to something that addresses future plans and initiatives for PSERN.

The report recommends that a strategic planning process be considered at this time to develop a comprehensive, forward-looking action plan for the organization. A potential strategic planning process was provided for discussion purposes.

SUPPORTING DOCUMENTATION:

Appendix A: Updated (Q4 2026) PSERN Operator (Board of Directors) Work Plan

Responsible, Accountable, Consulted, Informed (RACI) Matrix

Definitions:

Responsible: People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly Responsible.

Accountable: Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops there."

Consulted: People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.

Informed: People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

Reference: https://www.cio.com/article/2395825/project-management-how-to-design-a-successful-raci-project-plan.html

Table 1 – PSERN Operator/Board Workplan – Completed Items

#	Task	Board	Exec Dir	Date Due or Complete	Status or Update
29	Develop take home vehicle policies.	Informed	Accountable /Responsible	Q4/2023	Complete Q4 2025 Note 1
	Complete system-wide in-building coverage study to determine requirements for additional IBC sites and impact on budgets and service fees.	Consulted	Responsible	Q3/2025	Complete Q2 2026 Note 2
39	Adopt policies related to the access of PSERN for mutual aid and/or interoperability purposes	Consulted	Responsible	Q4/2023	Complete Q3 2026 Note 3
	Approve 2027 operating budget, capital budget and any changes to cost allocation methodology.	Accountable	Responsible	Q2/2026	Complete Q3 2026

Table 2 – Updated PSERN Operator/Board Workplan (In-Progress & Future Items)

#	Task	Board	Exec Dir	Date Due	Status or Update
8	Determine any other services the Operator may offer to end user agencies	Consulted	Accountable/ Responsible	Q4/2023	To be determined. Ongoing.
22	Perform annual performance appraisals of Executive Director.	Accountable/ Responsible	Consulted	Q3 Annually	Q4/2026
30	Establish a cyber security incident response plan.	Consulted	Accountable/ Responsible	Q3/2023	Q4/2026 Note 4
35	Develop emergency preparedness and COOP plans.	Consulted	Accountable/ Responsible	Q4/2023	To be determined. Ongoing. Note 5
38	Develop policies governing the replacement, removal, and addition of equipment under Board control.	Accountable	Responsible	Q4/2023	Q4/2026 Note 6
44	Work in partnership with end user agencies to develop and regularly report on performance and operating metrics indicating system performance as well as the PSERN Operator's ability to meet the end user agencies service requirements	Consulted	Accountable/ Responsible	Q2/2023	Q1/2027 Note 7
	Develop a long-term capital funding strategy and plan.	Consulted	Accountable/ Responsible		Q2 2027. Note 8

Notes on Tables 1 and 2:

1. A Take-Home Vehicle policy was adopted and implemented when the IBEW 77 collective bargaining agreement was executed in Q4 2025.
2. The plan for In-Building Coverage assessment work was provided to the Board at the June 2025 meeting. The most recent phase of work, completed in Q2 2026, involved reviewing and updating

in-building coverage requirements on a geographical basis across the Primary Bounded Area, including the implementation of a GIS-based tool for visualizing coverage and building characteristics. The results of this work were reviewed with the Operations Committee and input was requested on future requirements for additional work. To date, no input has been received and so the In-Building Coverage work is considered complete for the time being.

3. PSERN continues to participate in the development of comprehensive interoperability plans through several bodies, including the PSERN Operations Committee, the PSERN Technical and Dispatch Working Groups and the Central Area Puget Sound Interoperability committee (CAPSI). At its September 2026 meeting, the Operations Committee endorsed the first version of the PSERN Access and Interoperability Plan. This workplan item is considered to be complete, although interoperability planning, including updates to relevant documentation, will be ongoing indefinitely.
4. A technical security assessment of the radio system was completed in June 2024. A Technology Security Policy was developed and implemented in Q2 2025. Implementation of recommendations from the security assessment are in progress. A Major Incident Response Procedure and incident-specific playbooks are being developed. The first draft versions of these documents are expected to be complete in Q4 2026.
5. Development of additional aspects of a Continuity of Operations Plan is underway and will continue through the first half of 2027.
6. PSERN is implementing a GIS-based asset management system that will store information on network infrastructure and equipment and be used to plan and track system maintenance, upgrades and lifecycle replacement activities. Separately, capital asset values and depreciation are being tracked within PSERN's financial system in accordance with the Capital Asset Policy that was adopted in October 2023.
7. An initial set of performance and operating metrics have been developed and reported to the Operations Committee since the beginning of 2024. With the recent implementation of Genesis GenWatch ATIA application, data is currently being collected and processed to determine which metrics are most useful, and the approach for displaying and delivering this information to stakeholders and user agencies is under development.
8. A capital expenditure plan for 2027 was approved by the Board at the September 2026 meeting. As part of this approval, the need was identified for funding strategies for capital additions and replacements starting in 2028 as existing set-aside funds are exhausted. Decisions will need to be made regarding capital funding and expenditure plans by June 2027 when the 2028 budgets are approved.

PUGET SOUND EMERGENCY RADIO NETWORK

Appendix B: Example High-Level Strategic Planning Process (PSERN)

1. Clarify Mission, Vision, and Values

Reaffirm PSERN's identity and purpose:

- Mission: What stakeholder community and needs does PSERN exist to serve (why does PSERN exist?).
- Vision: What positive change should the organization aim to create over the long-term (where is it headed?).
- Values: Principles that guide programs, partnerships, and decision-making (what guides behavior?).

For PSERN, this step ensures all strategy flows from stakeholder community impact, although financial performance and sustainability is a significant and important consideration.

Work done at this step needs to ensure consistency with PSERN Operator ILA and identify any areas of misalignment.

2. Assess the Current State

Develop a snapshot of PSERN's internal and external environments:

- Review strengths and weaknesses (internal SWOT).
- Identify opportunities and threats (external SWOT).
- Consider user stakeholder needs, competitors, partners, vendors and industry trends.
- Look at past performance, financials, and operational challenges.

Use lightweight, accessible methods to understand where PSERN stands:

- Internal assessment: staffing, vendors, finances, programs, strengths, and challenges.
- External assessment: user stakeholder needs, funder landscape, partner organizations, policy environment, trends.
- Stakeholder input: gathering insights from clients, volunteers, donors, and partners is highly valuable.

3. Identify Key Strategic Issues

Identify a modest set of challenges or opportunities that matter most and the core questions PSERN must answer to advance its mission.

- What barriers stand between PSERN and its vision?
- What areas deserve immediate, focused attention?

Examples:

- How does PSERN source and sustain capital funding?
- How does PSERN expand or refine its programs and services?

- How does PSERN build organizational capacity?
- How does PSERN increase visibility, participation or partnerships?

These issues become the backbone of the plan.

4. Set Strategic Goals and Objectives

Translate critical issues into a set of mission-aligned priorities and actionable, measurable targets:

- Choose 3–5 strategic goals (high-level priorities) to maintain organizational focus.
- Define specific objectives or outcomes under each goal.
- Ensure goals are realistic for PSERN's size, capacity and resources.
- Make objectives measurable (e.g., achieve incident resolution targets of xxx, expand user base by xxx).

5. Develop Strategies and Action Plans

Define the approaches and practical, concrete steps required to reach each goal. For each strategic goal:

- Identify strategies (e.g., diversify funding, strengthen and expand partnerships).
- Decide what initiatives, programs, or changes will achieve the goals.
- Build 12–24 month action plans.
- Clarify responsibilities, timelines, and required resources.
- Clarify roles for staff, board, and partner agencies.
- Link actions to required resources.
- Identify success metrics.

This step connects high-level aspirations to practical execution.

6. Align Resources

Ensure goals are achievable with current or attainable resources. Consider:

- Budget, staffing, and operational adjustments.
- Funding sources and cycles, including grants.
- Board capacity.
- Workforce sustainment and staff recruitment
- Technology needs.
- Administrative burden.

Prioritize initiatives based on capacity and to fit real-world constraints.

PSERN
PUGET SOUND EMERGENCY RADIO NETWORK

7. Implement the Plan

Put the strategy into action in a deliberate and coordinated way:

- Communicate clearly to stakeholders, including with staff, board, user agencies and funders (e.g. cities).
- Ensure everyone understands their role.
- Provide tools, training, and support as needed.
- Embed responsibilities into work plans and board agendas.
- Build in quick wins to maintain momentum.

Implementation is a key challenge, so clarity and communication are critical.

8. Monitor, Evaluate Progress and Adjust

The strategic plans should be a living document:

- Review performance regularly (monthly or quarterly).
- Evaluate what's working and what's not.
- Adjust goals, timelines, or tactics based on real-world conditions.
- Use simple systems to track progress and adapt.
- Quarterly check-ins with staff and board.
- Key indicators tied to mission outcomes (e.g., clients served, service level attainment, partnerships formed).

Adjust strategies based on what's working, staffing changes, or shifts in stakeholder needs.

Operating and economic environments change quickly; flexibility is essential.

9. Review and Refresh Annually

Revisit the plan every year to ensure relevance:

- Review/revisit mission/vision briefly.
- Update internal and external environmental assessments.
- Refresh goals and action plans based on evolving needs.
- Revise goals or action steps as needed.
- Keep the plan alive rather than a document on a shelf.