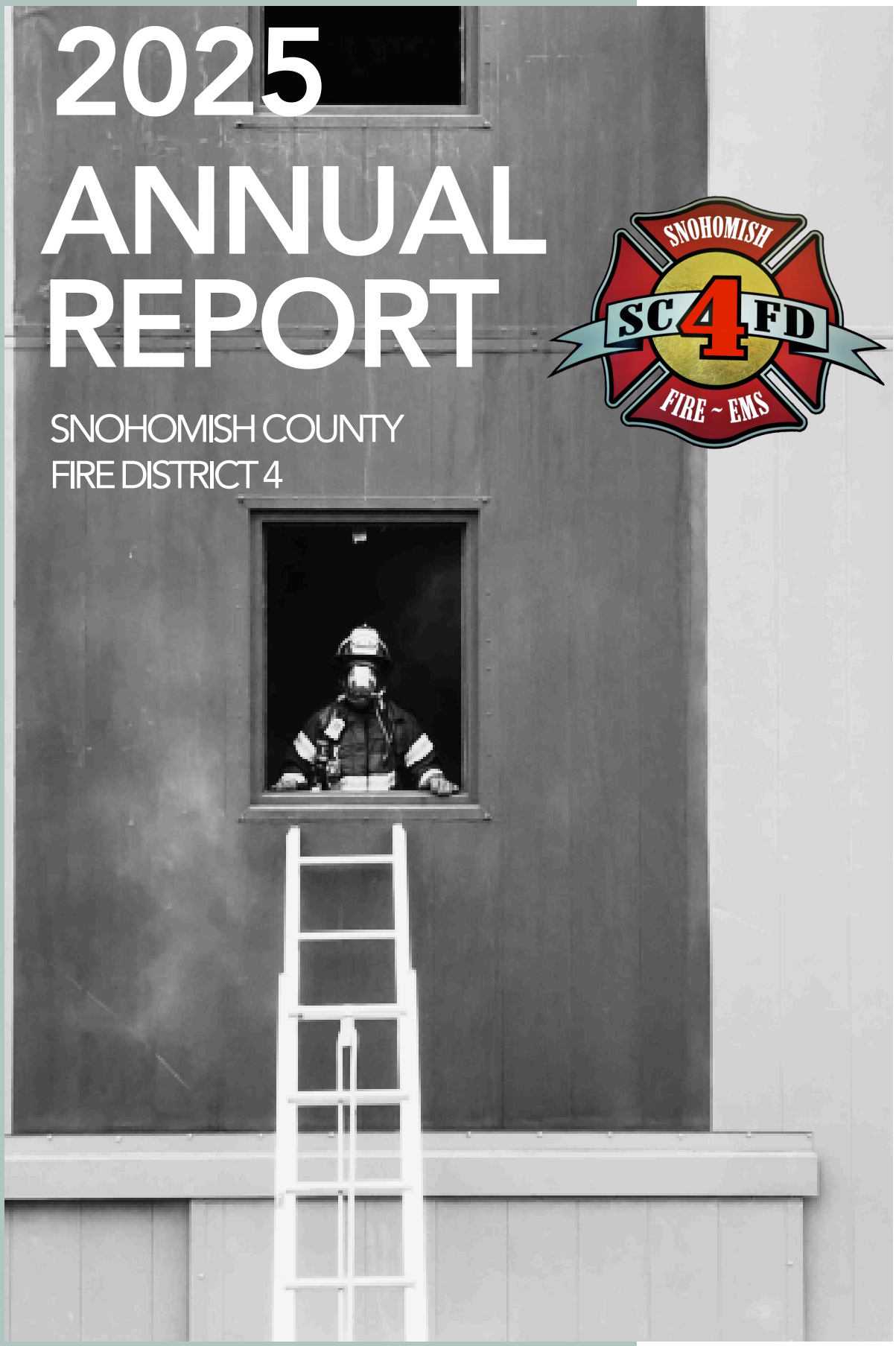
2025 ANNUAL REPORT

SNOHOMISH COUNTY
FIRE DISTRICT 4



OUR CORE VALUES



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Governance

Board of Fire Commissioners
Community Advisory Board

Board of Fire Commissioners



Snohomish County Fire District 4's Board of Fire Commissioners is comprised of three elected officials. Together, they are responsible for the services that the District provides, developing strategies and policies, as well as meeting legal requirements. Commissioner Merritt's term ended in December 2025 after serving for six years, and Commissioner Richard Flath was elected into this position.



Brian Mills

Chair



Evan Merritt

Commissioner



Craig Erickson

Commissioner

Community Advisory Board

In 2025, the Board of Fire Commissioners oversaw the launch of the Community Advisory Board, a group formed to strengthen communication between the District and the community. This inaugural group consisted of six board members and two alternates, which then expanded to seven board members. These members are all residents of the District who applied and were selected from an interview process. This Community Advisory Board (CAB) participated in community events and provided valuable feedback to the District. The CAB's focus has been on long-term sustainability for the group and community engagement.



CAB Members:

Douglas Williams
Erica Cenci
James Hnatyzyn
Gail Arnold
Bruce Erickson
Karin Manns
Not pictured:
Russ Urness

2025 CAB Goals

- ✓ Goal 1: Gain an understanding of fire district operations through station tours and participation in community events.
- ✓ Goal 2: Engage with the community through public outreach.

About Us

Fire Chief's Message
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Fire Chief's Message

This past year has been one of momentum, collaboration, and continued commitment to the community we proudly serve. Every day, Snohomish firefighters demonstrate professionalism, dedication, and compassion while responding to emergencies, supporting one another, and strengthening the public's trust. Throughout the year, our firefighters and staff responded to a wide range of incidents while maintaining an unwavering focus on training, preparedness, and service. In addition to traditional fire and emergency medical services, the District maintains teams focused on technical rescue, water rescue, and wildland firefighting so that when our community calls for help, they receive the highest level of care and professionalism. This was evident when the region experienced historic river flooding this year, and the District performed numerous rescues.

This year also marked significant momentum for several major initiatives. Construction began on the District's new fire station this summer, representing the culmination of collaboration among our Commissioners, community members, and the Facilities Committee. This project will provide modern facilities to support the District's firefighters and improve the services they deliver for decades to come. In addition, the District was able to add a dedicated response unit due to the community's support in the last levy. This addition allows the District to operate another unit that will enhance service and improve response capabilities for the citizens.

None of these accomplishments would be possible without the support of our community and the partnerships we share with neighboring agencies, local governments, and regional responders. Working together allows us to provide a higher level of service while being responsible stewards of taxpayer resources. As we look ahead, we remain committed to continuous improvement, investing in our staff, and ensuring we are prepared to meet the evolving needs of the community. On behalf of the entire department, thank you for your continued trust and support.

It is an honor to serve this community,

Donald D. Waller



Fire Chief Don Waller brings decades of experience in the fire industry. His knowledge in strategic planning, budgeting, and employee engagement brings strength to the organization. Firefighter health and safety is a core tenant of his leadership and this year he was accepted into the National Fallen Firefighters Fellowship.

The District



Snohomish County Fire District 4 serves the City of Snohomish and the surrounding areas of Fobes Hill, Three Lakes, Lord Hill, and Lowell Larimer. The area is comprised of growing residential areas, a central historic district, two rivers, a railroad system, a busy public-use airport, and two major highways. Snohomish experiences significant influxes of commuters and tourists due to its range of attractions, including shopping, agro-tourism, and event venues.

The district has been part of the community since 1888 and continues to grow alongside the region. Back then the fire district responded to fires in a horse-drawn steamer engine with volunteer firefighters, a historic apparatus that is in the District's museum on display. Now, the fire district responds with highly-trained career first responders with fire suppression, rescue and advanced medical equipment.

In 2025, the District staffed three fire stations, which serve the community and automatic aid partners full-time. Each station houses a fire engine, aid car, and generally a secondary-apparatus such as a brush truck or water tender. Depending on anticipated operational needs, apparatus and additional crews can be pre-positioned, such as in cases of major river flooding.

The District continues to focus on it's strong ties to the community and offers an array of public education and safety programs. These include burn permits, child car seat checks, smoke alarm assistance and ACT+ classes. At its core, the District acts as a full-service department by providing fire suppression, rescue capabilities, basic and advanced life support with transport.

Capital Projects

In line with the District's strategic plan, there has been significant progress in replacing the ageing stations and outdated infrastructure.

The groundbreaking for Station 41 Headquarters in 2025 represents a key milestone in the Fire District's long-term strategic plan to ensure reliable emergency services for a growing community. As Snohomish continues to experience population growth and increased service demand, the new station will strengthen operational readiness, improve response times, and position the organization to meet future needs.

This project reflects the District's commitment to responsible planning and investment in critical infrastructure. The new facility is designed to support modern fire and EMS operations, provide adequate space for personnel and apparatus, and incorporate features that enhance efficiency, safety, and resilience. The station will also support evolving service models, training needs, and collaborative response efforts with regional partners.

Beyond operational improvements, the new station demonstrates the District's focus on long-term stewardship of public resources. By aligning facility development with strategic planning priorities, the District is ensuring that infrastructure keeps pace with community growth while maintaining high standards of service delivery.

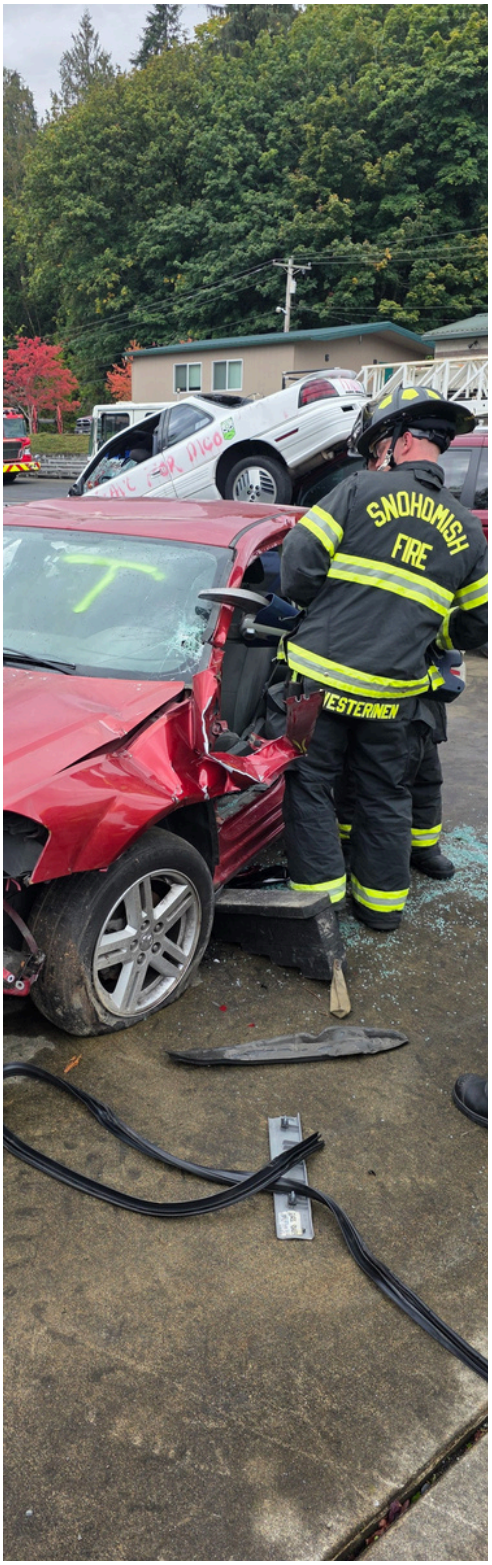
Once completed, the new Station 41 Headquarters will serve as a cornerstone for emergency response in the community to enhance preparedness today while supporting the District's strategic vision for years to come. Looking ahead, Station 43 replacement has undergone design development and will start construction in 2026. In Spring of 2026, the general construction bid was completed for Station 42.

Pictured: Station 41 Rendering



Strategic Accomplishments

In 2021, the District developed a strategic plan to set a high-level directive for the next five-year period. This plan sets strategic goals to focus on the following topic areas: Operations, Community Relations, Personnel & Culture, and Systems & Resources. Under the direction of the Board of Fire Commissioners, District staff implement tactics in which to attain these goals.



Goal 1: Use an effective performance management system to monitor service delivery and focus improvement efforts.

- Continually evaluate deployment models and apparatus placement.
- Utilized ESO Insights to provide battalions with daily turn-out times.

Goal 2: Improve emergency incident response performance.

- Increased daily minimum staffing by 20% and added a dedicated unit which increased the amount of staffed units by 30%.
- Place technically-trained personnel in strategic locations to allow rapid response of specialty teams.
- Technical rescue team and apparatus outfitted with rescue gear.
- Establish incident action plans and after-action reviews to provide awareness to law enforcement, city staff, county fire marshals, and event staff.

Goal 3: Enhance non-emergency functions to provide additional services to the community.

- Adopted the ACT+ coursework as a public education model.
- Expanded public education interactions at events for further outreach.

Goal 4: Manage the Ray Lee Brown Training Site to support SCFD4 and regional training priorities.

- Completed training tower electrical and lighting upgrades.
- Enhanced site security through gate accessibility and knoxboxes.

Goal 5: Continue to explore the most efficient and effective ways to provide services to the community.

- Established and worked with the Community Advisory Board to gain community input.
- Updated run cards so that the dedicated engine can handle lower-priority incidents.

Goal 6: Communicate effectively with members of the community.

- Established the Community Advisory Board to gain community input.
- Brought rescue demonstrations into the public for awareness.
- Fire Marshal program connected with community groups and local businesses.

Goal 7: Enhance the District's ability to serve an increasingly diverse population.

- Focus on leadership development and training that reflects evolving community needs.
- Grew the District's social media presence to connect with various populations.

Goal 8: Prioritize the physical, emotional, mental well-being of District personnel.

- Active participation in the County Peer Support Team.
- Reduction of mandatory overtime with staffing updates.
- Performed annual employee LifeScans.
- Staff and operations personnel attended health and science-based conferences.

Goal 9: Recruit and retain staff to reflect the makeup of the community.

- Utilize social media to highlight career opportunities of the District.
- Encourage and provide career-enhancing training for all employees.
- Partnered with paramedic programs to allow students to ride-along with a preceptor.

Goal 10: Nurture an inclusive and positive culture.

- District committees are employee-led and they drive change within the organization.
- First Arriving digital dashboards highlight positive changes and landmarks in the organization.
- Social media content is employee-driven and staff are able to participate as they want.



Goal 11: Embody learning as an organization and as individual team members.

- Personnel were active in the Snohomish County Training Fire Academy as training officers and company officers.
- Continue to support outside training and attendance at conferences for employees.
- Instructors were brought in to support employees, such as a Tractor Drawn Aerial (TDA) Train-the-Trainer program.

Goal 12: Ensure all personnel have the information they need to perform their jobs effectively.

- Pre-fire plans were entered into First-Due, a fire response software program, to improve situational knowledge on incidents.
- Daily briefings and interagency briefings are communicated to employees.
- The Emergency Operations Plan gives guidance to all employees for all scenarios.

Goal 13: Uphold an exemplary standard for the stewardship of public resources.

- Earned AA bond-rating accreditation.
- Bond education and preparation completed
- State audits reflected a favorable outcome and proper audit controls

Goal 14: Allocate resources to optimize advancement of the District's strategic goals.

- A 20% increase in daily staffing allowed for the dedicated staffing of units.
- Investment in technology and equipment supported the social media team's projects.
- The District is on track to meet the next benchmark for the Washington State Rating Bureau due to various successful initiatives.

Goal 15: Use technology and other means to increase the efficient use of resources.

- District-wide implementation of digital e-key Knoxboxes.
- District apparatus-fuel stations allow for a cost-efficient process.



Division Reports

Finance
Operations
Fire Mashal
Safety and Support

Finance



Snohomish County Fire District 4 is a special-purpose taxing district that provides fire protection and the protection of life and property to the City of Snohomish and surrounding areas. The District utilizes a zero-based budgeting approach and reports its financial activity in accordance with the cash-basis Budgeting, Accounting, and Reporting System (BARS) Manual issued by the Washington State Auditor's Office (SAO), under the authority of Chapter 43.09 RCW. The District undergoes annual SAO audits covering both financial procedures and financial health and has a history of positive audit outcomes.

The District remains committed to delivering high levels of service at cost-effective rates. Bond sales were an added component in 2025, as the District generated additional funding to support necessary construction projects without increasing taxes for constituents. This financing introduced new processes for the Finance Office in 2025 and will continue to do so in the coming years. Newly trained administrative staff will play a key role in strengthening internal controls and further aligning practices with the State Auditor's Office recommendations.

Preparation for and implementation of a new staffing software system are ongoing and anticipated for the coming year. This system will improve integration and efficiency between timekeeping and payroll functions. The District also anticipates the delivery of three new medic units in early 2026 and has established new maintenance agreements designed to reduce long-term upkeep costs. Additionally, 2025 saw increased participation in mobilization incidents, which provide valuable experience for personnel, support regional partners, and generate additional revenue for the District.

Snohomish County Fire District 4 primarily receives funding through property taxes, including a General Fire Levy and a separate Emergency Medical Services (EMS) Levy paid by taxpayers within the District's jurisdiction. Additional revenue sources include grants, interest earnings, miscellaneous taxes, and transport fees. Total revenue for 2025 was $18,670,687. The District adopts annual appropriated budgets to support its operations and financial planning.

Operations

In 2025, the Operations Division made measurable progress in strengthening service delivery, workforce readiness, and organizational resiliency. Careful oversight of the Training Division and Battalion Chiefs ensured consistent operational leadership while advancing the District's strategic priorities of succession planning, leadership development, and responsible resource management.

Fire District 4's operations workforce is organized into four platoons, each supervised by a Battalion Chief. A platoon consists of 12 employees assigned to staff three fire stations. Each station is staffed with an Officer, an Engineer, and a Firefighter, with a minimum of one certified Paramedic assigned per station to ensure advanced life support capabilities.

Fire District 4 remains committed to employee development by providing opportunities to attend nationally recognized fire service training conferences. Highlighted conferences attended in 2025 included the Fire Department Instructors Conference (FDIC) in Indianapolis, the Science to Station Conference in Colorado, and the Technical Rescue Conference in St. Louis. In addition to external training opportunities, the District hosted a one-week Tractor Drawn Aerial (TDA) training course, further strengthening in-house operational capabilities.

The District collaborates with other Snohomish County fire agencies through regional training initiatives. One of these initiatives was to have District officers serve as Training Officer or Company Officer roles at the Snohomish County Fire Training Academy. In addition to these leadership assignments, numerous personnel served as instructors at the Academy, supporting countywide training and interoperability.

Looking ahead, the District will receive three new medic units, which were ordered in 2025. Throughout the year, the Apparatus Committee was actively engaged in factory visits during construction and in procuring the necessary equipment to fully outfit these units upon delivery. The committee was also tasked with initiating the specification and build process for two new fire engines. With current apparatus delivery timelines extending three to four years from order to delivery, the District has proactively begun the apparatus replacement process earlier than in previous years to ensure fleet reliability and operational readiness.



Team Updates

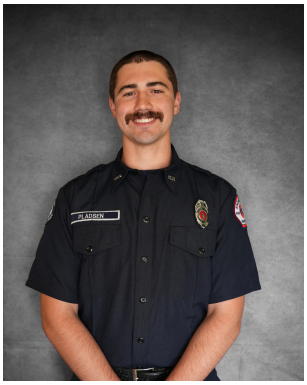
During 2025, Snohomish Fire District 4 experienced the retirement of two long-serving Battalion Chiefs who collectively served the community for 75 years. Thank you to Craig Heike and Bill Scherer for your many years of dedication to the Snohomish community. To maintain operational continuity and leadership depth, the District promoted two Battalion Chiefs, two Lieutenants, and two Engineers, successfully filling all vacancies created by these retirements.

In August 2025, the District increased on-duty staffing by adding two additional firefighters, representing a 20% increase in daily personnel. This staffing enhancement enabled the District to deploy an additional unit each day, improving response capacity and coverage throughout the District.

To meet daily staffing goals and sustain operational readiness, Fire District 4 hired eight full-time firefighters and six part-time firefighters in 2025.

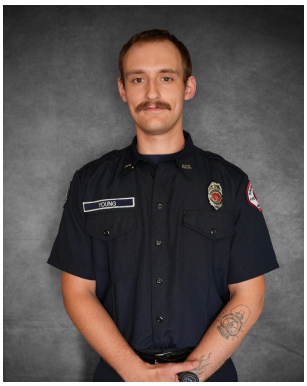
New Members

Not pictured:
Mitchell Morris, Ryan Riggs, Mason Osterholtz



Mitchell Pladsen

FF/Paramedic



Jackson Young

FF/Paramedic



Deven Berwick

FF/Paramedic



Troy Kendall

FF/Paramedic



Joey Lawless

PT Firefighter



Tyler Rezapour

PT Firefighter



Blake Schuler

FF/Paramedic



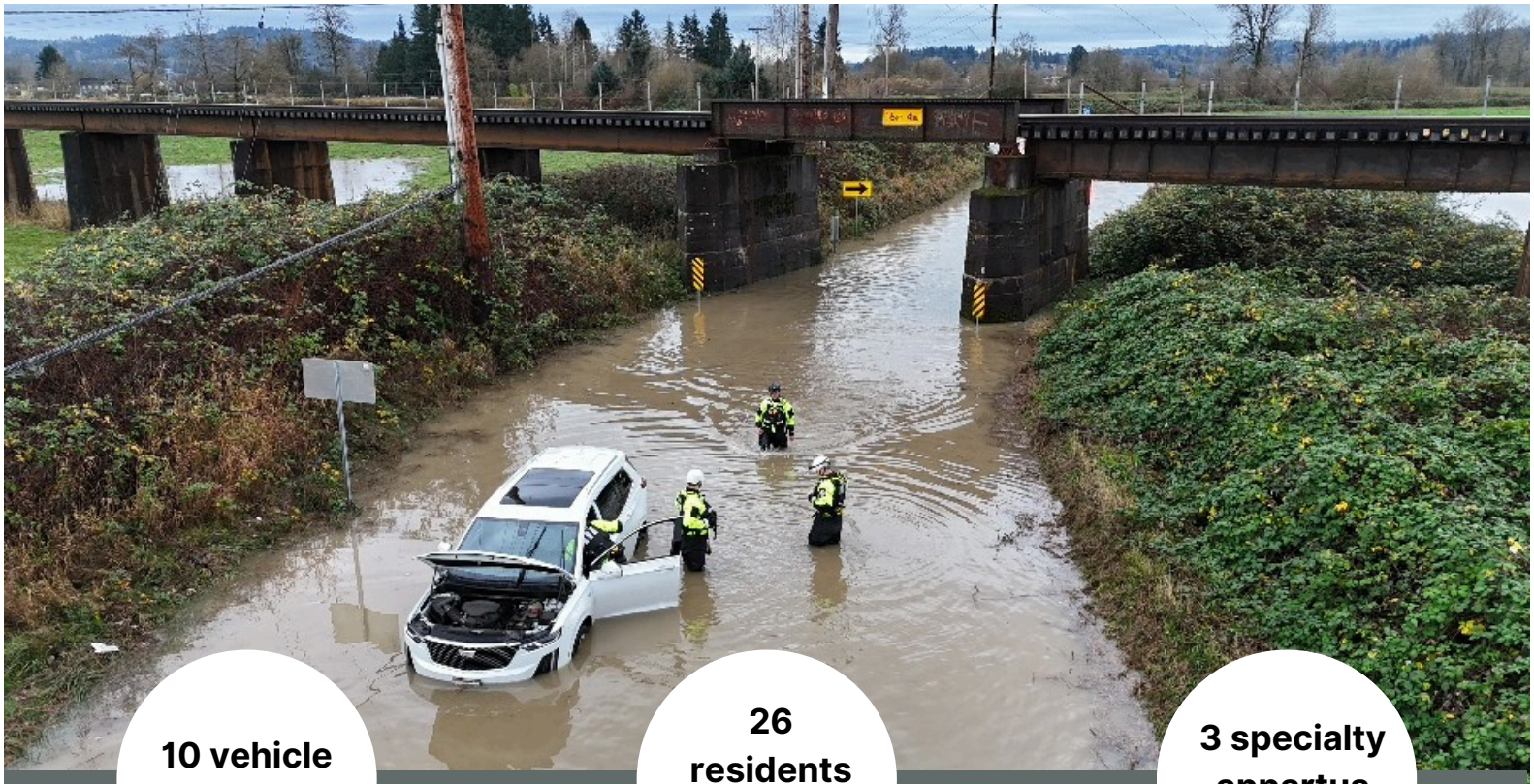
Robert Heib

PT Firefighter

Historic Flooding

In December 2025, the region suffered from historic river flooding due to heavy mountain rainfall. The Snohomish River reached its highest level ever recorded, which triggered evacuations and rescues in the District. The Water Rescue Team performed rescues from flooded homes and vehicles throughout the Snohomish Valley. Many roads were impassable, and traffic was detoured to higher ground. Additional resources from the Chelan County Task Force and the National Guard were mobilized to the District to aid the District and the surrounding areas.

In preparation for the flooding, District resources were strategically positioned where they would provide the greatest operational benefit. Trained water-rescue team members were stationed closest to the anticipated impact areas and were dispatched alongside the District's brush truck. The brush truck is an all-terrain vehicle featuring elevated ground clearance and a high air intake, enabling it to operate in difficult conditions and tolerate limited submersion when necessary. Staff coordinated with neighboring agencies and the Snohomish County Department of Emergency Management throughout the event.



10 vehicle rescues

26 residents evacuated

3 specialty appartus deployed

Wildland Fires

The Wildland Team remained highly engaged in wildland fire responses throughout the year, supporting regional and statewide needs through multiple deployments. These assignments provided critical apparatus and trained firefighters to fire-impacted communities. Crews operated in challenging and dynamic environments, contributing to fire suppression, structure protection, and incident support functions alongside partnering agencies.

Participation in wildland deployments continues to deliver significant value beyond immediate incident response. Personnel return with enhanced skills and experience working on large-scale incidents, which in turn creates a more resilient community. These deployments also support workforce development by providing opportunities for leadership, mentorship, and advanced training under complex incident conditions.

The District remains committed to maintaining a high level of readiness for wildland response, ensuring that personnel are properly trained, equipped, and supported. As fire seasons grow longer and more complex, our ability to mobilize and integrate into large-scale incidents will remain a critical component of our service delivery and regional partnerships.

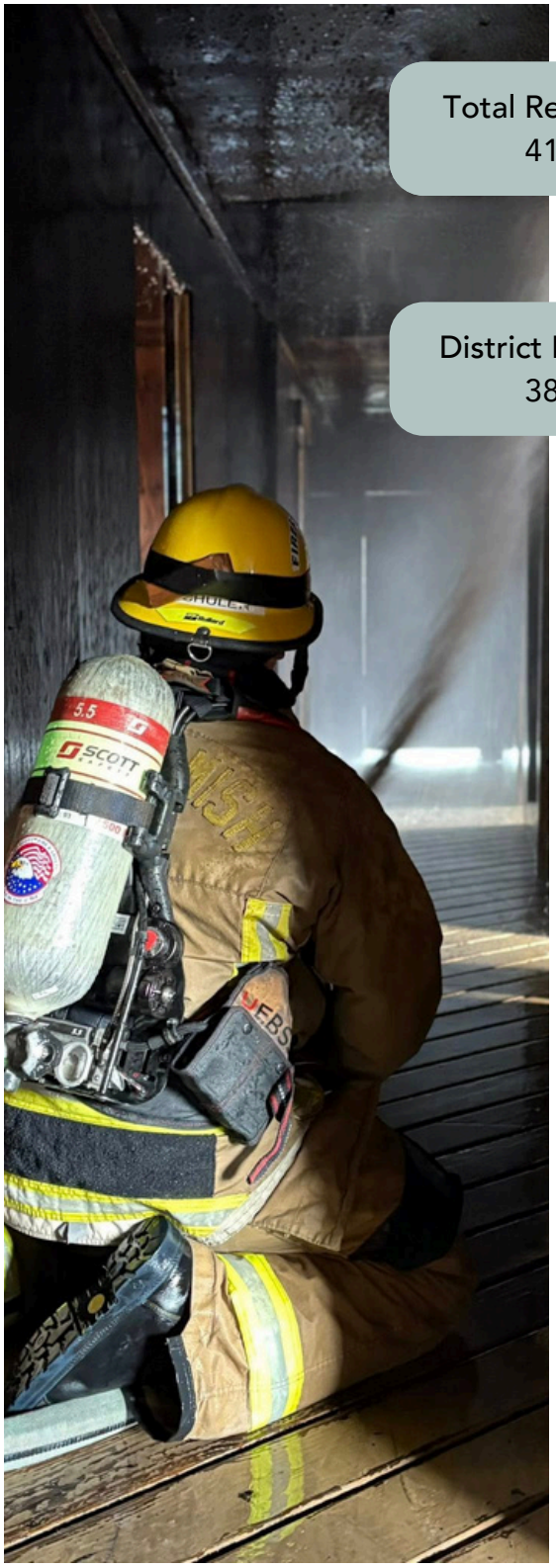


21 total deployments

18 certified members

Assisted in California fires

Service Delivery



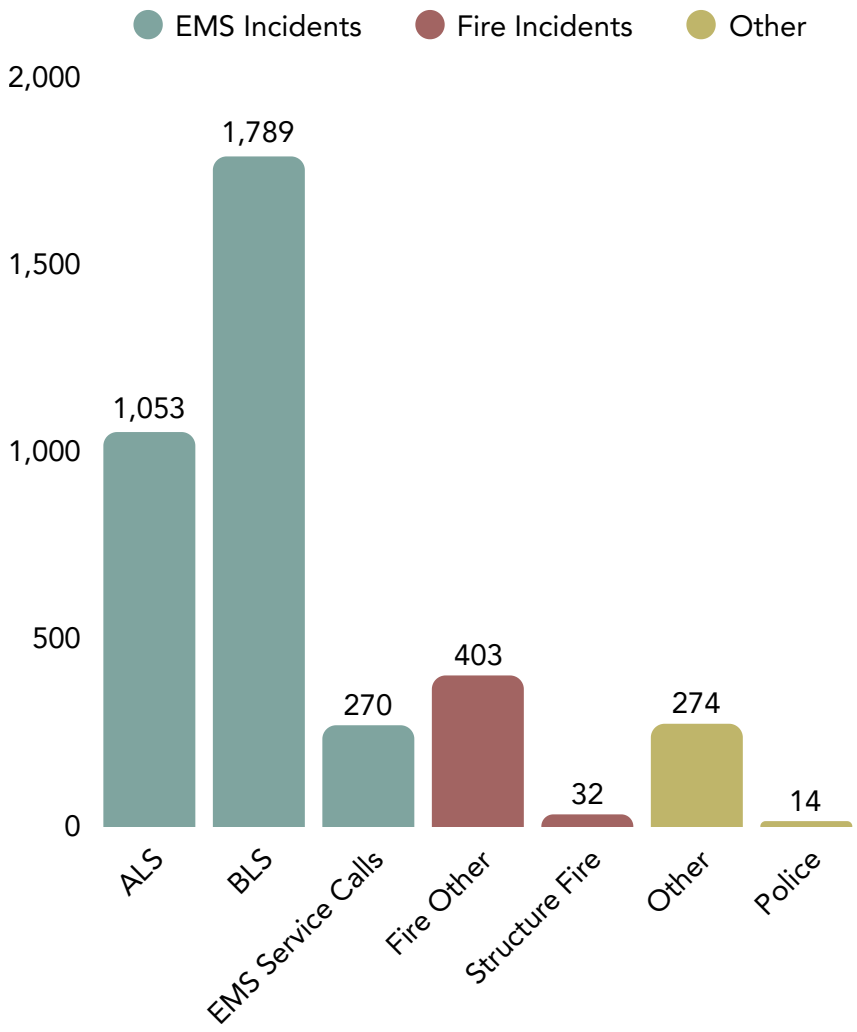
Total Responses
4171

Total Responses are incidents, regardless of jurisdiction, that the District responded to. Of those responses, 3530 responses were located in the District's geographical boundaries.

District Incidents
3835

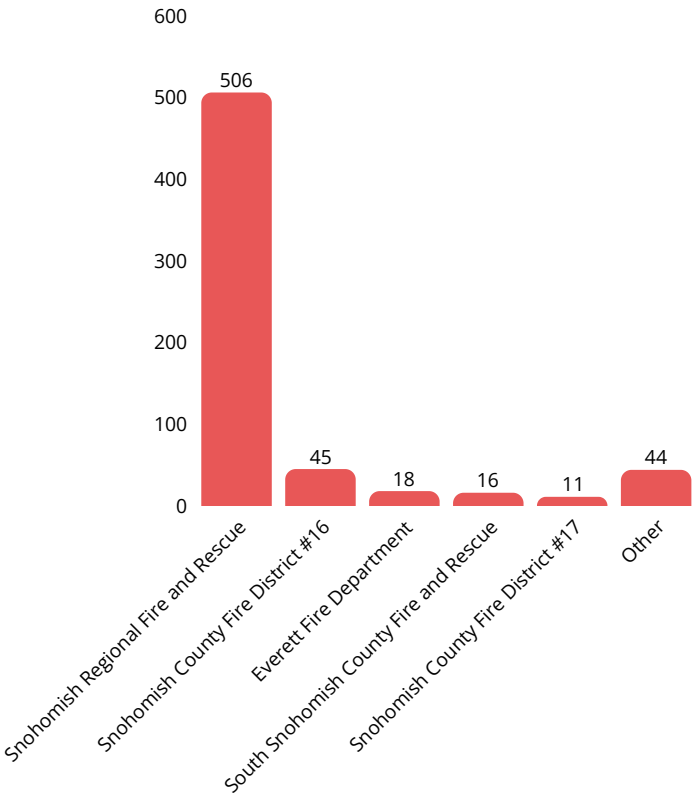
Incidents are calls for service within the jurisdiction, regardless of what agency responded. Of the total incidents, 305 were handled solely by automatic aid partners.

Below is a breakdown of incidents in the District:

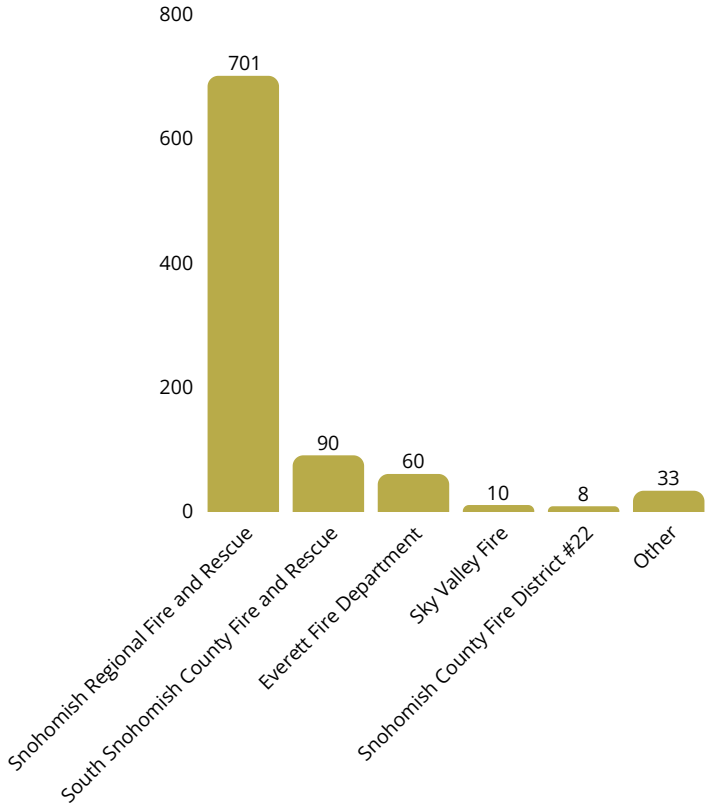


In collaboration with Snohomish County fire agencies, the District provides automatic aid to surrounding areas within the region. Auto aid given refers to the number of incidents in which SCFD4 responded to incidents outside of the District's geographical jurisdiction at the request of another agency. This does not include wildfire or mobilization incidents. Auto aid received refers to the number of incidents within SCFD4 jurisdiction in which another agency assisted in providing service.

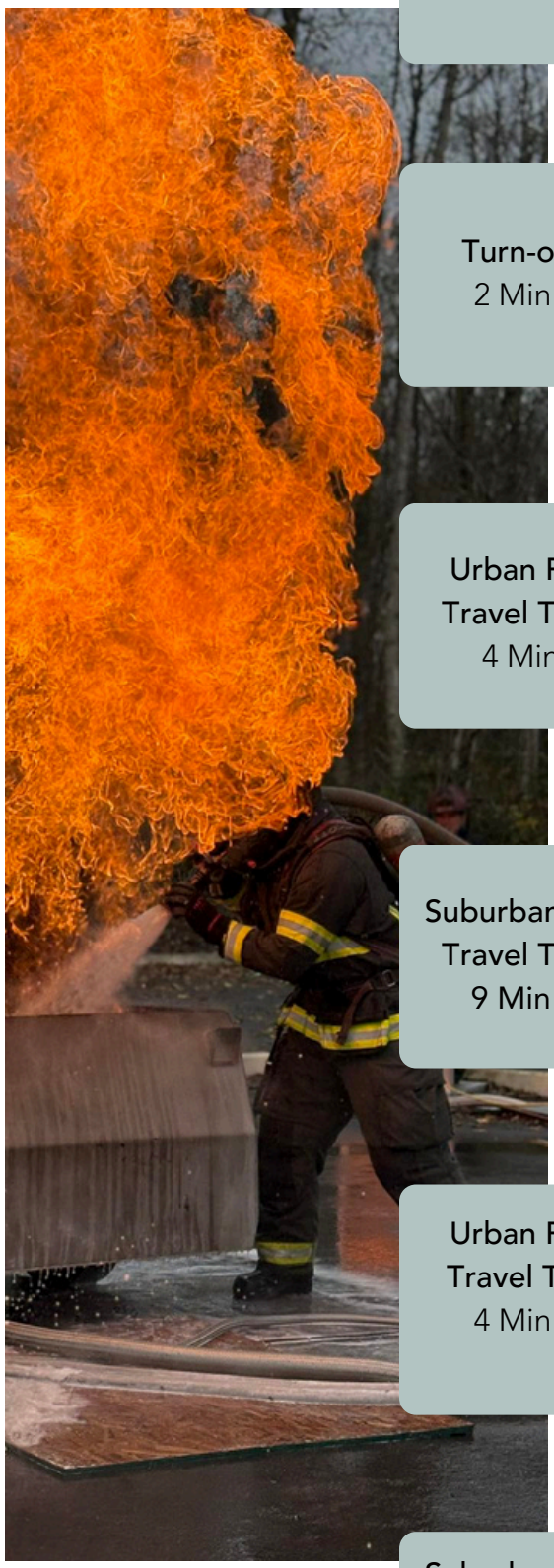
Auto Aid Given
Total 640 incidents



Auto Aid Received
Total 756 incidents







Call Process Time
37 sec

A measurement of the period of time from when the request for service is created at the dispatch center to when the incident is transmitted to the stations via the radio. SCFD4's objective is to have the calls processed by the dispatch center within 90 seconds. During 2025, 99.61% of the requests for service met this goal.

Turn-out Time
2 Min 31 Sec

The period of time recorded by the dispatch center from the time when the call is transmitted to the stations via the radio to the first responding unit transmits that they are enroute to the incident. SCFD4's objective is to have a turnout time of two minutes. During 2025, 77.54% of the requests for service met this goal.

Urban First Due Travel Time-EMS
4 Min 7 Sec

A measurement of the period of time from when a BLS or higher capable unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene. SCFD4's objective is to have units arrive to urban–designated incidents within four minutes. In 2025, 86.08% of the requests for service met this goal.

Suburban First Due Travel Time-EMS
9 Min 29 Sec

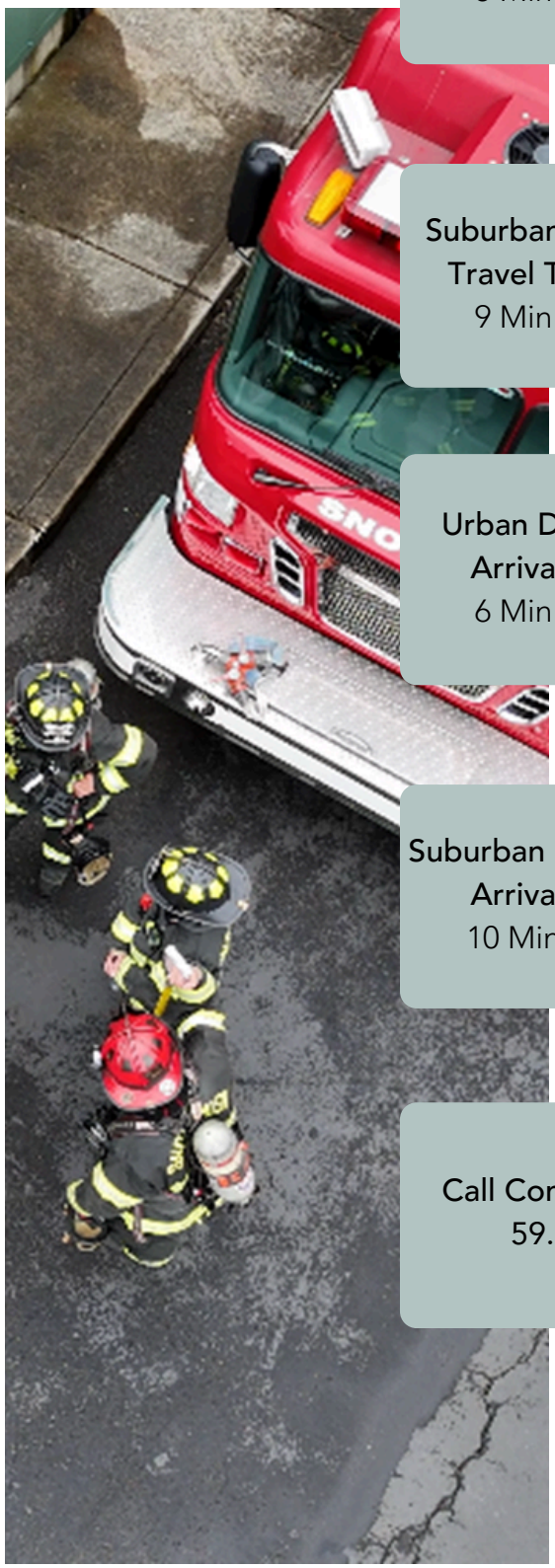
A measurement of the period of time from when BLS or higher capable unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene. SCFD4's objective is to have units arrive to urban–designated incidents within eight minutes. In 2025, 78.38% of the requests for service met this goal.

Urban First Due Travel Time-ALS
4 Min 37 Sec

A measurement of the period of time from when an ALS unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene. SCFD4's objective is to have units arrive to urban–designated incidents within six minutes. During 2025, 96.82% of the requests for service met this goal.

Suburban First Due Travel Time-ALS
9 Min 11 Sec

A measurement of the period of time from when an ALS unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene.SCFD4's objective is to have units arrive to urban–designated incidents within ten minutes. During 2025, 94.01% of the requests for service met this goal.



Urban First Due Travel Time-Fire
5 Min 18 Sec

A measurement of the period of time from when a firefighting-capable unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene. SCFD4's objective is to have units arrive to urban–designated incidents within four minutes. In 2025, 66.67% of the requests for service met this goal.

Suburban First Due Travel Time-Fire
9 Min 53 Sec

A measurement of the period of time from when a firefighting-capable unit transmits that they are enroute to when the unit notified the dispatch center that they are on scene. SCFD4's objective is to have units arrive to urban–designated incidents within eight minutes. In 2025, 75.86% of the requests for service met this goal.

Urban Dispatch to Arrival Times
6 Min 30 Sec

A measurement of the period of time from when the first arriving unit is dispatched to its arrival on scene. SCFD4's objective is to have units arrive to urban–designated incidents within six minutes. In 2025, 95.16% of the requests for service met this goal.

Suburban Dispatch to Arrival Times
10 Min 30 Sec

A measurement of the period of time from when the first arriving unit is dispatched to its arrival on scene. SCFD4's objective is to have units arrive to suburban–designated incidents within ten minutes. In 2025, 94.83% of the requests for service met this goal.

Call Concurrency
59.63%

This calculation refers to the percentage of the District's responses that occurred simultaneously throughout the year. This measurement is derived from the time when an incident initially starts and when the last apparatus clears the incident, compared to other incidents.

Over 59% of the calls have at least one other call happening simultaneously. The table pictured shows how often multiple calls occur. It is important to note that the District moved from three staffed units to four in 2025 to better cover these simultaneous calls.

Simultaneous Calls	Occurence
2	33.34%
3	15.76%
4	7.39%
5 or more	3.13%

Effective Response Force (ERF)

The effective response force (ERF) is the set number of responders, including the incident commander, needed to effectively mitigate a specific incident type. For all of these incidents the District strives to have an 8 minute response time in urban settings and a 16 minute response time for suburban settings.



Residential Fire ERF
Urban:10 Min 9 Sec - 16 Min 34 Sec
Suburban: 14 Min 16 Sec - 17 Min 47 Sec

Commercial Fire ERF
Urban:11 Min 55 Sec - 14 Min 22 Sec
Suburban: No incidents met criteria.

Brush Fire ERF
Urban: 9 Min 41 Sec
Suburban: 7 Min 19 Sec- 14 Min 14 Sec

Wildland Urban Interface ERF
No incidents occurred.

Dedicated Units

Residents of Snohomish County Fire District 4 passed the 2025 EMS Levy, which allowed for a 20% increase in daily first responder staffing. This additional staffing allowed the District to staff another unit, a practice known as dedicated staffing, so that the District could handle more emergencies simultaneously. This puts less strain on District resources and reduces the need to utilize resources from a farther fire station. This dedicated unit went into service on August 1st, 2025. Below is a comparison of service deliverables before and after the implementation of this unit:

2025	January- August		August- December	
Urban First Due Travel Time-EMS	3 Min 49 Sec	87.10%	4 Min 7 Sec	85.11%
Suburban First Due Travel Time-EMS	9 Min 29 Sec	75.00%	8 Min 46 Sec	82.76%
Urban First Due Travel Time-ALS	4 Min 46 Sec	96.48%	4 Min 18 Sec	97.67%
Suburban First Due Travel Time-ALS	9 Min 7 Sec	94.17%	9 Min 4 Sec	94.35%
Urban First Due Travel Time-Fire	6 Min 12 Sec	51.61%	3 Min 35 Sec	86.96%
Suburban First Due Travel Time-Fire	9 Min 51 Sec	77.19%	9 Min 53 Sec	73.33%
Urban Dispatch to Arrival Time	6 Min 46 Sec	93.04%	6 Min 1 Sec	97.94%
Suburban Dispatch to Arrival Time	10 Min 41 Sec	93.99%	10 Min 18 Sec	96.60%

Fire Marshal

The Fire Marshal's Office made significant progress this year, strengthening its role in fire prevention, public education, and organizational resilience. One of the most notable milestones was the transition of fire marshal services through a completed Interlocal Agreement that established the Fire District as the Authority Having Jurisdiction for the City of Snohomish. This change created a single, accountable fire code authority, improving consistency and clarity for residents, builders, and business owners navigating fire and life safety requirements.

The office also expanded non-emergency services that support prevention and community education. Through a partnership with South County Fire, the department now participates in the Youth Fire Setter Program, strengthening prevention efforts, investigative coordination, and post-incident follow-up. In addition, the department adopted the ACT to Save a Life first aid training program, which provides community members with simple, practical life-saving skills while reinforcing consistent fire and life safety messaging. This program teaches bystanders administration of antidotes, compression-only CPR, and application of a tourniquet to control severe bleeding.

Operational readiness was also enhanced during the year. Staff implemented the District's Emergency Operations Plan during a major flooding event, providing personnel with clear guidance for responding to large-scale and recurring emergencies. Through coordinated planning and response efforts with the Snohomish Police Department, the City of Snohomish, and event partners, the District strengthened preparedness for community events and emergency situations. These collaborative efforts focused on identifying gaps, improving coordination, and ensuring continuity of service for the community.



Safety and Support



This division supports a wide range of essential functions, including building and apparatus maintenance, logistics and supply management, chaplain services, the Fire Explorer program, safety initiatives, and wildland response. In 2025, the division remained highly active while preparing for future organizational changes associated with new facilities, apparatus, and staffing.

The division continues to benefit from strong internal leadership and succession development. Battalion Chiefs and officers have taken on increased responsibility in areas such as wildland operations, facility inspections, station supply management, and safety initiatives, strengthening program oversight and operational readiness.

Operational improvements were made within the logistics system, including transitioning to a decentralized supply delivery model for stations and implementing direct delivery of medical oxygen supplies. These changes improve efficiency, reduce travel time for crews, and enhance operational readiness.

The division also supported significant planning efforts related to the transition into new facilities, including inventory evaluation, equipment relocation planning, and coordination of necessary new purchases.

Maintenance operations continued to ensure that vehicles, equipment, and facilities remained operational and safe for crews. In addition, the district fuel station continues to provide long-term cost savings.

Wildland operations remained a significant area of activity, with crews participating in numerous mobilizations, including interstate deployments. These assignments provided valuable experience for personnel and reinforced the district's strong reputation on the fireline. Safety initiatives also remained a priority, including continued participation in the L&I FIIRE program and ongoing work through the safety committee to support firefighter health and operational safety.

Overall, the division continues to play a critical role in maintaining operational readiness, supporting personnel, and preparing the organization for future growth.

Chaplains

The Snohomish Chaplain team provides compassionate support to both residents and first responders throughout the community. As a non-denominational resource, the chaplains focus on offering emotional support, practical assistance, and clear communication to individuals and families experiencing traumatic or difficult events. Their role is centered on meeting people where they are in order to provide comfort regardless of personal beliefs or backgrounds.

Throughout the year, chaplains respond alongside emergency personnel to a wide range of incidents, including cardiac arrests, residential fires, and other high-acuity emergencies. During these challenging moments, they assist families, friends, and bystanders by offering a calm presence, helping connect individuals with needed resources, and supporting first responders who may also be affected by the events they encounter.

The chaplain team plays an important role within the organization and the broader community. In addition to supporting the fire department, they frequently extend their services to partnering agencies. Their dedication, empathy, and commitment to service make them an invaluable part of the emergency response system and a trusted source of support for those facing some of life's most difficult moments



Chaplain Andrist



Chaplain Ussery



Chaplain Jacobson



Chaplain Keller

4 Number of team members

3.7 Average number of days between incidents

98 Total amount of chaplain responses

✓ Obtained Critical Incident Stress Management (CISM) certification

Community Involvement

Community Highlights

Community Involvement

Snohomish Fire District 4 maintains a strong and visible presence within the community through a variety of outreach efforts, public education initiatives, and daily interactions. Committed to fostering trust and enhancing safety, district personnel actively engage with residents at events, in schools, and through community programs. Firefighters and staff alike value these opportunities to connect, recognizing that building relationships is an essential part of effective service. In 2025, staff participated in or hosted the following events:

- A.C.T.+ training
- Annual fire prevention at local elementary schools
- Senior Center monthly breakfasts
- Snohomish High School football games
- Community Farmer's Market
- Snohomish High School annual Serpentine
- Snohomish Easter Parade
- Snohomish PRIDE Parade
- Fundraising walks
- Touch-a-Truck events
- Classic Car Display
- Flowing Lake Technical Rescue Demonstration
- SCFD4 Averill Field Demo
- Kla Ha Ya Days Parade and events
- Neighborhood Block Party
- Snohomish Balloon Glow



Thank you to all staff who contributed
to this report, including:

Chief Don Waller
Assistant Chief Jason Hodkinson
Assistant Chief Greg Osborne
Assistant Chief Thad Frater
Fire Marshal DJ Hill

Edited by:
Shauna Harth

Stay safe, Snohomish.

Appendix A

Staff continually seeks to refine the District's approach to data interpretation to ensure that pertinent operational questions are being answered. Now that the District utilizes in-house interpretation, it is able to focus on calculations with appropriate data cleaning and analysis at a high level of detail. Due to these refinements and the use of different tools, slight differences may occur in relation to historical calculations that were generated via alternative methods. For transparency and historical record, the District has consolidated the following points for the 2025 data interpretation in conjunction with previous annual reports:

1. Data calculations for 2025 were performed via Structured Query Language (SQL) from a CAD-sourced database. SNO911 dispatch center is projecting to extract CAD data via this method in the near future and Staff have been planning to be able to utilize this method for a more timely and detailed analysis for when this data cutover becomes available to the District.
2. The District ensured that operations and data collection followed the same parameters in regards to 3F priority calls, which may result in minor differences for turn out and response times.
3. A note on interpreting the dedicated unit data comparison to provide context and limitations:

   To assess the early impacts of additional staffing for the dedicated unit, the 2025 data was organized into two distinct periods. The first reflects operations under the previous model, in which three companies shared staffing responsibilities across both engine and medic units. The second reflects the initial period following the establishment of the District's first dedicated station, where the Engine and Medic unit are each staffed by stand-alone companies.

   While this comparison provides useful early insight, it is not statistically significant and should be interpreted with caution. The two data sets differ in size and do not represent the same time of year, limiting direct comparison. Additionally, the transition to the dedicated model introduced dispatching irregularities that required approximately 60 days to fully identify and resolve.

   It is also important to note that the dedicated station is not yet operating from its intended location, as the necessary capital facilities have not yet been completed. Full operational alignment, with all units appropriately staffed and stationed, is anticipated by late 2027. As a result, a comprehensive evaluation of the program's intended impacts is not expected to be possible until the end of 2028.

   In the interim, the District will continue to monitor performance data closely, drawing on institutional knowledge and operational experience to identify trends and develop informed projections.

   The District is in a period of meaningful growth and transition. While these changes reflect positive progress toward a stronger, more capable organization, the evolving nature of operations, facilities, and data collection will make simple year-over-year comparisons challenging in the near term. The District is committed to transparency throughout this process and will continue to provide updates as the program matures and more complete data becomes available.