

**SNOHOMISH COUNTY PUBLIC UTILITY DISTRICT
BOARD OF COMMISSIONERS REGULAR MEETING
Everett Headquarters Building, 2320 California Street
Zoom Online Platform Option Available**

April 7, 2026

CONVENE REGULAR MEETING – 9:00 a.m. – Commission Meeting Room

Virtual Meeting Participation Information

Join Zoom Meeting:

- Use link
<https://us06web.zoom.us/j/89570415883?pwd=7MMmYbr46qJ3UnjVlvsLd5odboss0J.1>
- Dial in: (253) 215-8782
- Meeting ID: 895 7041 5883
- Passcode: 149331

1. RECOGNITION/DECLARATIONS

- A. [Employee of the Month for April – Jessica Balbiani](#)

2. COMMENTS FROM THE PUBLIC

If you are attending the meeting virtually (using the link or number provided above) please indicate that you would like to speak by clicking “raise hand” and the Board President will call on attendees to speak at the appropriate time. If you are joining by phone, dial *9 to “raise hand.”

3. CONSENT AGENDA

- A. [Approval of Minutes for the Regular Meeting of March 17, 2026](#)
B. [Bid Awards, Professional Services Contracts and Amendments](#)
C. [Consideration of Certification/Ratification and Approval of District Checks and Vouchers](#)

4. CEO/GENERAL MANAGER BRIEFING AND STUDY SESSION

- A. Updates
1. [Media](#)
2. Other – Columbia River System Operation Verbal Update
B. [Mountlake Terrace Main Street Revitalization Project – Phase II](#)
C. [MRSC Consultant Roster](#)
D. [Strategic Foresight and Scenario Planning Work](#)

5. CEO/GENERAL MANAGER REPORT

Continued →

6. COMMISSION BUSINESS

- A. [Commission Report](#)
- B. [Commissioner Event Calendar](#)
- C. [February 2026 District Dashboard](#)
- D. [Consideration of a Resolution Announcing the Office of Commissioner for Public Utility District No. 1 of Snohomish County to be Filled at the Next General Election](#)

7. GOVERNANCE PLANNING CALENDAR

- A. [Governance Planning Calendar](#)

ADJOURNMENT

April 14, 2026:

Economic Alliance Snohomish County (EASC) – Tullip, WA – 10:30 a.m. – 2:00 p.m.

The next scheduled regular meeting is April 21, 2026

Agendas can be found in their entirety on the Snohomish County Public Utility District No. 1 web page at www.snopud.com. For additional information contact the Commission Office at 425.783.8611



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 1A

TITLE

Employee of the Month for April – Jessie Balbiani

SUBMITTED FOR: Recognition/Declarations

Human Resources _____	Traci Brumbaugh _____	8626 _____
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input checked="" type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Jessie Balbiani joined the District as an Environmental Specialist in July 2022 and advanced to Environmental Specialist III by 2024. She leads the District’s spill response program, assists with waste management, supports Legal Services, and ensures regulatory compliance. Her positive attitude and safety focus have improved operations, including coordinating a successful oil spill response at Jackson Powerhouse in November 2025. Jessie is respected for her integrity, professionalism, and commitment to environmental stewardship.

Jessie will be presented by Colleen Murphy, Manager Environmental Affairs

List Attachments:
Employee Profile

Meet Jessie Balbiani, Our April Employee of the Month

Jessie Balbiani, Environmental Specialist III, has a long list of tasks and projects she is responsible for at the PUD.

But she doesn't let that prevent her from also having a little fun.

In between managing programs, Jessie has found herself in a little prank war with Team PUD folks in Substation and Scheduling and Crew Dispatch. The origins of event are a little unclear, but what's certain is Jessie is a big part of keeping things enjoyable and on track, sometimes during trying times – like last November's oil spill at the Jackson Powerhouse.

Jessie's positive attitude and focus on safety, as well as her commitment to environmental stewardship and her ability to help organize the successful oil spill response at Jackson, has earned her our Employee of the Month award for April.

"She's a bit of a magnet," said Colleen Murphy, Manager of Environmental Affairs. "Because of where she sits, it's easy for people to connect with her there. She just draws people in to chat with her or ask questions. She absolutely makes it fun. People want to come hang out with her and work with her."

"At the PUD, our incredible teams are working every day to responsibly minimize and mitigate our environmental impacts, and Jessie is a huge part of our success in doing that," said Colin Willenbrock, Chief Operating & Legal Officer. "Her dedication is evident and we are so lucky to have her on Team PUD. I was particularly impressed with her work leading the Jackson oil spill response effort and her commitment to educate others on her knowledge of environmental stewardship at Safety Days.

"Jessie continues to set an inspiring example for her colleagues. Her proactive approach not only ensures swift action during environmental emergencies but also fosters a culture of learning and responsibility throughout the PUD."

Jake Larson, Crew Coordinator, has found himself in the prank war with Jessie. He was recently the victim of about 1,000 ping pong balls falling out of his cupboard – retaliation for rearranging some keys on Jessie's keyboard.

"I think that she takes her job very seriously, has a lot of passion for her job, while still being able to hold on to some humor," Jake said. "That's not always the case. Jessie is sensible and is a pleasure to work with when it comes to overcoming problems and figuring out solutions. She doesn't make it a chore."

Her role is a far-reaching one at the PUD. She manages the Polychlorinated Biphenyls (PCB) program, bulk oil disposal, stormwater/wastewater programs and field surveys. She's also doing an internal process improvement review to help the Environmental Affairs team look at continuous improvement and develop standard operating procedures for specialized programs.

“She looks a lot at, what are things we can do better as an EA team?” Colleen said. “When she takes on a project she owns it. She has a commitment to finding results.”

Jessie was the on-call responder from Environmental Affairs during a large spill at the Jackson Powerhouse last November. A failure in the Unit 2 turbine hydraulics resulted in a release of oil, some of which entered the Sultan River. Jessie quickly sprang into action, coordinating the response and notifying state and federal agencies.

She led the clean-up effort, which included placing three levels of collection booms in the river as a protective measure. In all, over 200 gallons of oil were recovered and no sensitive environmental resources were observed to be harmed.

“In particular, during the oil spill incident, Jessie stood out as a true rockstar,” said Brittany Hawthorne, Business Operations Coordinator III. “Her ability to handle complex and stressful situations, especially when working with multiple groups and the variety of personalities involved, was impressive. Even when the challenges seemed overwhelming, she consistently stepped up, put in long hours, and remained positive throughout it all.”

Three days prior to the spill, Jessie was in a training with Heather Grisolia, Generation Constructor, and pointed out that she was “so happy to have never experienced a large spill yet.”

About 72 hours later, she was managing one for the PUD.

“Her face when she showed up and our eyes met across the room was priceless,” Heather said. “She handled it like a champ though and was truly impressive in assisting us and organizing continued cleanup. You would never have known it was her first time.”

Jessie is known for her positive attitude and infectious laugh.

“She just lights up the room,” said Matt Gregorich, Wireman Training Coordinator, another coworker who’s been known to mess with Jessie’s workstation. “She’s respected by all the Substation crews. Everybody enjoys when she comes out to evaluate the scene. Everybody trusts and respects her opinions. If she says we’re not done yet we keep going, no questions asked. She’s just a fun person to be around.”

She’s also revered for her level-headedness and knowledge, prompting lots of requests for her assistance from around the PUD.

“I’ve had other managers reach out to me to see if she can be on their interview panels, committees or continuous improvement projects,” Colleen said. “People want her to be on their teams. She brings a lot of reassurance, a lot of confidence and a lot of fun. She’s easy to work with and fun to work with. And she knows what she’s talking about.”

Fellow Environmental Affairs Specialist Jason Cummings summed it up with a good dad joke.

“Thank you for all you do for our team in the EA department – and at the PUD,” Jason said. “This is very well deserved and I’m proud of you! You’re a scarecrow, you are outstanding in your field.”

Jessie was born and raised in Issaquah before attending the University of Idaho. After graduation, she moved back to western Washington and worked for the City of Newcastle, the Port of Seattle and City of Marysville in the Public Works Department before coming to the PUD.

She joined the PUD in July 2022 as an Environmental Specialist and advanced to an Environmental Specialist III by 2024.

When she’s not at work, Jessie enjoys spending time with her family, playing cards, reading and gardening. She also enjoys watching movies and getting outside to hike and kayak.

“I take pride in the fact that my work protects and improves local communities,” Jessie said. “We’re doing the right thing because it matters and we all live here too.”

“Spill response is a shared task among all four environmental specialists. I just happened to be on-call in that moment for Jackson. I know confidently that they would have given just as much effort to that spill response. It is wonderful to have a great group of people to rely on. It could have just as easily been their name on this award!”

COMMENTS FROM THE PUBLIC



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 3A

TITLE

Approval of the Minutes for the Regular Meeting of March 17, 2026

SUBMITTED FOR: Consent Agenda

Commission _____	Allison Morrison _____	8037 _____
Department _____	Contact _____	Extension _____
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Governance Process, Board Job Description: GP-3(4) ... a non-delegable, statutorily assigned Board duty as defined under RCW 54.12.090 – minutes.

List Attachments:
Preliminary Minutes

**PRELIMINARY
SNOHOMISH COUNTY PUBLIC UTILITY DISTRICT**

Regular Meeting

March 17, 2026

The Regular Meeting was convened by President Sidney Logan at 9:00 a.m. Those attending were Tanya Olson, Secretary; CEO/General Manager John Haarlow; Chief Operating & Legal Officer Colin Willenbrock; other District staff; members of the public; Clerk of the Board Allison Morrison; and Danielle Tovar, Paralegal. Julieta Altamirano-Crosby, Vice-President, was absent.

*** Items Taken Out of Order**

****Non-Agenda Items**

1. COMMENTS FROM THE PUBLIC

There were no comments from the public.

2. CONSENT AGENDA

A. Approval of Minutes for the Regular Meeting of March 3, 2026, and the Special Meeting of March 3, 2026

B. Bid Awards, Professional Services Contracts and Amendments

Public Works Contract Award Recommendations:

Recommend Rejection for Invitation to Bid No. 26-1637-KS

Request for Proposal No. 26-1641-JN with Davey Tree Surgery Company

Formal Bid Award Recommendations \$120,000 and Over:

Request for Quotation No. 25-1618-CS with Electrical Power Products, Inc. (EP)

Request for Quotation No. 25-1621-CS with Carlson Sales Metering Solutions, LLC, proposing GE Grid Solutions

Professional Services Contract Award Recommendations \$200,000 and Over:

None

Miscellaneous Contract Award Recommendations \$200,000 and Over:

Miscellaneous Contract No. CW2260600 with Open Text, Inc.

Miscellaneous Contract No. CW2260607 with SAP America, Inc.

Miscellaneous Contract No. CW2260608 with SAP America, Inc.

Interlocal Agreements and Cooperative Purchase Recommendations:

Contracts:

Purchase Order No. 4500104117 with Structured Communications

Purchase Order No. 4500104118 with Clary Longview, LLC

Amendments:

None

Sole Source Purchase Recommendations:

Purchase Order No. 4500104061 with Schweitzer Engineering Labs, Inc.

Emergency Declarations, Purchases and Public Works Contracts:

None

Purchases Involving Special Facilities or Market Condition Recommendations:

None

Formal Bid and Contract Amendments:

Professional Services Contract No. CW2244359 with Cohen Ventures Inc., dba Energy

Solutions

Professional Services Contract No. CW2260507 with Kimley-Horn and Associates, Inc.

Miscellaneous Contract No. CW2251037 with Total Landscape Corporation

Miscellaneous Contract No. CW2260594 with Knime, Inc.

Contract Acceptance Recommendations:

None

- C. Consideration of Certification/Ratification and Approval of District Checks and Vouchers

A motion passed approving Agenda Items 2A – Approval of Minutes for the Regular Meeting of March 3, 2026, and the Special Meeting of March 3, 2026; 2B – Bid Awards, Professional Services Contracts and Amendments; and 2C – Consideration of Certification/Ratification and Approval of District Checks and Vouchers.

3. CEO/GENERAL MANAGER BRIEFING AND STUDY SESSION

A. Updates

1. Legislative. State Government & External Affairs Specialist Ryan Collins presented the Key Legislation Report.

Mr. Collins provided a handout at places, and by reference made a part of the packet.

2. Other. There were no other updates.

B. Connect Up Quarterly Update

Program Director Tim Epp provided a quarterly update on the Connect Up Program and an overall status of the project.

C. 2028-2032 Strategic Plan Development Roadmap

Program Director Laura Lemke provided an outline of the 2028-2032 Strategic Plan Development.

The next steps were to return with a Strategic Foresight and Scenario Planning briefing at the April 7, 2026, Commission meeting, followed by a Commission Workshop on April 16, 2026.

4. CEO/GENERAL MANAGER REPORT

CEO/General Manager John Haarlow reported on District related topics and accomplishments.

5. PUBLIC HEARING AND ACTION**A. Disposal of Surplus Property – 2nd Quarter 2026**

President Logan opened the public hearing.

There being no questions from the public, the public hearing was closed.

Based on staff's recommendation that the items were no longer necessary or useful to the District, a motion passed approving those items listed on Exhibit A and Exhibit B of the Surplus Property Recommendation Report be declared surplus and be sold for high bid or disposed of according to the policy in the 2nd Quarter of 2026.

6. ITEMS FOR INDIVIDUAL CONSIDERATION**A. Consideration of a Resolution for Purchase of High Voltage Distribution Easements From the City of Arlington**

A motion passed approving Resolution No. 6277 Authorizing the Manager, Real Estate Services, to Execute all Necessary Documents to Purchase Five Contiguous High-Voltage Distribution Easements From the City of Arlington, Washington, for the Purpose of Installing, Maintaining and Operating Transmission and Distribution Lines That Connect to the District's Crosswind Substation Located at 17601 59th Avenue NE, Arlington, Washington.

7. COMMISSION BUSINESS**A. Commission Reports**

There were no Commission Reports.

B. Commissioner Event Calendar

There were no changes to the Commissioner Event Calendar.

8. GOVERNANCE PLANNING**A. Governance Planning Calendar**

There were no changes to the Governance Planning Calendar.

ADJOURNMENT

There being no further business or discussion to come before the Board, the Regular Meeting of March 17, 2026, adjourned at 10:21 a.m.

Approved this 7th day of April, 2026.

Secretary

President

Vice President



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 3B

TITLE

CEO/General Manager's Report of Public Works Contract Award Recommendations; Formal Bid Award Recommendations; Professional Services Contract Award Recommendations; Miscellaneous Contract Award Recommendations; Cooperative Purchase Recommendations; Sole Source Purchase Recommendations; Emergency Declarations, Purchases and Public Works Contracts; Purchases Involving Special Facilities or Market Condition Recommendations; Formal Bid and Contract Amendments; and Contract Acceptance Recommendations

SUBMITTED FOR: Consent Agenda

<u>Contracts/Purchasing</u>	<u>Clark Langstraat</u>	<u>5539</u>
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Governance Process, Board Job Description, GP-3(4) ... non-delegable, statutorily assigned Board duty – Contracts and Purchasing.

The CEO/General Manager's Report of Public Works Contract Award Recommendations; Formal Bid Award Recommendations \$120,000 and Over; Professional Services Contract Award Recommendations \$200,000 and Over; Miscellaneous Contract Award Recommendations \$200,000 and Over; Cooperative Purchase Recommendations; Sole Source Purchase Recommendations; Emergency Declarations, Purchases and Public Works Contracts; Purchases Involving Special Facilities or Market Condition Recommendations; Formal Bid and Contract Amendments; and Contract Acceptance Recommendations contains the following sections:

Public Works Contract Award Recommendations (Page 1);
Invitation to Bid No. 26-1649-KS with JR Merit, Inc.

Formal Bid Award Recommendations \$120,000 and Over (Page 2);
Request for Quotation No. 26-1646-BP with General Pacific, Inc.

Professional Services Contract Award Recommendations \$200,000 and Over;
None

Miscellaneous Contract Award Recommendations \$200,000 and Over;
None

Interlocal Agreements and Cooperative Purchase Recommendations (Pages 3 - 5);
Contracts:

Purchase Order No. 4500104258 with The Pape Group
Purchase Order No. 4500104341 with Clary Ford Longview

Amendments:

Purchase Order No. 4600003923 with Nokia of America Corporation

Sole Source Purchase Recommendations (Page 6);

Purchase Order No. 4500104697 with Wesco/Anixter, Inc., proposing Easton, a division
of Cooper Power Systems, LLC

Emergency Declarations, Purchases and Public Works Contracts;
None

Purchases Involving Special Facilities or Market Condition Recommendations;
None

Formal Bid and Contract Amendments (Pages 7 - 9);

Miscellaneous No. CW2257277 with TRC Engineers, Inc.

Miscellaneous No. CW2257348 with TRC Engineers, Inc.

Miscellaneous No. CW2258824 with Northwest Fiber LLC dba Ziplly Fiber

Contract Acceptance Recommendations;
None

List Attachments:

April 7, 2026 Report

Public Works Contract Award Recommendation(s)
April 7, 2026

ITB No. 26-1649-KS

Jackson U1 & U2 Power Nozzle
Rebuild Project (Re-Bid)

No. of Bids Solicited:	28	
No. of Bids Received:	2	
Project Leader & Phone No.:	Jason Cohn	Ext. 8823
Estimate:	\$2,325,000.00	

Description:

Provide all labor, equipment, tools, material and incidentals necessary to rebuild twelve needle valves associated with two 52-MW vertical Pelton turbines, Units 1 and 2, at the Jackson Powerhouse. Work includes removing needle valves, rigging and handling, transporting the needle valves to a rebuild location and replacing gaskets, O-rings, bushing hardware and necessary machine work and/or other components within the needle valves before reinstalling the needle valves in their original location. In addition to the needle valve work, the work area will be re-coated upon completion. Bid alternates may add ancillary work to the associated cooling water system and Pelton turbines.

<u>Contractor</u>	<u>Subtotal (tax n/a)</u>
Award To: JR Merit, Inc.	\$1,913,100.84
Harbor Pacific Constructors, Inc.	\$2,363,725.00

Summary Statement: Staff recommends award to JR Merit, Inc., the low evaluated bidder, in the amount of \$1,913,100.84, plus tax. Bid amounts include five of the seven Alternate Bid Items (A2, A3, A4, A5, and A7).

Section 00 21 13 of the Instructions to Bidders allows the District to award a Contract on the Base Bid Price or any combination of Base Bid Price, Optional and/or Alternate Bid Price(s).

**Formal Bid Award Recommendation(s) \$120,000 And Over
April 7, 2026**

RFQ No. 26-1646-BP

Knopp Automated Voltage Testing System

No. of Bids Solicited:	3
No. of Bids Received:	3
Project Leader & Phone No.:	Mitch Van Wegen Ext. 5530
Material Estimate:	\$495,000.00

This system measures the accuracy of instrument transformers having 120-volt secondaries and up to 48,000-volt primaries. This equipment will be used by the Meter Department.

<u>Vendor</u>	<u>Subtotal (w/o tax)</u>
Award To: General Pacific, Inc.	\$487,955.00
Anixter	\$547,098.00
Border States	\$516,414.00

Summary Statement: Staff recommends award to General Pacific, Incorporated, the low evaluated responsible bidder meeting the District's specification in the amount of \$487,955.00, plus tax of \$48,307.55, for a total bid award of \$536,262.55.

Cooperative Purchase Recommendations April 7, 2026

State law permits a public agency to purchase from a contract entered into by another public agency as long as the contract is determined to have been awarded in compliance with the bidding requirements of the agency seeking to make the purchase, provided that the requirement for advertising or providing notice for bids is deemed satisfied if the awarding entity advertises according to its own bidding requirements, and either (i) posts the advertisement on any website sponsored by a public agency, purchasing cooperative or similar service provider, or (ii) provides an access link on the state's web portal to the notice. District staff have verified through documentation and/or individual questions to the applicable awarding entity that the bid process used for each purchase recommended below meets the District's procurement requirements.

Accordingly, staff recommends approval of the following contracts/amendments:

CONTRACTS:

Awarded Vendor: The Pape Group \$361,034.00

Purchase Order: No. 4500104258
Sourcewell Contract: 032824-KTC

Description:

Purchase of one Kenworth T380 Series Mechanics Truck that will be used by Distribution and Engineering Services Division. This vehicle will be a fleet addition.

Project Lead: Christina Brueckner, Ext. 5053.

Cooperative Purchase Recommendations April 7, 2026

State law permits a public agency to purchase from a contract entered into by another public agency as long as the contract is determined to have been awarded in compliance with the bidding requirements of the agency seeking to make the purchase, provided that the requirement for advertising or providing notice for bids is deemed satisfied if the awarding entity advertises according to its own bidding requirements, and either (i) posts the advertisement on any website sponsored by a public agency, purchasing cooperative or similar service provider, or (ii) provides an access link on the state's web portal to the notice. District staff have verified through documentation and/or individual questions to the applicable awarding entity that the bid process used for each purchase recommended below meets the District's procurement requirements.

Accordingly, staff recommends approval of the following contracts/amendments:

CONTRACTS:

Awarded Vendor: Clary Ford Longview \$428,206.00

Purchase Order No.: 4500104341
Department of Enterprise Services Contract 28423

Description:

Purchase of four Ford Transit Cargo vans, two Ford F-350 4WD trucks and one Ford F-350 4WD cab and chassis to be used by Facilities, Environmental, Substation and Metering Departments. Four of these vehicles are Fleet additions, three are replacing vehicles that have met their replacement criteria.

Project Lead: Mark Stephens, Ext. 5507

Cooperative Purchase Recommendations April 7, 2026

State law permits a public agency to purchase from a contract entered into by another public agency, or group of public agencies as long as the agency has complied with its own statutory requirements for procuring the goods or services and , provided that the awarding agency posted the bid or solicitation notice (i) on a website established and maintained by a public agency, purchasing cooperative or similar service provider, or have provided an access link on the state’s web portal to the notice. District staff have verified through documentation and/or individual questions to the applicable awarding entity that the awarding agency complied with its own requirements, met the notice requirements and Districts has an active Cooperative Purchasing Agreement.

Accordingly, staff recommends approval of the following contracts/amendments:

AMENDMENTS

Contractor/Consultant/Supplier: Nokia of America Corporation
Purchase Order/Contract No. 4600003923
Amendment No.: 2
NASPO Cooperative Purchasing Master Agreement No. 00318

Description of Purchase:

This project replaced the telecom transport equipment (GE JungleMUX) used to transport critical utility application data between substations and the energy control center.

Summary of Amendment: This amendment increases the annual support amount by \$119,788.72 to accommodate an expanded network now totaling 12 telecom sites: Clearview Radio, Culmback, Darrington, Eagle Ridge, Frailey, Gunnysack, Index, Jackson Radio, Mountlake, OPS Radio, Sky Valley Radio, and Three Lakes Hills.

In addition, several substations required an increase in Nokia routers from one to two in order to support new tele-protection circuits. These substations include Camano, Lake Goodwin, Stimson Crossing, and East Arlington. Two new substations, Sky Valley and Crosswind, have also been added to the support scope.

Therefore, the new total contract value for the Nokia 9-year support is \$2,288,248.00.

Project Lead: Eleanour Hunstock, Ext. 4428

Original Contract Amount:	\$5,295,093.64		
Present Contract Amount:	\$5,399,655.74	Original Start/End:	6/27/2023 – 3/31/2033
Amendment Amount:	\$119,788.72	Present Start/End:	6/27/2023 – 3/31/2033
New Contract Amount:	\$5,519,444.46	New End Date:	NA

Summary of Amendments:

Amendment No. 1 dated June 30, 2025, administrative one-time 10% for an additional \$104,562.10 for equipment count increases to support new tele-protection circuits.

Sole Source Purchase Recommendation(s) \$120,000 And Over
April 7, 2026

Purchase Order No. 4500104697

Project Leader & Phone No.:	John Hieb	Ext. 4395
Material Estimate:	\$1,000,000.00	

The Snohomish Secure, Modern, Automated, Reliable Technology (SnoSMART) program’s Distribution Automation Infrastructure (DAI) project will install hundreds of wireless-communicating smart grid devices to improve reliability, mitigate wildfire risks, and reduce energy burdens to our customers. The DAI project is split into three elements: Smart Switch, Wildfire Mitigation, and Smart Voltage. These 3-phase recloser units are the primary equipment for the Smart Switch element that will improve the system reliability, increase system flexibility, and spur a generational leap forward for SnoPUD’s distribution operations. These devices will be covered under SnoPUD’s SnoSMART grant with Department of Energy’s Grid Resilience and Innovation Partnerships (GRIP) program which will cover up to 50% of the cost of this equipment.

The District has standardized on Eaton’s distribution voltage line reclosers and voltage regulators as the most cost-effective way to provide consistency in product already in service, excellent performance, standardized training for the District’s linemen and servicemen, and standardized spares in inventory. Additionally, a significant library of support records and standardized templates has been developed, which would require substantial revision to accommodate another manufacturer’s product. Wesco/Anixter, Incorporated is the only approved distributor for these items.

<u>Vendor</u>	<u>Subtotal (w/o tax)</u>
Award To: Wesco/Anixter, Incorporated, proposing Eaton, a division of Cooper Power Systems, LLC	\$802,800.00

Summary Statement:

Staff recommends award to Wesco/Anixter, Incorporated, the sole approved distributor of Eaton recloser products in the amount of \$802,800.00, plus tax.

Formal Bid and Contract Amendment(s)
April 7, 2026

MISC No. CW2257277
ADMS Solution (SCADA,
OMS, DMS), Mobility
EMS Implementation

Contractor/Consultant/Supplier:	TRC Engineers, Inc	
Project Leader & Phone No.:	Sheila Crawford	Ext. 8144
Amendment No.:	1	
Amendment:	\$1,625,982.00	

The District embarked on a journey to replace a number of existing ADMS solutions that currently support SCADA, OMS, DMS, EMS and Mobility. In addition, these changes will develop capabilities for an increasingly complex energy future through advanced applications such as:

- Fault Location Isolation and Service Restoration (FLISR),
- Voltage and VAR Optimization (VVO) that enables demand reduction during peak times, and
- Wildfire and Extreme Weather Risk Mitigation automates system safety and protection controls during times of increased fire risk.

The District selected AspenTech using RFP 23-1432 and the resulting contract was awarded by Commission on December 17, 2024.

During the first phase of the project, it was determined that additional on-site support is needed to reduce technical risk during parallel operations and go-live, provide additional database conversion support for display builds, SCADA Points and display linking.

Other modifications include the following:

- Additional Compass, Leitmotif, OMS and System Administrator Trainings.
- Additional Time and Material support from Sr Project Manager, Technical Lead, EMS Lead, and Jr. EMS Modeling Engineer for various project related activities as necessitated by the project requirements.
- Travel budget for on-site services, subject to terms in the Project Agreement and pre-approved by the District.
- Modify the Contract to allow for the new Washington State sales tax policy ESSB 5814 which went into effect October 1, 2025. Under the new policy, Consultants will charge the District a sales tax on services starting April 1, 2026.

Original Contract Amount:	\$10,119,566.00		
Present Contract Amount:	\$10,119,566.00	Original Start/End:	12/23/2024-12/31/2029
Amendment Amount:	\$ 1,625,982.00	Present Start/End:	12/23/2024-12/31/2029
New Contract Amount:	\$11,745,548.00	New End Date:	N/A

Summary Statement: Staff recommend approval of Amendment No. 1 for Breakdown of the additional budget requested totaling \$1,625,982 (before tax) is as follows: Fixed Price Services: \$693,264, T&M Support: \$701,284 and Travel Budget: \$231,434.

Formal Bid and Contract Amendment(s)
April 7, 2026

MISC No. CW2257348
Ancillary Agreement
Regarding Payment for
AspenTech Software and
Services

Contractor/Consultant/Supplier:	TRC Engineers, Inc	
Project Leader & Phone No.:	Sheila Crawford	Ext. 8144
Amendment No.:	1	
Amendment:	\$ 91,099,00	

Description:

The District embarked on a journey to replace a number of existing ADMS solutions that currently support SCADA, OMS, DMS, EMS and Mobility. In addition, these changes will develop capabilities for an increasingly complex energy future through advanced applications such as:

- Fault Location Isolation and Service Restoration (FLISR),
- Voltage and VAR Optimization (VVO) that enables demand reduction during peak times, and
- Wildfire and Extreme Weather Risk Mitigation automates system safety and protection controls during times of increased fire risk.

The District selected AspenTech using RFP 23-1432 and the resulting contract was awarded by Commission on December 17, 2024.

In the initial phase of the project, it was determined that an AspenTech OSI Compass Mobile Switching License is necessary. This License extends the base AspenTech product to support Switch Order Management (SOM) workflows directly on mobile devices. This enables field crews to safely view, progress and complete switching steps that originate in ADMS/OMS. This includes the upfront cost as well as OSI Gold Software Support over a four-year period.

Original Contract Amount:	\$3,242,560.65		
Present Contract Amount:	\$3,242,560.65	Original Start/End:	12/23/2024-12/31/2029
Amendment Amount:	\$ 91,099,00	Present Start/End:	12/23/2024-12/31/2029
New Contract Amount:	\$3,333,659.65	New End Date:	N/A

Summary Statement: Staff recommend approval of Amendment No. 1 to add the AspenTech OSI Compass Mobile Switching License including OSI Gold Software Support to the contract and increase the contract amount by \$91,099.00.

Formal Bid and Contract Amendment(s)
April 7, 2026

MISC No. CW2258824
Zipty Telephony Services

Contractor/Consultant/Supplier:	Northwest Fiber LLC dba Zipty Fiber	
Project Leader & Phone No.:	Mridula Sharma	Ext. 8322
Amendment No.:	1	
Amendment:	\$75,000.00	

Zipty is the local exchange carrier for the Everett area and has been providing critical communications services to the District for many years, including business phone lines and ethernet based services. Zipty services also connect various substations and remote locations where the District’s phone system cannot reach. Additionally, the District will be replacing aging telephone technology with Zipty’s Session Initiated Protocol trunk services, which will substantially reduce telephony costs.

Original Contract Amount:	\$360,000.00	
Present Contract Amount:	\$360,000.00	Original Start/End: 7/6/2025 - 7/5/2028
Amendment Amount:	\$ 75,000.00	Present Start/End: 7/6/2025 - 7/5/2028
New Contract Amount:	\$435,000.00	New End Date: N/A

Summary Statement: Staff recommends approval of Amendment No. 1 to increase the contract amount by \$75,000.00 plus applicable tax to convert the services of two circuits at the Darrington site from copper ethernet to fiber Metro-E circuits, which are needed to meet the District’s communication requirements. The term of the Metro-E circuits will be co-terminus with existing Zipty telephone services.



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 3C

TITLE

Consideration of Certification/Ratification and Approval of District Checks and Vouchers

SUBMITTED FOR: Consent Agenda

General Accounting & Financial Systems	Shawn Hunstock	8497
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing:	_____	
Estimated Expenditure:	_____	Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Governance Process, Board Job Description: GP-3(4)(B)(2)a non-delegable, statutorily assigned Board duty to approve vouchers for all warrants issued.

The attached District checks and vouchers are submitted for the Board’s certification, ratification and approval.

List Attachments:
Voucher Listing



CERTIFICATION/RATIFICATION AND APPROVAL

We, the undersigned of the Public Utility District No. 1 of Snohomish County, Everett, Washington, do hereby certify that the merchandise or services hereinafter specified have been received, and the Checks or Warrants listed below are ratified/approved for payment this 7th day of April 2026.

CERTIFICATION:

Certified as correct:

CEO/General Manager

Ashawn Hunstock

Auditor

Jeff Bishop

Chief Financial Officer/Treasurer

RATIFIED AND APPROVED:

Board of Commissioners:

President

Vice-President

Secretary

TYPE OF DISBURSEMENT	PAYMENT REF NO.	DOLLAR AMOUNT	PAGE NO.
REVOLVING FUND			
Customer Refunds, Incentives and Other	1138990 - 1139193	\$54,992.66	2 - 8
Electronic Customer Refunds		\$13,683.65	9 - 10
WARRANT SUMMARY			
Warrants	8085823 - 8086088	\$5,492,476.81	11 - 19
ACH	6062421 - 6062945	\$11,805,354.22	20 - 36
Wires	7003893 - 7003907	\$30,054,619.01	37
Payroll - Direct Deposit	5300001502 - 5300001502	\$5,659,052.70	38
Payroll - Warrants	845656 - 845665	\$27,350.41	38
Automatic Debit Payments	5300001498 - 5300001512	\$6,283,025.31	39
	GRAND TOTAL	\$59,390,554.77	

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/9/26	1138990	HALLMARK HOMES NW LLC	\$27.34
3/9/26	1138991	BRIANNA LAWRENCE	\$3.02
3/9/26	1138992	PERFORMANCE SYSTEMS INTEGRATION LLC	\$212.33
3/9/26	1138993	MICHAEL SMILEY	\$40.70
3/9/26	1138994	ANGIE JOHNSON	\$5.00
3/9/26	1138995	ALICE JOHNSON	\$67.78
3/9/26	1138996	JOSEPH ERB	\$69.13
3/9/26	1138997	BETTE SNOW	\$100.83
3/9/26	1138998	CHRISTOPHER ROSS	\$76.20
3/9/26	1138999	NADINE LARSON	\$621.11
3/10/26	1139000	DMYTRO MYKHAILENKO	\$248.45
3/10/26	1139001	AMA VENTURES LLC	\$129.64
3/10/26	1139002	AMA VENTURES LLC	\$84.60
3/10/26	1139003	SHUYING WANG	\$210.57
3/10/26	1139004	BELL VALUE-ADD FUND VIII LYNNWOOD LLC	\$30.11
3/10/26	1139005	SILVER OAK APARTMENTS, LLC	\$26.47
3/10/26	1139006	NORMA SUTHERLAND	\$923.20
3/10/26	1139007	GRANDVIEW MANAGEMENT SERVICES LLC	\$17.34
3/10/26	1139008	MLT STATION LLC	\$72.73
3/10/26	1139009	CHANDLER FLOTT	\$389.85
3/10/26	1139010	ZAMZAM HUFANE	\$133.72
3/10/26	1139011	CARLITA SCOW	\$473.12
3/10/26	1139012	METER AT 4632 FOWLER, LLC	\$25.05
3/10/26	1139013	BRIANNA BROOKS	\$686.14
3/11/26	1139014	RUBY HOLLAND	\$96.55
3/11/26	1139015	BARRY JOHNSON	\$141.12
3/11/26	1139016	ELEAZAR CASTILLO HERRERA	\$30.35
3/11/26	1139017	PAULA DALCOUR	\$674.87
3/11/26	1139018	KARL JOHNSON	\$130.64
3/11/26	1139019	PAULOS ABRAHA	\$403.13
3/11/26	1139020	CHELSEA MCTEE	\$742.13
3/11/26	1139021	MARTINE TSHITENGE	\$211.95

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/11/26	1139022	TATUM RASMUSSEN	\$158.60
3/11/26	1139023	AUDREY FLORENTINO	\$55.10
3/11/26	1139024	SAM SADIS	\$406.22
3/11/26	1139025	QUIKTCIA HERNANDEZ	\$215.96
3/12/26	1139026	VINTAGE AT URBAN CENTER LLC	\$22.60
3/12/26	1139027	DIANA HERNANDEZ CRUZ	\$165.73
3/12/26	1139028	TRACY FRIEND	\$57.47
3/12/26	1139029	AVOGADRO INVESTMENTS LLC	\$20.27
3/12/26	1139030	ALICE CICCU	\$48.34
3/12/26	1139031	SAMEER OMAR	\$61.17
3/12/26	1139032	ZOE BEGUN	\$78.00
3/13/26	1139033	VOID	\$0.00
3/13/26	1139034	JONAS JULIEN	\$44.66
3/13/26	1139035	ART SHIRTS LLC	\$42.53
3/13/26	1139036	KRISTOL PARKER	\$95.67
3/13/26	1139037	HAROLD SCHLICKEK	\$66.35
3/13/26	1139038	SUSAN GOSNEY	\$40.00
3/13/26	1139039	EDMOND BERTRAND	\$993.01
3/13/26	1139040	MARK GRESBRINK	\$65.09
3/13/26	1139041	BRADFORD FRESHWATER PARTNERS LLC	\$104.95
3/16/26	1139042	DEMEL MCDOWELL	\$26.23
3/16/26	1139043	WATERFRONT PLACE LP	\$100.50
3/16/26	1139044	BEX PORTFOLIO LLC	\$14.01
3/16/26	1139045	HOUSING HOPE	\$46.95
3/16/26	1139046	CHRISTINE MALCHOW	\$8.49
3/16/26	1139047	NOURA ELKHATIB	\$641.53
3/16/26	1139048	COURTNEY REYNOLDS	\$1,583.39
3/16/26	1139049	LISA BENJAMIN	\$40.12
3/16/26	1139050	MARJORIE FLETCHER	\$149.74
3/16/26	1139051	KARMJIT SINGH	\$88.85
3/16/26	1139052	JONGCHUL KIM	\$27.35
3/16/26	1139053	TATYANA LOMAKIN	\$56.93

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/16/26	1139054	JACQUELINE BURKETT	\$100.00
3/17/26	1139055	VOID	\$0.00
3/17/26	1139056	JOAN BLACKER	\$693.78
3/17/26	1139057	ALS HIGHLANDER OWNER LLC	\$67.13
3/17/26	1139058	ANITA VANHORNE	\$78.52
3/17/26	1139059	ABDULLAH ALAZADI	\$4,094.70
3/17/26	1139060	HENRY RAMOS	\$317.24
3/17/26	1139061	211 TAYLOR LLC	\$32.81
3/17/26	1139062	DANIELLE RORKE	\$150.75
3/17/26	1139063	VICKIE MANTOOTH	\$195.00
3/17/26	1139064	SANDRA BORTNER	\$58.70
3/17/26	1139065	GREEN CREST INC	\$38.10
3/18/26	1139066	SAMMIE PANCAKE	\$31.07
3/18/26	1139067	STEPHANIE GARDUNO	\$17.52
3/18/26	1139068	OKSUN KIM	\$24.97
3/18/26	1139069	MEGHAN M JONES	\$641.32
3/18/26	1139070	DIERDRE MITCHELL	\$1,347.06
3/18/26	1139071	STEVEN DOWNING	\$29.95
3/18/26	1139072	TITAN FRAMING LLC	\$110.09
3/18/26	1139073	ELEVATE BOUTIQUE LLC	\$21.91
3/18/26	1139074	CHRISTINE TRUC WOO	\$33.98
3/18/26	1139075	MLT STATION LLC	\$17.04
3/18/26	1139076	SREIT FULTONS CROSSING LLC	\$145.84
3/18/26	1139077	BOYDEN-NELSON INVESTMENT CO LLC	\$23.00
3/18/26	1139078	MENGQING WANG	\$120.09
3/18/26	1139079	TERRI KNIGHT	\$25.00
3/18/26	1139080	MARIA BECERRA AREVALO	\$80.68
3/18/26	1139081	WHISTWOOD APARTMENTS LLC	\$270.58
3/19/26	1139082	AARON MOORE	\$531.06
3/19/26	1139083	TIMOTHY KELLER	\$99.31
3/19/26	1139084	HELEN TSE	\$100.31
3/19/26	1139085	VOID	\$0.00

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/19/26	1139086	JUANA JIMENEZ	\$392.20
3/19/26	1139087	SHERYL PAULSON	\$84.49
3/20/26	1139088	CORY GWYN	\$330.33
3/20/26	1139089	SIVA DURGA KARROTHU	\$32.18
3/20/26	1139090	KATHARINE MANNER	\$539.79
3/20/26	1139091	BRENDA NELSON	\$52.39
3/20/26	1139092	BRETT LASSINGER	\$162.38
3/20/26	1139093	ANDREY SHEREMETA	\$188.07
3/20/26	1139094	EDWARD STULLER	\$20.00
3/20/26	1139095	BRYCE NARA	\$203.28
3/20/26	1139096	LAURA MOON	\$22.96
3/20/26	1139097	BARBARA PERKINS	\$313.94
3/20/26	1139098	NICKOLAS FALK	\$10.88
3/20/26	1139099	BETTY BEATTY	\$26.37
3/23/26	1139100	ANDREY SHEREMETA	\$200.00
3/23/26	1139101	WILLOW TREE GROVE 1, LLC	\$33.05
3/23/26	1139102	WAKEFIELD ALDERWOOD LLC	\$93.85
3/23/26	1139103	WAKEFIELD ALDERWOOD LLC	\$98.63
3/23/26	1139104	WAKEFIELD ALDERWOOD LLC	\$42.36
3/23/26	1139105	ERP OPERATING LP	\$85.44
3/23/26	1139106	IRENE GILBERT	\$176.51
3/23/26	1139107	DEBBIE WALVATNE	\$2,200.00
3/23/26	1139108	STEVEN MILLER	\$3,892.70
3/23/26	1139109	WAKEFIELD ALDERWOOD LLC	\$15.35
3/23/26	1139110	CORY GWYN	\$19.54
3/23/26	1139111	CORNERSTONE HOMES NW LLC	\$162.46
3/23/26	1139112	VOID	\$0.00
3/23/26	1139113	WENDY SCOTT	\$235.37
3/24/26	1139114	WATERFRONT PLACE LP	\$11.52
3/24/26	1139115	JU HYUNG KIM	\$40.82
3/24/26	1139116	SRI PUGET SOUND LLC	\$5.92
3/24/26	1139117	ERP OPERATING LP	\$9.73

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/24/26	1139118	NICHOLAS STRICKLAND	\$669.86
3/24/26	1139119	MAUREEN SHERMAN LINES	\$35.00
3/24/26	1139120	TNHC WASHINGTON LLC	\$39.63
3/24/26	1139121	VIP SIGNS LLC	\$568.33
3/24/26	1139122	JANIE BRIM	\$229.74
3/24/26	1139123	AAA PACIFIC PROPERTY MANAGEMENT LLC	\$94.68
3/24/26	1139124	ALAN HERETH	\$261.06
3/24/26	1139125	TEODULO GOMEZ SANTIAGO	\$31.88
3/24/26	1139126	PHO N TEA LLC	\$63.57
3/24/26	1139127	HOUSING AUTHORITY OF SNO CO	\$5.33
3/24/26	1139128	ERIN FIELDS	\$68.33
3/24/26	1139129	HAILEE LEHTINEN	\$168.65
3/24/26	1139130	VICTOR ESQUIVEL ROGEL	\$204.46
3/24/26	1139131	SUBHASH KALRA	\$136.18
3/24/26	1139132	SAVANNA BROWN	\$238.19
3/24/26	1139133	LEILANI NIELSEN	\$56.92
3/24/26	1139134	DHIRAJ MAHESH PARYANI	\$119.71
3/24/26	1139135	SARAH JAMES	\$62.52
3/24/26	1139136	ANABEL ZAMBRANO	\$503.72
3/24/26	1139137	DWAYNE LANES DODGE INC	\$2,441.85
3/24/26	1139138	AMY SWAFFORD	\$347.03
3/24/26	1139139	ENRIQUE PANTOJA	\$157.80
3/24/26	1139140	BRIGITTE TAYLOR	\$2,200.00
3/24/26	1139141	MI MORENITA MEXICAN STORE LLC	\$139.38
3/25/26	1139142	L DONALD MURPHY	\$501.30
3/25/26	1139143	CAROL WEAR	\$35.96
3/25/26	1139144	JUDITH HAWES	\$151.65
3/25/26	1139145	PARK LANE APTS LLC	\$153.01
3/25/26	1139146	TINA BJORND AHL	\$353.67
3/25/26	1139147	VALERIE BELL	\$337.07
3/25/26	1139148	SUNI CHON	\$30.18
3/25/26	1139149	WASHINGTON EVERETT MISSION	\$195.35

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/25/26	1139150	MARIO REYES JIMENEZ	\$257.48
3/25/26	1139151	GUY STEVENS	\$2,200.00
3/25/26	1139152	JOHN GERIKE	\$892.79
3/25/26	1139153	AMY BOUNDS	\$142.21
3/25/26	1139154	AMFP VI WINSLEY LLC	\$79.09
3/25/26	1139155	SHAY PETERSEN	\$136.38
3/25/26	1139156	DAVID RICE	\$688.88
3/25/26	1139157	ACME HOMES LLC	\$163.60
3/25/26	1139158	VOID	\$0.00
3/25/26	1139159	HOME COURT ADVANTAGE LLC	\$222.56
3/25/26	1139160	DENNIS MENDOZA ZAMORA	\$61.02
3/25/26	1139161	RICHARD BREUHAUS	\$85.02
3/26/26	1139162	REVEST STRATEGIES LLC	\$381.89
3/26/26	1139163	HERMANSON COMPANY LLC	\$147.90
3/26/26	1139164	TARRILL KERTESZ	\$65.15
3/26/26	1139165	DALTON GARRETT	\$8.65
3/26/26	1139166	ITZEL JIMENEZ SALAZAR	\$212.17
3/26/26	1139167	ALLYSSA DAVIS	\$110.50
3/26/26	1139168	CAROLYN HENDERSON	\$16.11
3/26/26	1139169	ULISES FERNANDEZ	\$100.43
3/26/26	1139170	RALPH YATES	\$71.89
3/26/26	1139171	DAVE ALDRIDGE	\$6.34
3/26/26	1139172	CARROLLS CREEK APARTMENTS PROPERTY OWNER	\$80.47
3/26/26	1139173	DIAMOND S HOLDINGS LLC	\$83.86
3/26/26	1139174	SHANNON EDELMAN	\$167.04
3/26/26	1139175	WILLIAM CUNNINGHAM	\$412.49
3/26/26	1139176	SHAUN BURNETT	\$118.12
3/26/26	1139177	PENNY JOHNSTON	\$2,200.00
3/27/26	1139178	LINDA DARNELL	\$68.19
3/27/26	1139179	WAKEFIELD ALDERWOOD LLC	\$46.46
3/27/26	1139180	ADRIENNE MONILLAS	\$94.13
3/27/26	1139181	AUDRIE HAM	\$8.95

Detailed Disbursement Report

Revolving Fund - Customer Refunds, Incentives and Other			
Payment Date	Payment Ref Nbr	Payee	Amount
3/27/26	1139182	COBY MOORE	\$451.39
3/27/26	1139183	ABEL HERNANDEZ LOPEZ	\$105.76
3/27/26	1139184	LAKEVIEW PLACE LLC	\$1,272.26
3/27/26	1139185	NATHANI DA ROCHA	\$244.20
3/27/26	1139186	TAMARON RANCH LLC	\$148.64
3/27/26	1139187	FAINA VULF	\$32.39
3/27/26	1139188	ERRECKRA BOYD	\$335.91
3/27/26	1139189	JEANETTE DEMMON	\$379.12
3/27/26	1139190	STEVEN CHASE	\$46.94
3/27/26	1139191	JOHN HADLEY	\$98.00
3/27/26	1139192	NORA SPELTZ	\$40.88
3/27/26	1139193	JAMES WILLIE	\$74.39
Total:			\$54,992.66

Detailed Disbursement Report

Revolving Fund - Electronic Customer Refunds			
Payment Date	Payment Ref Nbr	Payee	Amount
3/9/26	000532969357	SHIQING LUO	\$80.42
3/9/26	000532969358	HEATHER KIRBY	\$367.75
3/9/26	000532969359	ABDOU HADRI HYDARA	\$234.09
3/9/26	000532969360	MAURICIO ESQUIVEL RAMIREZ	\$112.08
3/9/26	000532969361	SUSAN ELMORE	\$29.92
3/9/26	000532969362	MAURICIO ESQUIVEL RAMIREZ	\$56.04
3/9/26	000532969363	BRIANNA NEWMAN	\$26.53
3/9/26	000532969364	KETSIA MBAKU	\$93.88
3/9/26	000532969365	TITUS BURLEY	\$153.75
3/9/26	000532969366	FLAVIA GONCALVES	\$66.00
3/9/26	000532969367	JOSEPH MARTIN	\$73.88
3/9/26	000532969368	RAYLA ALLEN	\$83.95
3/9/26	000532969369	JAKE FYFE	\$70.10
3/9/26	000532969370	AYEONG KIM	\$31.27
3/9/26	000532969371	AIDAN MUNSON	\$7.35
3/9/26	000532969372	ANA GONZALEZ	\$109.30
3/9/26	000532969373	JANE RENO	\$46.50
3/9/26	000532969374	MUHAMMAD ABDURROHMAN	\$142.86
3/9/26	000532969375	ELLIDO QUERINO	\$75.12
3/9/26	000532969376	JOSETTE MCCLURY	\$128.94
3/10/26	000532974121	BOIAN EVSTATIEV	\$80.97
3/10/26	000532974122	JONATHAN RUIZ	\$254.16
3/10/26	000532974123	ISAC MARTINEZ	\$300.05
3/12/26	000532999392	JACOB KNIGHT	\$666.50
3/12/26	000532999393	COT RR LLC	\$3,643.08
3/12/26	000532999394	JEFFREY LEONARD	\$118.55
3/13/26	000533009902	ARLINGTON 51ST ST LLC	\$6.56
3/13/26	000533009903	ARLINGTON 51ST ST LLC	\$44.17
3/13/26	000533009904	ARLINGTON 51ST ST LLC	\$119.69
3/16/26	000533027864	LUCINDA CERVANTES	\$218.74
3/16/26	000533027865	LUCHIA HABTZGHI	\$400.00
3/16/26	000533027866	SOLOMON BANKSRA	\$330.66

Detailed Disbursement Report

Revolving Fund - Electronic Customer Refunds			
Payment Date	Payment Ref Nbr	Payee	Amount
3/18/26	000533052861	SIMON LEFU	\$304.94
3/18/26	000533052862	MALIA SPERBECK	\$185.00
3/18/26	000533052863	ANTHONY ZAHLER	\$93.12
3/18/26	000533052864	CHICCO MBEWE	\$85.10
3/18/26	000533052865	ANDRES VARGAS SAUREZ	\$40.80
3/18/26	000533052866	MAHARI TSEGAI	\$139.75
3/18/26	000533052867	ANAND KUMAR DHARMARAJ	\$266.96
3/18/26	000533052868	MICHAEL BELLMAN	\$190.00
3/18/26	000533052869	LILY DALY	\$48.02
3/18/26	000533052870	MICHAEL BELLMAN	\$9.37
3/18/26	000533052871	CESAR ISTURIZ OCHOA	\$17.27
3/18/26	000533052872	CARLOS FERNANDO ROMERO CRUZ	\$290.03
3/18/26	000533052873	MICHAEL BELLMAN	\$199.37
3/18/26	000533052874	GARRETT ASHBY	\$30.01
3/18/26	000533052875	CARIS CLARK	\$24.39
3/18/26	000533052876	JAIMIE LEVIN	\$6.58
3/20/26	000533070216	IVONE CUNHA CHAVES	\$76.75
3/20/26	000533070217	RODNEY CHEBITWEY	\$452.74
3/20/26	000533070218	RODNEY CHEBITWEY	\$452.74
3/20/26	000533070219	LUIS CULEBRO	\$85.76
3/26/26	000533119801	MARCILENA VELA	\$691.03
3/26/26	000533119802	DAVID KORN	\$66.56
3/26/26	000533119803	ROBERTA OSUNA	\$160.12
3/26/26	000533119804	ROBERTA OSUNA	\$160.12
3/26/26	000533119805	MARY SHANK	\$34.80
3/27/26	000533130212	LEONCIA HORIUCHI	\$50.00
3/27/26	000533130213	LEONCIA HORIUCHI	\$91.55
3/27/26	000533130214	LEONCIA HORIUCHI	\$200.00
3/27/26	000533130215	ANGEL STONEBURNER	\$1,057.91

Total: \$13,683.65

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/10/26	8085823	BALWANT GHAG	\$15,977.66
3/10/26	8085824	JANET ANDERSON OR CRYSTAL RAINWATER	\$18.60
3/10/26	8085825	AECOM TECHNICAL SERVICES INC	\$7,885.50
3/10/26	8085826	BOSWORTH PRIMARY ROAD ASSOC	\$112.11
3/10/26	8085827	CITY OF EVERETT	\$120.36
3/10/26	8085828	INTERGRAPH CORPORATION	\$224,017.70
3/10/26	8085829	IRON MOUNTAIN QUARRY LLC	\$274.76
3/10/26	8085830	GENUINE PARTS COMPANY	\$2,300.12
3/10/26	8085831	NORTHSHORE SCHOOL DISTRICT NO 417	\$32,472.00
3/10/26	8085832	PAPE MACHINERY INC	\$418.32
3/10/26	8085833	REPUBLIC SERVICES INC	\$1,406.86
3/10/26	8085834	RIVERSIDE TOPSOIL INC	\$500.00
3/10/26	8085835	SNOHOMISH COUNTY	\$500.00
3/10/26	8085836	SOUND PUBLISHING INC	\$2,825.33
3/10/26	8085837	UNITED LABORATORIES INC	\$24,292.94
3/10/26	8085838	US BANK NA	\$2,897.62
3/10/26	8085839	ALDERWOOD WATER & WASTEWATER DISTRI	\$394.96
3/10/26	8085840	BICKFORD MOTORS INC	\$4,379.58
3/10/26	8085841	BURKE ELECTRIC LLC	\$93,549.83
3/10/26	8085842	D & G BACKHOE INC	\$66,513.83
3/10/26	8085843	DIRECTV ENTERTAINMENT HOLDINGS LLC	\$239.98
3/10/26	8085844	EMERALD SERVICES INC	\$182.08
3/10/26	8085845	RYAN SCOTT FELTON	\$61.54
3/10/26	8085846	PUBLIC UTILITY DIST NO 1 OF	\$11,682.07
3/10/26	8085847	PUBLIC UTILITY DIST NO 3 OF MASON C	\$48,486.18
3/10/26	8085848	GRID SOLUTIONS US LLC	\$277,222.75
3/10/26	8085849	KPFF INC	\$1,620.00
3/10/26	8085850	LAKE INDUSTRIES LLC	\$681.66
3/10/26	8085851	SUBURBAN PROPANE LP	\$832.30
3/10/26	8085852	OCCUPATIONAL HEALTH CENTERS OF WA P	\$63.00
3/10/26	8085853	NW ENERGY COALITION	\$12,500.00
3/10/26	8085854	TENNANT SALES & SERVICE COMPANY	\$121.49

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/10/26	8085855	REECE CONSTRUCTION COMPANY	\$2,301.54
3/10/26	8085856	FIVE9 INC	\$6.57
3/10/26	8085857	KENDALL DEALERSHIP HOLDINGS LLC	\$9.55
3/10/26	8085858	METER READINGS HOLDING I CORP	\$20,659.29
3/10/26	8085859	OBERON WA LLC	\$11,093.90
3/10/26	8085860	CARDIO PARTNERS INC	\$6,317.05
3/10/26	8085861	LAND PRO GROUP INC	\$5,000.00
3/10/26	8085862	GEOFFREY L BRIDGES	\$625.00
3/10/26	8085863	ARROW INSULATION INC	\$4,837.00
3/10/26	8085864	BARRON HEATING & AIR CONDITIONING	\$8,250.00
3/10/26	8085865	BREEZE FREE INC	\$575.00
3/10/26	8085866	SUPERIOR GLASS INSTALLATIONS INC	\$2,160.00
3/10/26	8085867	CRAWL PROS HOLDINGS INC	\$575.00
3/12/26	8085868	CAMANO WATER ASSN	\$100.00
3/12/26	8085869	KENT D BRUCE	\$2,615.62
3/12/26	8085870	CITY OF LYNNWOOD	\$125.01
3/12/26	8085871	CITY OF MARYSVILLE	\$1,969.51
3/12/26	8085872	MILL SUPPLY INC	\$117.08
3/12/26	8085873	CITY OF MONROE	\$1,547.17
3/12/26	8085874	GENUINE PARTS COMPANY	\$1,260.68
3/12/26	8085875	SILVER LAKE WATER & SEWER DISTRICT	\$112.19
3/12/26	8085876	SIX ROBBLEES INC	\$1,570.83
3/12/26	8085877	SNOHOMISH COUNTY	\$10.00
3/12/26	8085878	SNOHOMISH COUNTY	\$10.00
3/12/26	8085879	CITY OF TACOMA WASHINGTON	\$68,641.31
3/12/26	8085880	BICKFORD MOTORS INC	\$640.08
3/12/26	8085881	CROSS VALLEY WATER DISTRICT	\$252.90
3/12/26	8085882	MORGAN SOUND	\$1,000.00
3/12/26	8085883	PUBLIC UTILITY DIST NO 1 OF	\$2,716.56
3/12/26	8085884	WYNNE AND SONS INC	\$138.47
3/12/26	8085885	CITY OF EVERETT	\$1,035.00
3/12/26	8085886	ROOTS FORESTRY CONSULTING LLC	\$10,165.00

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/12/26	8085887	LAKE INDUSTRIES LLC	\$698.10
3/12/26	8085888	PROVIDENCE HEALTH & SERVICES-WA	\$2,080.00
3/12/26	8085889	KENDALL DEALERSHIP HOLDINGS LLC	\$125.09
3/12/26	8085890	CONCENTRIC LLC	\$1,461.10
3/12/26	8085891	REECE CONSTRUCTION COMPANY	\$234.12
3/12/26	8085892	NISSAN OF EVERETT LLC	\$233.01
3/12/26	8085893	ROYAL HOLDCO CORP	\$566.60
3/12/26	8085894	NORTHWEST EQUIPMENT GROUP LLC	\$154.08
3/12/26	8085895	ARROW INSULATION INC	\$3,675.00
3/12/26	8085896	GBL II INC	\$675.00
3/17/26	8085897	CITY OF EVERETT	\$9,800.00
3/17/26	8085898	AECOM TECHNICAL SERVICES INC	\$5,515.61
3/17/26	8085899	AT&T CORP	\$46,727.13
3/17/26	8085900	COMCAST HOLDING CORPORATION	\$750.97
3/17/26	8085901	EQUIFAX INFORMATION SERVICES LLC	\$10,628.87
3/17/26	8085902	FEDERAL EXPRESS CORP	\$1,437.49
3/17/26	8085903	CORE & MAIN LP	\$943.31
3/17/26	8085904	KENT D BRUCE	\$4,310.18
3/17/26	8085905	CITY OF LYNNWOOD	\$372.57
3/17/26	8085906	CITY OF MOUNTLAKE TERRACE	\$410.23
3/17/26	8085907	GENUINE PARTS COMPANY	\$931.42
3/17/26	8085908	ORIGAMI RISK LLC	\$142,282.81
3/17/26	8085909	PAPE MACHINERY INC	\$463.02
3/17/26	8085910	CITY OF ARLINGTON	\$1,830.20
3/17/26	8085911	REPUBLIC SERVICES INC	\$569.01
3/17/26	8085912	SIX ROBBLEES INC	\$80.61
3/17/26	8085913	SNOHOMISH COUNTY	\$7,563.28
3/17/26	8085914	SOUND PUBLISHING INC	\$117.60
3/17/26	8085915	STANWOOD CAMANO SCHOOL DIST 401	\$26,747.59
3/17/26	8085916	WASHINGTON STATE	\$10,292.90
3/17/26	8085917	WASTE MANAGEMENT OF WASHINGTON INC	\$7,097.43
3/17/26	8085918	ALDERWOOD WATER & WASTEWATER DISTRI	\$45.50

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/17/26	8085919	BICKFORD MOTORS INC	\$412.13
3/17/26	8085920	CUMMINS INC	\$5,454.28
3/17/26	8085921	DAYVILLE HAY & GRAIN INC	\$618.41
3/17/26	8085922	DIRECTV ENTERTAINMENT HOLDINGS LLC	\$201.06
3/17/26	8085923	EBEY HILL HYDROELECTRIC INC	\$795.75
3/17/26	8085924	RYAN SCOTT FELTON	\$274.70
3/17/26	8085925	PACIFIC SAFETY SUPPLY INC	\$1,526.75
3/17/26	8085926	SPRINGBROOK NURSERY AND TRUCKING IN	\$120.03
3/17/26	8085927	CITY OF STANWOOD	\$716.58
3/17/26	8085928	WRECKING BALL DEMOLITION LLC	\$3,594.50
3/17/26	8085929	CITY OF EVERETT	\$206.23
3/17/26	8085930	MARMON UTILITY LLC	\$40,018.99
3/17/26	8085931	LOADMAN NW LLC	\$13,436.66
3/17/26	8085932	PACIFIC LOGGING LLC	\$9,200.00
3/17/26	8085933	OCCUPATIONAL HEALTH CENTERS OF WA P	\$332.00
3/17/26	8085934	NORTHWEST FIBER LLC	\$3,304.94
3/17/26	8085935	WASHINGTON STATE DOT	\$265.01
3/17/26	8085936	BHC CONSULTANTS LLC	\$56,751.40
3/17/26	8085937	LIZ DICKSON	\$10,435.59
3/17/26	8085938	DC GROUP INC	\$64,615.71
3/17/26	8085939	MARTIN ENERGY GROUP SERVICES LLC	\$3,730.62
3/17/26	8085940	THE PAPE GROUP	\$2,629.56
3/17/26	8085941	DRILLING INFO INC	\$48,889.02
3/17/26	8085942	ADAM L JEWELL	\$2,034.75
3/17/26	8085943	REECE CONSTRUCTION COMPANY	\$760.00
3/17/26	8085944	SHINN MECHANICAL INC	\$8,232.00
3/17/26	8085945	KIMLEY-HORN AND ASSOCIATES INC	\$12,440.00
3/17/26	8085946	CINTAS CORPORATION NO 2	\$7,961.33
3/17/26	8085947	IRIS GROUP HOLDINGS LLC	\$879.20
3/17/26	8085948	APEX MECHANICAL LLC	\$118,243.28
3/17/26	8085949	WAECO CONSTRUCTION LLC	\$7,100.00
3/17/26	8085950	ROYAL HOLDCO CORP	\$1,237.80

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/17/26	8085951	DANIEL KIPPERBERG	\$14,733.00
3/17/26	8085952	ARROW INSULATION INC	\$1,197.00
3/17/26	8085953	CITY OF MARYSVILLE	\$3,671.39
3/19/26	8085954	ZAYO GROUP LLC	\$225.19
3/19/26	8085955	FINAL SHINE INC	\$2,390.00
3/19/26	8085956	AECOM TECHNICAL SERVICES INC	\$3,938.32
3/19/26	8085957	CITY OF DARRINGTON	\$10,450.04
3/19/26	8085958	DIGI-KEY CORP	\$1,859.87
3/19/26	8085959	CITY OF GOLD BAR	\$15,200.19
3/19/26	8085960	CITY OF GOLD BAR	\$649.91
3/19/26	8085961	ISLAND COUNTY	\$306.50
3/19/26	8085962	KENT D BRUCE	\$2,252.51
3/19/26	8085963	CITY OF LYNNWOOD	\$913.49
3/19/26	8085964	CITY OF MARYSVILLE	\$239,918.56
3/19/26	8085965	CITY OF MOUNTLAKE TERRACE	\$90,520.31
3/19/26	8085966	GENUINE PARTS COMPANY	\$62.31
3/19/26	8085967	PAPE MACHINERY INC	\$72.84
3/19/26	8085968	SNOHOMISH COUNTY	\$10.00
3/19/26	8085969	SNOHOMISH COUNTY	\$10.00
3/19/26	8085970	CITY OF SULTAN	\$36,468.84
3/19/26	8085971	STATE OF WASHINGTON	\$429.00
3/19/26	8085972	CITY OF ARLINGTON	\$141,196.99
3/19/26	8085973	BICKFORD MOTORS INC	\$3,536.94
3/19/26	8085974	CITY OF BOTHELL	\$131,367.89
3/19/26	8085975	CITY OF BRIER	\$18,079.12
3/19/26	8085976	CUMMINS INC	\$43,156.26
3/19/26	8085977	CITY OF EDMONDS	\$174,423.70
3/19/26	8085978	GREEN RIVER COLLEGE	\$6,600.00
3/19/26	8085979	CITY OF INDEX	\$1,185.97
3/19/26	8085980	CITY OF LAKE STEVENS	\$149,216.11
3/19/26	8085981	CITY OF LAKE STEVENS	\$51,130.43
3/19/26	8085982	LAKE STEVENS SEWER DIST	\$312.55

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/19/26	8085983	CITY OF MONROE	\$100,994.43
3/19/26	8085984	PACIFICORP	\$450,000.00
3/19/26	8085985	PUBLIC UTILITY DIST NO 1 OF	\$5,531.48
3/19/26	8085986	PUBLIC UTILITY DIST NO 1 OF	\$932.00
3/19/26	8085987	SPRINGBROOK NURSERY AND TRUCKING IN	\$34.52
3/19/26	8085988	CITY OF STANWOOD	\$34,178.01
3/19/26	8085989	USGS NATIONAL CENTER	\$6,622.50
3/19/26	8085990	TOWN OF WOODWAY	\$7,143.46
3/19/26	8085991	WYNNE AND SONS INC	\$158.26
3/19/26	8085992	CITY OF GRANITE FALLS	\$20,906.61
3/19/26	8085993	LAMAR TEXAS LTD PARTNERSHIP	\$3,507.68
3/19/26	8085994	THE PAPE GROUP INC	\$815.49
3/19/26	8085995	CITY OF EVERETT	\$654,429.28
3/19/26	8085996	KENDALL DEALERSHIP HOLDINGS LLC	\$1,240.02
3/19/26	8085997	BAXTER AUTO PARTS INC	\$967.12
3/19/26	8085998	THE PAPE GROUP	\$61.99
3/19/26	8085999	CONCENTRIC LLC	\$334.87
3/19/26	8086000	REECE CONSTRUCTION COMPANY	\$380.00
3/19/26	8086001	ROGER BELL REAL ESTATE HOLDINGS	\$6,365.40
3/19/26	8086002	NORTHWEST FIBER LLC	\$120.00
3/19/26	8086003	WHITEHORSE INDUSTRIAL LLC	\$12,945.81
3/19/26	8086004	CITY OF LYNNWOOD	\$230,414.32
3/19/26	8086005	CITY OF MUKILTEO	\$99,959.01
3/19/26	8086006	CITY OF SNOHOMISH	\$46,817.29
3/24/26	8086007	AIRWARE INC	\$1,057.25
3/24/26	8086008	DISH NETWORK	\$104.82
3/24/26	8086009	HAT ISLAND COMMUNITY ASSN	\$10.00
3/24/26	8086010	CORE & MAIN LP	\$5,267.09
3/24/26	8086011	IRON MOUNTAIN QUARRY LLC	\$521.76
3/24/26	8086012	LEXISNEXIS RISK DATA MANAGEMENT INC	\$219.80
3/24/26	8086013	CITY OF MARYSVILLE	\$177.21
3/24/26	8086014	BEACON PUBLISHING INC	\$660.00

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/24/26	8086015	GENUINE PARTS COMPANY	\$452.46
3/24/26	8086016	RIVERSIDE TOPSOIL INC	\$425.00
3/24/26	8086017	SNOHOMISH COUNTY	\$10.00
3/24/26	8086018	SOUND PUBLISHING INC	\$2,995.14
3/24/26	8086019	WAGNER SMITH EQUIPMENT CO	\$2,316.30
3/24/26	8086020	WESCO GROUP INC	\$578.82
3/24/26	8086021	ALDERWOOD WATER & WASTEWATER DISTRI	\$160.58
3/24/26	8086022	BICKFORD MOTORS INC	\$9,071.37
3/24/26	8086023	CINTAS CORPORATION NO 2	\$54.40
3/24/26	8086024	DIRECTV ENTERTAINMENT HOLDINGS LLC	\$179.99
3/24/26	8086025	FRED MEYER STORES INC	\$2,222.60
3/24/26	8086026	MANTIS MFG INC	\$3,934.42
3/24/26	8086027	PACIFIC PUBLISHING CO INC	\$730.80
3/24/26	8086028	PROLAND SERVICES INC	\$2,193.00
3/24/26	8086029	ROOSEVELT WATER ASSN INC	\$154.00
3/24/26	8086030	TWELVE THIRTY ONE INCORPORATED	\$819.85
3/24/26	8086031	WRECKING BALL DEMOLITION LLC	\$5,226.70
3/24/26	8086032	WYNNE AND SONS INC	\$39.56
3/24/26	8086033	CITY OF EVERETT	\$118.92
3/24/26	8086034	ACCORD CONTRACTORS LLC	\$17,836.00
3/24/26	8086035	SNOHOMISH COUNTY 911	\$1,336.89
3/24/26	8086036	KENDALL DEALERSHIP HOLDINGS LLC	\$69.29
3/24/26	8086037	NW METAL FINISHING	\$6,391.00
3/24/26	8086038	THE PAPE GROUP	\$730.39
3/24/26	8086039	FAIRBANKS ENERGY SERVICES LLC	\$8,325.04
3/24/26	8086040	REECE CONSTRUCTION COMPANY	\$760.00
3/24/26	8086041	VITALSMARTS LC	\$54,950.00
3/24/26	8086042	KIMLEY-HORN AND ASSOCIATES INC	\$32,734.84
3/24/26	8086043	NW PROFESSIONAL RESIDENTIAL &	\$13,579.43
3/24/26	8086044	WATERPLACE HOTEL LLC	\$321.50
3/24/26	8086045	OBERON WA LLC	\$22,714.40
3/24/26	8086046	CLOUD COVER MEDIA INC	\$86.00

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/24/26	8086047	CARDIO PARTNERS INC	\$3,708.14
3/24/26	8086048	CONTRACTS 365 INC	\$12,734.33
3/24/26	8086049	INFINITY FABRICATION INC	\$12,275.00
3/24/26	8086050	NEGATIVE SPLIT EVENT TIMING	\$500.00
3/24/26	8086051	OREGON STATE UNIVERSITY	\$20,000.00
3/24/26	8086052	6326 LLC	\$5,092.00
3/24/26	8086053	4825 LLC	\$6,000.00
3/24/26	8086054	DAVID SIGMON	\$569.00
3/24/26	8086055	NATURAL FACTORS NUTRITIONAL	\$184,476.00
3/26/26	8086056	COMCAST	\$2,587.66
3/26/26	8086057	ADAMANT HOMES	\$290.63
3/26/26	8086058	APA HOLDINGS LLC	\$280.00
3/26/26	8086059	FATBEAM LLC	\$14,741.09
3/26/26	8086060	NW HOUSING PRESERVATION GROUP	\$2,226.02
3/26/26	8086061	MARVIN NAUMAN	\$275.00
3/26/26	8086062	ARLENE JENSEN	\$47.60
3/26/26	8086063	COMCAST HOLDING CORPORATION	\$427.33
3/26/26	8086064	DUNN LUMBER CO INC	\$184.19
3/26/26	8086065	LANGUAGE LINE SERVICES INC	\$4,153.42
3/26/26	8086066	GENUINE PARTS COMPANY	\$1,324.29
3/26/26	8086067	BICKFORD MOTORS INC	\$1,966.70
3/26/26	8086068	PACIFICORP	\$181,250.00
3/26/26	8086069	CITY OF EVERETT	\$213,586.30
3/26/26	8086070	ALASKA ELECTRICAL PENSION FUND	\$6,023.00
3/26/26	8086071	GOLD BAR TRACTS ROAD MAINTENANCE	\$450.00
3/26/26	8086072	REXEL USA INC	\$155.61
3/26/26	8086073	COGNITO LLC	\$1,994.03
3/26/26	8086074	INDEPENDENT ACTUARIES INC	\$3,500.00
3/26/26	8086075	CORITY SOFTWARE INC	\$1,266.29
3/26/26	8086076	REECE CONSTRUCTION COMPANY	\$380.00
3/26/26	8086077	MERCER INC	\$13,539.00
3/26/26	8086078	RADIATE HOLDINGS LP	\$3,610.80

Detailed Disbursement Report

Accounts Payable Warrants			
Payment Date	Payment Ref Nbr	Payee	Amount
3/26/26	8086079	ROCK CREEK ENERGY GROUP LLP	\$1,529.00
3/26/26	8086080	CONSERVE ENERGY LLC	\$2,263.53
3/26/26	8086081	WILL KOSONEN	\$3,400.00
3/26/26	8086082	OREGON AERO INC	\$453.89
3/26/26	8086083	WHAT REBATES LLC	\$31,900.86
3/26/26	8086084	SUPERIEUR INC	\$140.00
3/26/26	8086085	WHITEHORSE INDUSTRIAL LLC	\$13,818.61
3/26/26	8086086	JAMES HORTON	\$1,000.00
3/26/26	8086087	CORE UTILITY LLC	\$1,024.54
3/26/26	8086088	GBL II INC	\$1,225.00

Total: \$5,492,476.81

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/9/26	6062421	CENTRAL WELDING SUPPLY CO INC	\$565.78
3/9/26	6062422	DAVID EVANS & ASSOCIATES INC	\$23,453.00
3/9/26	6062423	DOBLE ENGINEERING CO	\$16,266.64
3/9/26	6062424	FASTENAL COMPANY	\$580.27
3/9/26	6062425	MR TRUCK WASH INC	\$6,489.47
3/9/26	6062426	NELSON DISTRIBUTING INC	\$4,007.42
3/9/26	6062427	NORTH COAST ELECTRIC COMPANY	\$1,768.98
3/9/26	6062428	PETROCARD INC	\$13,314.25
3/9/26	6062429	ROMAINE ELECTRIC CORP	\$1,045.15
3/9/26	6062430	RWC INTERNATIONAL LTD	\$2,603.52
3/9/26	6062431	STAR RENTALS INC	\$3,404.91
3/9/26	6062432	STELLA-JONES CORPORATION	\$40,459.62
3/9/26	6062433	TOPSOILS NORTHWEST INC	\$1,705.00
3/9/26	6062434	WEST COAST PAPER CO	\$3,214.36
3/9/26	6062435	WIDENET CONSULTING GROUP LLC	\$1,676.47
3/9/26	6062436	DOBBS HEAVY DUTY HOLDINGS LLC	\$56.33
3/9/26	6062437	CHAMPION BOLT & SUPPLY INC	\$296.73
3/9/26	6062438	DACO CORPORATION	\$12,492.99
3/9/26	6062439	DICKS TOWING INC	\$469.82
3/9/26	6062440	DUNLAP INDUSTRIAL HARDWARE INC	\$167.43
3/9/26	6062441	GENERAL PACIFIC INC	\$21,016.64
3/9/26	6062442	HERRERA ENVIRONMENTAL CONSULTANTS I	\$12,002.69
3/9/26	6062443	BRIAN DAVIS ENTERPRISES INC	\$728.08
3/9/26	6062444	MERCURY FITNESS REPAIR INC	\$362.32
3/9/26	6062445	NORTHWEST CASCADE INC	\$4,554.04
3/9/26	6062446	NORTHWEST HANDLING SYSTEMS INC	\$314.00
3/9/26	6062447	BEN-KO-MATIC CO	\$142.47
3/9/26	6062448	POLY BAG LLC	\$2,648.59
3/9/26	6062449	P&R TECHNOLOGIES INC	\$478.17
3/9/26	6062450	LOUIS F MATHESON CONSTRUCTION INC	\$5,224.28
3/9/26	6062451	TECHPOWER SOLUTIONS INC	\$3,169.52
3/9/26	6062452	GRAYBAR ELECTRIC CO INC	\$702.54

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/9/26	6062453	ALTEC INDUSTRIES INC	\$1,314.12
3/9/26	6062454	ANIXTER INC	\$72,267.85
3/9/26	6062455	AL VAN EQUIP NW INC	\$19,338.64
3/9/26	6062456	AMERICAN AIR FILTER CO INC	\$554.45
3/9/26	6062457	CG ENGINEERING PLLC	\$1,897.50
3/9/26	6062458	MOTION & FLOW CONTROL PRODUCTS INC	\$126.97
3/9/26	6062459	TRAFFIC CONTROL PLAN CO OF WA LLC	\$525.00
3/9/26	6062460	ANDREW JORDAN HARPER	\$1,644.15
3/9/26	6062461	NORTHWEST CORROSION ENGINEERING LLC	\$2,103.03
3/9/26	6062462	BORDER STATES INDUSTRIES INC	\$15,492.61
3/9/26	6062463	UNIVERSAL PROTECTION SERVICE LP	\$143,414.47
3/9/26	6062464	AMERICAN WIRE GROUP LLC	\$114,695.57
3/9/26	6062465	ALEXANDRA LEGARE	\$1,818.85
3/9/26	6062466	ELEVATOR SUPPORT COMPANY LLC	\$3,181.61
3/9/26	6062467	JAMIE KISS	\$1,215.15
3/9/26	6062468	RODDAN INDUSTRIAL LLC	\$22,125.94
3/9/26	6062469	TESSCO TECHNOLOGIES INC	\$2,650.79
3/9/26	6062470	PYE-BARKER FIRE & SAFETY LLC	\$1,008.40
3/9/26	6062471	VIBRANT PLANET PBC	\$78,000.00
3/9/26	6062472	COZY HEATING INC	\$2,875.00
3/9/26	6062473	GOLDFINCH BROTHERS INC	\$1,875.00
3/9/26	6062474	REFINED CONSULTING GROUP	\$2,875.00
3/9/26	6062475	STILLWATER ENERGY LLC	\$5,350.00
3/9/26	6062476	RELIANCE US HOLDINGS II LLC	\$2,875.00
3/9/26	6062477	DAWN PRESLER	\$1,101.72
3/9/26	6062478	CHRISTINA BRUECKNER	\$48.58
3/9/26	6062479	RACHELLE POWELL	\$95.75
3/9/26	6062480	KELLY WYLDE	\$110.00
3/9/26	6062481	MATTHEW KIMBALL	\$175.00
3/9/26	6062482	GARRISON MARR	\$633.02
3/9/26	6062483	SHAWN WIGGINS	\$63.81
3/9/26	6062484	KELLIE STICKNEY	\$1,227.02

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/9/26	6062485	KYRA FARMER	\$639.25
3/10/26	6062486	ALS GROUP USA CORP	\$200.00
3/10/26	6062487	CENTRAL WELDING SUPPLY CO INC	\$20,087.19
3/10/26	6062488	DAVID EVANS & ASSOCIATES INC	\$3,259.00
3/10/26	6062489	HOWARD INDUSTRIES INC	\$187,689.43
3/10/26	6062490	NORTH COAST ELECTRIC COMPANY	\$1,251.79
3/10/26	6062491	ROMAINE ELECTRIC CORP	\$1,518.52
3/10/26	6062492	STELLAR INDUSTRIAL SUPPLY INC	\$109.90
3/10/26	6062493	TOPSOILS NORTHWEST INC	\$509.92
3/10/26	6062494	DOBBS HEAVY DUTY HOLDINGS LLC	\$726.64
3/10/26	6062495	BRAKE & CLUTCH SUPPLY INC	\$500.34
3/10/26	6062496	DUNLAP INDUSTRIAL HARDWARE INC	\$45.66
3/10/26	6062497	GENERAL PACIFIC INC	\$3,406.90
3/10/26	6062498	LENZ ENTERPRISES INC	\$52.78
3/10/26	6062499	LONGS LANDSCAPE LLC	\$15,545.60
3/10/26	6062500	NORTHWEST CASCADE INC	\$111.76
3/10/26	6062501	NVL LABORATORIES INC	\$1,072.00
3/10/26	6062502	LOUIS F MATHESON CONSTRUCTION INC	\$1,357.92
3/10/26	6062503	ROHLINGER ENTERPRISES INC	\$1,912.48
3/10/26	6062504	SENSUS USA INC	\$68,412.75
3/10/26	6062505	STATE OF WASHINGTON	\$35,350.62
3/10/26	6062506	ZIPPER GEO ASSOCIATES LLC	\$7,350.00
3/10/26	6062507	PUD NO 1 OF DOUGLAS COUNTY	\$107,010.10
3/10/26	6062508	GRAYBAR ELECTRIC CO INC	\$37.04
3/10/26	6062509	ALTEC INDUSTRIES INC	\$16.40
3/10/26	6062510	ANIXTER INC	\$51,302.09
3/10/26	6062511	TRAFFIC CONTROL PLAN CO OF WA LLC	\$700.00
3/10/26	6062512	CARLSON SALES METERING SOLUTIONS	\$967.12
3/10/26	6062513	PURCELL TIRE & RUBBER COMPANY	\$12,147.87
3/10/26	6062514	RODDAN INDUSTRIAL LLC	\$21,683.94
3/10/26	6062515	TOYOTA MATERIAL HANDLING NW INC	\$3,384.64
3/10/26	6062516	REXEL USA INC	\$620.52

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Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/10/26	6062517	ACTION PACKAGING	\$2,175.03
3/10/26	6062518	CONNECTA SATELLITE SOLUTIONS LLC	\$1,963.71
3/10/26	6062519	SOUND CRAWLS LLC	\$3,013.00
3/10/26	6062520	SUSAN MARTIN	\$74.68
3/11/26	6062521	CARDINAL PAINT & POWDER INC	\$208.81
3/11/26	6062522	CONSOLIDATED ELECTRICAL DISTRIBUTOR	\$7,885.33
3/11/26	6062523	DAVID EVANS & ASSOCIATES INC	\$52,505.70
3/11/26	6062524	FASTENAL COMPANY	\$24.94
3/11/26	6062525	GLOBAL RENTAL COMPANY INC	\$10,488.00
3/11/26	6062526	HOWARD INDUSTRIES INC	\$181,968.03
3/11/26	6062527	NORTH COAST ELECTRIC COMPANY	\$928.85
3/11/26	6062528	PUGET SOUND ENERGY INC	\$6,271.25
3/11/26	6062529	SNOHOMISH COUNTY	\$304.50
3/11/26	6062530	STAR RENTALS INC	\$504.11
3/11/26	6062531	TOPSOILS NORTHWEST INC	\$310.00
3/11/26	6062532	GORDON TRUCK CENTERS INC	\$427.52
3/11/26	6062533	WASHINGTON ST NURSERY & LANDSCAPE A	\$2,970.00
3/11/26	6062534	WW GRAINGER INC	\$1,969.91
3/11/26	6062535	CELLCO PARTNERSHIP	\$60,756.19
3/11/26	6062536	DESIGNER DECAL INC	\$2,652.99
3/11/26	6062537	DUNLAP INDUSTRIAL HARDWARE INC	\$456.63
3/11/26	6062538	GENERAL PACIFIC INC	\$29,508.15
3/11/26	6062539	MILLIMAN INC	\$1,203.41
3/11/26	6062540	NORTHWEST HANDLING SYSTEMS INC	\$119.79
3/11/26	6062541	SOUND SAFETY PRODUCTS CO INC	\$9,107.96
3/11/26	6062542	BRENT STAINER	\$650.00
3/11/26	6062543	T-MOBILE USA INC	\$1,006.04
3/11/26	6062544	ANIXTER INC	\$2,631.34
3/11/26	6062545	AON CONSULTING INC	\$9,000.00
3/11/26	6062546	WELLNESS BY WISHLIST INC	\$1,544.62
3/11/26	6062547	JENSEN ENTERPRISES INC	\$8,594.70
3/11/26	6062548	RODDAN INDUSTRIAL LLC	\$80,584.15

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Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/11/26	6062549	REXEL USA INC	\$3,603.26
3/11/26	6062550	STANDARD INSURANCE COMPANY	\$36,604.40
3/11/26	6062551	H2O SOLUTIONS LLC	\$1,650.00
3/11/26	6062552	WSP USA INC	\$11,119.70
3/11/26	6062553	PROTECH SKILLS INSTITUTE	\$410.00
3/11/26	6062554	RELIANCE US HOLDINGS II LLC	\$1,975.00
3/11/26	6062555	POORIA MOHAMMADI	\$1,080.43
3/12/26	6062556	ASPLUNDH TREE EXPERT LLC	\$61,360.40
3/12/26	6062557	NELSON DISTRIBUTING INC	\$2,460.34
3/12/26	6062558	PETROCARD INC	\$26,266.61
3/12/26	6062559	PUGET SOUND ENERGY INC	\$4,077.35
3/12/26	6062560	RWC INTERNATIONAL LTD	\$1,358.96
3/12/26	6062561	SCHWEITZER ENGINEERING LAB INC	\$2,235.33
3/12/26	6062562	TOPSOILS NORTHWEST INC	\$1,550.00
3/12/26	6062563	THE COMPLETE LINE LLC	\$342.89
3/12/26	6062564	GREENSHIELDS INDUSTRIAL SUPPLY INC	\$27.38
3/12/26	6062565	DUNLAP INDUSTRIAL HARDWARE INC	\$705.03
3/12/26	6062566	GENERAL PACIFIC INC	\$1,506.07
3/12/26	6062567	HOGLUNDS TOP SHOP INC	\$274.75
3/12/26	6062568	LENZ ENTERPRISES INC	\$478.14
3/12/26	6062569	LOUIS F MATHESON CONSTRUCTION INC	\$199.62
3/12/26	6062570	ROHLINGER ENTERPRISES INC	\$3,842.85
3/12/26	6062571	SENSUS USA INC	\$9,385.46
3/12/26	6062572	TYNDALE ENTERPRISES INC	\$259.59
3/12/26	6062573	WESTERN ELECTRICITY COORDINATING CO	\$191.19
3/12/26	6062574	ALTEC INDUSTRIES INC	\$1,209.42
3/12/26	6062575	AL VAN EQUIP NW INC	\$887.51
3/12/26	6062576	MOTION & FLOW CONTROL PRODUCTS INC	\$389.22
3/12/26	6062577	WORKLOGIX MANAGEMENT INC	\$750.00
3/12/26	6062578	WELLNESS BY WISHLIST INC	\$157.29
3/12/26	6062579	BORDER STATES INDUSTRIES INC	\$32,505.82
3/12/26	6062580	GLASS FIX LLC	\$818.76

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Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/12/26	6062581	STUART C IRBY COMPANY	\$3,654.19
3/12/26	6062582	TESSCO TECHNOLOGIES INC	\$356.34
3/12/26	6062583	MOBILIZZ USA INC	\$13,939.86
3/12/26	6062584	COHEN VENTURES INC	\$229,415.26
3/12/26	6062585	DANICA PATTISON	\$1,072.39
3/12/26	6062586	ANN NICHOLS	\$123.25
3/12/26	6062587	CORY KIEFFER	\$175.00
3/12/26	6062588	CHRISTINA LEINNEWEBER	\$953.68
3/12/26	6062589	MICHAEL PETREE	\$185.60
3/12/26	6062590	DAVID HAWKINS	\$305.00
3/12/26	6062591	STEPHEN FULLUM	\$605.40
3/13/26	6062592	HOWARD INDUSTRIES INC	\$99,845.25
3/13/26	6062593	PACIFIC TOPSOILS INC	\$59.23
3/13/26	6062594	SUBURBAN PROPANE LP	\$1,036.68
3/13/26	6062595	LI IMMIGRATION LAW PLLC	\$1,225.00
3/13/26	6062596	LOUIS F MATHESON CONSTRUCTION INC	\$2,440.88
3/13/26	6062597	ROHLINGER ENTERPRISES INC	\$919.40
3/13/26	6062598	WALTER E NELSON CO OF WESTERN WA	\$115.66
3/13/26	6062599	SAMPSA M WRIGHT	\$14,927.41
3/13/26	6062600	GRAVITEC SYSTEMS INC	\$65,764.20
3/13/26	6062601	3DEGREES GROUP INC	\$457,500.00
3/13/26	6062602	KRYSTAL EWING	\$97.15
3/13/26	6062603	HOLLY CHANEY	\$143.00
3/13/26	6062604	MONICA SAMUELS	\$11.60
3/13/26	6062605	JAMES SALLUP	\$174.00
3/16/26	6062606	CONSOLIDATED ELECTRICAL DISTRIBUTOR	\$16,957.57
3/16/26	6062607	GLOBAL RENTAL COMPANY INC	\$10,488.00
3/16/26	6062608	NORTH COAST ELECTRIC COMPANY	\$5,245.09
3/16/26	6062609	RWC INTERNATIONAL LTD	\$1,520.66
3/16/26	6062610	SCADA AND CONTROLS ENGINEERING INC	\$15,645.00
3/16/26	6062611	SHI INTERNATIONAL CORP	\$7,826.60
3/16/26	6062612	TOPSOILS NORTHWEST INC	\$620.00

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Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/16/26	6062613	TFS ENERGY LLC	\$951.83
3/16/26	6062614	UNITED PARCEL SERVICE	\$1,190.65
3/16/26	6062615	VAN NESS FELDMAN LLP	\$5,417.00
3/16/26	6062616	WW GRAINGER INC	\$284.65
3/16/26	6062617	BENS CLEANER SALES INC	\$2,438.31
3/16/26	6062618	DESIGNER DECAL INC	\$3,544.28
3/16/26	6062619	DUNLAP INDUSTRIAL HARDWARE INC	\$91.33
3/16/26	6062620	GENERAL PACIFIC INC	\$3,406.90
3/16/26	6062621	LONE MOUNTAIN COMMUNICATIONS LLC	\$14,279.70
3/16/26	6062622	NORTHWEST HANDLING SYSTEMS INC	\$392.01
3/16/26	6062623	ROHLINGER ENTERPRISES INC	\$3,131.72
3/16/26	6062624	RUBATINO REFUSE REMOVAL LLC	\$3,202.93
3/16/26	6062625	SENSUS USA INC	\$151,288.34
3/16/26	6062626	SNOHOMISH COUNTY	\$49,834.04
3/16/26	6062627	SOUND SAFETY PRODUCTS CO INC	\$960.09
3/16/26	6062628	TOTAL LANDSCAPE CORP	\$16,732.07
3/16/26	6062629	GRAYBAR ELECTRIC CO INC	\$971.79
3/16/26	6062630	ALTEC INDUSTRIES INC	\$119.35
3/16/26	6062631	ANIXTER INC	\$57,425.51
3/16/26	6062632	CAPITAL ARCHITECTS GROUP PC	\$6,327.50
3/16/26	6062633	SEATTLE NUT & BOLT LLC	\$1,010.02
3/16/26	6062634	CARASOFT TECHNOLOGY CORP	\$16,446.42
3/16/26	6062635	MOTION & FLOW CONTROL PRODUCTS INC	\$648.64
3/16/26	6062636	MORSE DISTRIBUTION INC	\$10,005.54
3/16/26	6062637	TRAFFIC CONTROL PLAN CO OF WA LLC	\$700.00
3/16/26	6062638	CENVEO WORLDWIDE LIMITED	\$2,943.56
3/16/26	6062639	WILLDAN ENERGY SOLUTIONS INC	\$23,107.86
3/16/26	6062640	TARREN ACKERMANN	\$2,859.35
3/16/26	6062641	K&D SERVICES INC	\$263.76
3/16/26	6062642	SHERELLE GORDON	\$5,988.69
3/16/26	6062643	TRC ENGINEERS INC	\$127,932.80
3/16/26	6062644	BORDER STATES INDUSTRIES INC	\$2,360.65

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/16/26	6062645	PACE ENGINEERS INC	\$12,067.50
3/16/26	6062646	TOYOTA MATERIAL HANDLING NW INC	\$5,257.52
3/16/26	6062647	TESSCO TECHNOLOGIES INC	\$33.28
3/16/26	6062648	ESCAPE VELOCITY HOLDING INC	\$87,042.63
3/16/26	6062649	ON-SITE ENVIRONMENTAL INC	\$212.00
3/16/26	6062650	EMERALD CITY ENERGY INC	\$475.00
3/16/26	6062651	SIRENA FOTHERGILL	\$67.06
3/16/26	6062652	BRANDA ANDRADE	\$2,109.68
3/16/26	6062653	RYAN ZIEGLER	\$49.10
3/16/26	6062654	SUMARANI SUKUMARA PANICKER	\$2,938.60
3/16/26	6062655	SIDNEY LOGAN	\$638.80
3/16/26	6062656	JESSICA BALBIANI	\$1,591.75
3/17/26	6062657	FASTENAL COMPANY	\$362.65
3/17/26	6062658	NORTH COAST ELECTRIC COMPANY	\$2,246.32
3/17/26	6062659	NORTHWEST LOGO PRODUCTS LLC	\$300.92
3/17/26	6062660	PACIFIC TOPSOILS INC	\$56.30
3/17/26	6062661	PUGET SOUND ENERGY INC	\$1,149.20
3/17/26	6062662	RWC INTERNATIONAL LTD	\$71.87
3/17/26	6062663	STELLAR INDUSTRIAL SUPPLY INC	\$4,175.44
3/17/26	6062664	TOPSOILS NORTHWEST INC	\$1,019.84
3/17/26	6062665	RS AMERICAS INC	\$1,539.11
3/17/26	6062666	COLEHOUR & COHEN INC	\$9,251.95
3/17/26	6062667	CUZ CONCRETE PRODUCTS INC	\$7,607.28
3/17/26	6062668	DUNLAP INDUSTRIAL HARDWARE INC	\$258.76
3/17/26	6062669	NORTHWEST HANDLING SYSTEMS INC	\$1,143.61
3/17/26	6062670	NVL LABORATORIES INC	\$51.00
3/17/26	6062671	QUALCO ENERGY	\$2,500.00
3/17/26	6062672	ROHLINGER ENTERPRISES INC	\$3,297.10
3/17/26	6062673	RUBATINO REFUSE REMOVAL LLC	\$7,514.41
3/17/26	6062674	SEATTLE AUTOMOTIVE DISTRIBUTING INC	\$78.17
3/17/26	6062675	SENSUS USA INC	\$133,979.09
3/17/26	6062676	TECH PRODUCTS INC	\$8,640.00

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/17/26	6062677	TYNDALE ENTERPRISES INC	\$154,039.16
3/17/26	6062678	ALTEC INDUSTRIES INC	\$2,942.30
3/17/26	6062679	ANIXTER INC	\$44,167.64
3/17/26	6062680	ICONIX WATERWORKS INC	\$12,002.19
3/17/26	6062681	CARLSON SALES METERING SOLUTIONS	\$461.58
3/17/26	6062682	QCERA INC	\$2,396.00
3/17/26	6062683	ADP INC	\$6,246.72
3/17/26	6062684	ON-SITE ENVIRONMENTAL INC	\$2,160.00
3/17/26	6062685	COZY HEATING INC	\$5,550.00
3/17/26	6062686	RELIANCE US HOLDINGS II LLC	\$7,025.00
3/17/26	6062687	GARRISON MARR	\$535.37
3/17/26	6062688	FREDERICK WILLENBROCK	\$323.36
3/17/26	6062689	BRETT PARKS	\$94.26
3/18/26	6062690	HOWARD INDUSTRIES INC	\$107,145.91
3/18/26	6062691	NORTHSTAR CHEMICAL INC	\$3,255.25
3/18/26	6062692	PACIFIC TOPSOILS INC	\$148.20
3/18/26	6062693	PUGET SOUND ENERGY INC	\$2,395.76
3/18/26	6062694	ROMAINE ELECTRIC CORP	\$1,325.76
3/18/26	6062695	RWC INTERNATIONAL LTD	\$54.58
3/18/26	6062696	SCHWEITZER ENGINEERING LAB INC	\$1,567.61
3/18/26	6062697	SHI INTERNATIONAL CORP	\$1,359,632.32
3/18/26	6062698	TOPSOILS NORTHWEST INC	\$465.00
3/18/26	6062699	AXIOM SERVICES INC	\$9,234.00
3/18/26	6062700	BRAKE & CLUTCH SUPPLY INC	\$399.93
3/18/26	6062701	COLEHOUR & COHEN INC	\$74,539.52
3/18/26	6062702	GENERAL PACIFIC INC	\$15,748.41
3/18/26	6062703	NORTHWEST CASCADE INC	\$238.39
3/18/26	6062704	ROHLINGER ENTERPRISES INC	\$922.63
3/18/26	6062705	SENSUS USA INC	\$30,310.42
3/18/26	6062706	SOUND SAFETY PRODUCTS CO INC	\$3,655.47
3/18/26	6062707	TECHPOWER SOLUTIONS INC	\$234,768.38
3/18/26	6062708	TRIANGLE ASSOCIATES INC	\$4,651.50

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Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/18/26	6062709	ID LABELING SYSTEMS	\$2,176.39
3/18/26	6062710	RIEKER INSTRUMENT CO INC	\$1,187.48
3/18/26	6062711	DRY BOX INC	\$13,682.55
3/18/26	6062712	ROYAL SWITCHGEAR MFG CO	\$1,362.97
3/18/26	6062713	CASCADE NORTHWEST SERVICES LLC	\$1,039.60
3/18/26	6062714	BRENDA WHITE	\$55.10
3/18/26	6062715	IAN HUNTER	\$663.20
3/18/26	6062716	WILLIAM HAUGEN	\$92.81
3/18/26	6062717	BENJAMIN LEWIS	\$156.00
3/18/26	6062718	NICHELE HALL	\$1,271.10
3/18/26	6062719	KEVIN DAVIS	\$20.96
3/18/26	6062720	RYAN COLLINS	\$1,385.20
3/18/26	6062721	ZACHARY MARZOLF	\$136.00
3/18/26	6062722	ROBIN BERRY	\$56.55
3/19/26	6062723	ASPLUNDH TREE EXPERT LLC	\$49,032.15
3/19/26	6062724	DAVID EVANS & ASSOCIATES INC	\$948.50
3/19/26	6062725	HOWARD INDUSTRIES INC	\$182,897.78
3/19/26	6062726	IBEW LOCAL 77	\$103,305.46
3/19/26	6062727	NORTHWEST POWER POOL CORP	\$9,286.53
3/19/26	6062728	RWC INTERNATIONAL LTD	\$439.23
3/19/26	6062729	PROLEC-GE WAUKESHA INC	\$6,996.43
3/19/26	6062730	STELLA-JONES CORPORATION	\$35,533.84
3/19/26	6062731	TOPSOILS NORTHWEST INC	\$3,410.00
3/19/26	6062732	UNITED PARCEL SERVICE	\$173.96
3/19/26	6062733	GORDON TRUCK CENTERS INC	\$274.90
3/19/26	6062734	WEST COAST PAPER CO	\$713.53
3/19/26	6062735	WILLIAMS SCOTSMAN INC	\$257.66
3/19/26	6062736	AABCO BARRICADE CO INC	\$5,733.02
3/19/26	6062737	CELLCO PARTNERSHIP	\$1,637.16
3/19/26	6062738	NORTHWEST CASCADE INC	\$245.00
3/19/26	6062739	REINHAUSEN INC	\$18,933.64
3/19/26	6062740	ROHLINGER ENTERPRISES INC	\$7,774.33

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/19/26	6062741	SENSUS USA INC	\$9,385.46
3/19/26	6062742	TYNDALE ENTERPRISES INC	\$6,384.38
3/19/26	6062743	ZIPPER GEO ASSOCIATES LLC	\$9,664.05
3/19/26	6062744	ALTEC INDUSTRIES INC	\$11,880.02
3/19/26	6062745	MORSE DISTRIBUTION INC	\$6,777.78
3/19/26	6062746	BALLARD INDUSTRIAL INC	\$285.74
3/19/26	6062747	NOKIA OF AMERICA CORP	\$5,521.38
3/19/26	6062748	CABLE HUSTON LLP	\$15,893.20
3/19/26	6062749	KEITHLY BARBER ASSOCIATES INC	\$937.30
3/19/26	6062750	SOUND CRAWLS LLC	\$445.00
3/20/26	6062751	HOWARD INDUSTRIES INC	\$174,799.26
3/20/26	6062752	SHI INTERNATIONAL CORP	\$22,044.12
3/20/26	6062753	SNOHOMISH COUNTY SOCIETY OF	\$6,347.04
3/20/26	6062754	WALTER E NELSON CO OF WESTERN WA	\$2,726.94
3/20/26	6062755	WSP USA INC	\$4,748.26
3/20/26	6062756	RESOUND ENERGY LLC	\$10,000.00
3/20/26	6062757	AA REMODELING LLC	\$800.00
3/20/26	6062758	MICHAEL KEEZER	\$573.60
3/20/26	6062759	LANDON SNYDER	\$373.40
3/20/26	6062760	HEATHER GRISOLIA	\$681.36
3/20/26	6062761	MICHAEL SORENSON	\$562.00
3/20/26	6062762	ELI HAKSO	\$530.10
3/20/26	6062763	JUSTIN ATKINSON	\$548.96
3/23/26	6062764	EJ BROOKS COMPANY	\$5,104.38
3/23/26	6062765	FASTENAL COMPANY	\$144.30
3/23/26	6062766	PARAMETRIX INC	\$320.00
3/23/26	6062767	PETROCARD INC	\$40,202.41
3/23/26	6062768	PUGET SOUND ENERGY INC	\$1,287.80
3/23/26	6062769	RWC INTERNATIONAL LTD	\$224.95
3/23/26	6062770	SISKUN INC	\$1,153.85
3/23/26	6062771	SHI INTERNATIONAL CORP	\$8,891.46
3/23/26	6062772	WEST COAST PAPER CO	\$3,214.36

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/23/26	6062773	WW GRAINGER INC	\$350.73
3/23/26	6062774	DOBBS HEAVY DUTY HOLDINGS LLC	\$1,278.67
3/23/26	6062775	RS AMERICAS INC	\$1,539.11
3/23/26	6062776	GENERAL PACIFIC INC	\$1,973.47
3/23/26	6062777	KATRINA MARIE HECIMOVIC	\$2,500.00
3/23/26	6062778	HOGLUNDS TOP SHOP INC	\$4,604.82
3/23/26	6062779	LENZ ENTERPRISES INC	\$117.56
3/23/26	6062780	POLY BAG LLC	\$96.93
3/23/26	6062781	PORTAGE BAY SOLUTIONS INC	\$2,435.93
3/23/26	6062782	ROHLINGER ENTERPRISES INC	\$356.47
3/23/26	6062783	SWC ENTERPRISES LLC	\$2,015.96
3/23/26	6062784	SEATTLE AUTOMOTIVE DISTRIBUTING INC	\$98.31
3/23/26	6062785	SENSUS USA INC	\$454,671.69
3/23/26	6062786	TECHPOWER SOLUTIONS INC	\$114,576.25
3/23/26	6062787	WETHERHOLT & ASSOCIATES INC	\$125.00
3/23/26	6062788	GRAYBAR ELECTRIC CO INC	\$4,668.75
3/23/26	6062789	ALTEC INDUSTRIES INC	\$2,265.03
3/23/26	6062790	ANIXTER INC	\$60,879.89
3/23/26	6062791	MALLORY SAFETY AND SUPPLY LLC	\$7,231.42
3/23/26	6062792	SEATTLE NUT & BOLT LLC	\$463.65
3/23/26	6062793	AMERICAN AIR FILTER CO INC	\$1,208.37
3/23/26	6062794	TRAFFIC CONTROL PLAN CO OF WA LLC	\$525.00
3/23/26	6062795	PACIFIC OFFICE AUTOMATION INC	\$754.42
3/23/26	6062796	HARMSEN LLC	\$5,150.00
3/23/26	6062797	FLEET SERVICE VEHICLE REPAIR LLC	\$279.86
3/23/26	6062798	T BAILEY INC	\$130,515.08
3/23/26	6062799	REACH SPORTS MARKETING GROUP INC	\$1,978.65
3/23/26	6062800	PURCELL TIRE & RUBBER COMPANY	\$1,356.00
3/23/26	6062801	GMES LLC	\$494.00
3/23/26	6062802	ANATEK LABS INC	\$1,875.00
3/23/26	6062803	RODDAN INDUSTRIAL LLC	\$53,732.14
3/23/26	6062804	COFFMAN ENGINEERS INC	\$7,884.25

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/23/26	6062805	HUGH GIBSON	\$513.21
3/23/26	6062806	ROBERT STEINER	\$546.60
3/23/26	6062807	GIUSEPPE FINA	\$1,080.23
3/23/26	6062808	SUZANNE BUCHMANN	\$14.20
3/23/26	6062809	THOMAS BLADES	\$579.99
3/23/26	6062810	LILLIAN MANLEY	\$1,026.00
3/23/26	6062811	MICHAEL PETREE	\$195.00
3/23/26	6062812	CLAUDIU LAZAR	\$1,418.84
3/23/26	6062813	EMILY KUBIAK	\$100.00
3/23/26	6062814	JENNA PETH	\$121.83
3/23/26	6062815	JOSHUA MUTHUMANI	\$136.12
3/24/26	6062816	FASTENAL COMPANY	\$533.71
3/24/26	6062817	HARGIS ENGINEERS INC	\$7,892.00
3/24/26	6062818	HOWARD INDUSTRIES INC	\$228,833.78
3/24/26	6062819	NORTH COAST ELECTRIC COMPANY	\$1,351.33
3/24/26	6062820	ROMAINE ELECTRIC CORP	\$2,138.87
3/24/26	6062821	STELLAR INDUSTRIAL SUPPLY INC	\$906.28
3/24/26	6062822	TRENCHLESS CONSTR SVCS LLC	\$77,872.90
3/24/26	6062823	UNITED PARCEL SERVICE	\$126.61
3/24/26	6062824	GORDON TRUCK CENTERS INC	\$149.41
3/24/26	6062825	THE COMPLETE LINE LLC	\$748.42
3/24/26	6062826	DICKS TOWING INC	\$352.37
3/24/26	6062827	HOGLUNDS TOP SHOP INC	\$2,165.03
3/24/26	6062828	NW TRANSMISSION INC	\$7,638.93
3/24/26	6062829	SWC ENTERPRISES LLC	\$168.86
3/24/26	6062830	SENSUS USA INC	\$609,090.53
3/24/26	6062831	SOUND SAFETY PRODUCTS CO INC	\$554.78
3/24/26	6062832	WALTER E NELSON CO OF WESTERN WA	\$6,275.89
3/24/26	6062833	SHERMAN & REILLY INC	\$520.81
3/24/26	6062834	ALTEC INDUSTRIES INC	\$113.68
3/24/26	6062835	ANIXTER INC	\$15,466.61
3/24/26	6062836	GRID SOLUTIONS US LLC	\$204,338.17

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/24/26	6062837	MORGAN INDUSTRIAL INC	\$73,203.52
3/24/26	6062838	FLEET SERVICE VEHICLE REPAIR LLC	\$230.22
3/24/26	6062839	TRC ENGINEERS INC	\$323,737.90
3/24/26	6062840	MARIAN DACCA PUBLIC AFFAIRS LLC	\$9,683.00
3/24/26	6062841	RAY ENERGY PNW LLC	\$6,557.40
3/24/26	6062842	TOYOTA MATERIAL HANDLING NW INC	\$1,326.34
3/24/26	6062843	BARCODES LLC	\$148.37
3/24/26	6062844	JASON CUMMINGS	\$129.00
3/24/26	6062845	HUNTER WARNER	\$209.00
3/24/26	6062846	ELLYCE BROWER	\$62.50
3/24/26	6062847	AMY CARSTENS	\$125.20
3/25/26	6062848	CENTRAL WELDING SUPPLY CO INC	\$177.50
3/25/26	6062849	DAVID EVANS & ASSOCIATES INC	\$830.00
3/25/26	6062850	MR TRUCK WASH INC	\$1,038.35
3/25/26	6062851	PACIFIC TOPSOILS INC	\$170.10
3/25/26	6062852	PETROCARD INC	\$4,196.37
3/25/26	6062853	RWC INTERNATIONAL LTD	\$159.29
3/25/26	6062854	SISKUN INC	\$2,037.02
3/25/26	6062855	SHI INTERNATIONAL CORP	\$21,687.86
3/25/26	6062856	STELLA-JONES CORPORATION	\$45,239.01
3/25/26	6062857	WESSPUR TREE AND EQUIPMENT INC	\$751.54
3/25/26	6062858	WW GRAINGER INC	\$1,851.28
3/25/26	6062859	LONE MOUNTAIN COMMUNICATIONS LLC	\$3,037.50
3/25/26	6062860	ALTEC INDUSTRIES INC	\$462.12
3/25/26	6062861	ANIXTER INC	\$26,376.00
3/25/26	6062862	MOTION & FLOW CONTROL PRODUCTS INC	\$1,541.73
3/25/26	6062863	HARMSSEN LLC	\$495.00
3/25/26	6062864	FLEET SERVICE VEHICLE REPAIR LLC	\$2,647.56
3/25/26	6062865	BORDER STATES INDUSTRIES INC	\$80,200.62
3/25/26	6062866	BARNHART CRANE AND RIGGING LLC	\$37,922.23
3/25/26	6062867	PACHECOS LANDSCAPING LLC	\$8,733.00
3/25/26	6062868	EUROFINS ENVR TESTING AMERICA HOLDI	\$2,495.00

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/25/26	6062869	TOM O'BRIEN	\$387.00
3/25/26	6062870	SIDNEY LOGAN	\$452.36
3/25/26	6062871	MORGAN STOLTZNER	\$308.26
3/26/26	6062872	ALASKAN COPPER & BRASS CO	\$4,914.73
3/26/26	6062873	ASPLUNDH TREE EXPERT LLC	\$53,641.41
3/26/26	6062874	DAY MANAGEMENT CORPORATION	\$28,573.91
3/26/26	6062875	DOBLE ENGINEERING CO	\$576.00
3/26/26	6062876	HOWARD INDUSTRIES INC	\$233,467.17
3/26/26	6062877	JACO ANALYTICAL LAB INC	\$1,440.00
3/26/26	6062878	NELSON DISTRIBUTING INC	\$3,672.92
3/26/26	6062879	OPEN TEXT INC	\$173,026.56
3/26/26	6062880	PARAMETRIX INC	\$40,868.31
3/26/26	6062881	PETROCARD INC	\$41,374.77
3/26/26	6062882	ROMAINE ELECTRIC CORP	\$1,496.56
3/26/26	6062883	RWC INTERNATIONAL LTD	\$1,202.37
3/26/26	6062884	SISKUN INC	\$71.84
3/26/26	6062885	STELLAR INDUSTRIAL SUPPLY INC	\$298.35
3/26/26	6062886	BRAKE & CLUTCH SUPPLY INC	\$191.62
3/26/26	6062887	DICKS TOWING INC	\$249.20
3/26/26	6062888	HOGLUNDS TOP SHOP INC	\$1,972.71
3/26/26	6062889	NORTHWEST CASCADE INC	\$481.25
3/26/26	6062890	PAGERDUTY INC	\$343.87
3/26/26	6062891	SENSUS USA INC	\$499,512.17
3/26/26	6062892	SOUND SAFETY PRODUCTS CO INC	\$2,960.32
3/26/26	6062893	WALTER E NELSON CO OF WESTERN WA	\$224.53
3/26/26	6062894	GRAYBAR ELECTRIC CO INC	\$302.83
3/26/26	6062895	ALTEC INDUSTRIES INC	\$656,982.83
3/26/26	6062896	ANIXTER INC	\$502.79
3/26/26	6062897	MOTION & FLOW CONTROL PRODUCTS INC	\$5,002.24
3/26/26	6062898	TRAFFIC CONTROL PLAN CO OF WA LLC	\$700.00
3/26/26	6062899	REXEL USA INC	\$6,069.89
3/26/26	6062900	CENVEO WORLDWIDE LIMITED	\$2,943.56

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/26/26	6062901	SHERELLE GORDON	\$32,000.00
3/26/26	6062902	BORDER STATES INDUSTRIES INC	\$5,012.54
3/26/26	6062903	GLASS FIX LLC	\$1,730.93
3/26/26	6062904	HARNISH GROUP INC	\$120.58
3/26/26	6062905	ANATEK LABS INC	\$750.00
3/26/26	6062906	TOYOTA MATERIAL HANDLING NW INC	\$1,934.99
3/26/26	6062907	REXEL USA INC	\$21,940.58
3/26/26	6062908	EUROFINS ENVR TESTING AMERICA HOLDI	\$1,468.00
3/26/26	6062909	STALLION INFRASTRUCTURE SERVICES LL	\$220.00
3/26/26	6062910	SECURIAN LIFE INSURANCE CO	\$18,071.17
3/26/26	6062911	GOLDFINCH BROTHERS INC	\$1,425.00
3/26/26	6062912	JACQUES CONSTRUCTION INC	\$725.00
3/26/26	6062913	GREEN BUILT NORTHWEST LLC	\$775.00
3/26/26	6062914	HOME COMFORT ALLIANCE LLC	\$5,375.00
3/26/26	6062915	LYNH DICKEN	\$58.00
3/26/26	6062916	DEVON YEAGER	\$1,488.45
3/26/26	6062917	RICHARD NEWTON	\$990.66
3/26/26	6062918	AARON TJEPKEMA	\$468.24
3/26/26	6062919	AMY CARSTENS	\$23.21
3/26/26	6062920	RYAN MONROE	\$468.24
3/27/26	6062921	CENTRAL WELDING SUPPLY CO INC	\$182.98
3/27/26	6062922	CERIUM NETWORKS INC	\$989.10
3/27/26	6062923	IIA LIFTING SERVICES INC	\$1,365.00
3/27/26	6062924	HOWARD INDUSTRIES INC	\$350,696.39
3/27/26	6062925	KUBRA DATA TRANSFER LTD	\$56,480.99
3/27/26	6062926	NORTHWEST LOGO PRODUCTS LLC	\$284.33
3/27/26	6062927	NW SUBSURFACE WARNING SYSTEM	\$6,669.54
3/27/26	6062928	PITNEY BOWES PRESORT SERVICES LLC	\$206.74
3/27/26	6062929	SEAHURST ELECTRIC CO INC	\$96.28
3/27/26	6062930	WEST COAST PAPER CO	\$3,214.36
3/27/26	6062931	CONFLUENCE ENGINEERING GROUP LLC	\$4,291.00
3/27/26	6062932	NORTHWEST CASCADE INC	\$4,181.33

Detailed Disbursement Report

Accounts Payable ACH			
Payment Date	Payment Ref Nbr	Payee	Amount
3/27/26	6062933	OPEN ACCESS TECHNOLOGY INTL INC	\$1,047.27
3/27/26	6062934	Z2SOLUTIONS LLC	\$3,625.00
3/27/26	6062935	JACKAREN CONSULTING	\$17,556.00
3/27/26	6062936	TERNIO II INC	\$300.00
3/27/26	6062937	SCI NETWORKS USA	\$13,972.50
3/27/26	6062938	PERFORMANCE SYSTEMS	\$49,173.27
3/27/26	6062939	TRUVIEW BSI LLC	\$997.06
3/27/26	6062940	RUBEN WILLIAM TRUJILLO	\$2,175.31
3/27/26	6062941	LUISANA HERNANDEZ	\$2,225.02
3/27/26	6062942	KPOCH INTERMEDIATE INC	\$110,425.99
3/27/26	6062943	CASCADE NORTHWEST SERVICES LLC	\$1,227.00
3/27/26	6062944	STILLWATER ENERGY LLC	\$28,335.20
3/27/26	6062945	HAILEY WANG	\$343.86

Total: \$11,805,354.22

Detailed Disbursement Report

Accounts Payable Wires			
Payment Date	Payment Ref Nbr	Payee	Amount
3/10/26	7003893	CRAWFORD & COMPANY	\$15,804.04
3/11/26	7003894	ICMA-RC	\$139,200.00
3/17/26	7003895	US DEPARTMENT OF ENERGY	\$116,253.00
3/19/26	7003896	ICMA-RC	\$365,755.01
3/19/26	7003897	PUBLIC UTILITY DIST NO 1 OF SNOHOMI	\$20,793.16
3/19/26	7003898	ICMA-RC	\$934,414.57
3/20/26	7003899	CITY OF SEATTLE	\$369,334.35
3/20/26	7003900	HAMPTON LUMBER MILLS-WA INC	\$87,514.56
3/20/26	7003901	WHEAT FIELD WIND POWER PROJECT LLC	\$880,626.13
3/20/26	7003902	CRAWFORD & COMPANY	\$799.03
3/20/26	7003903	AVANGRID POWER HOLDINGS INC	\$283,469.11
3/23/26	7003904	CRAWFORD & COMPANY	\$8,167.64
3/24/26	7003905	US DEPARTMENT OF ENERGY	\$3,330,957.00
3/25/26	7003906	US DEPARTMENT OF ENERGY	\$23,486,539.00
3/25/26	7003907	CRAWFORD & COMPANY	\$14,992.41

Total: \$30,054,619.01

Detailed Disbursement Report

Payroll			
Period End Date	Payment Ref Nbr	Payee	Amount
3/18/26	5300001502	PUD EMPLOYEES - DIRECT DEPOSIT	\$5,659,052.70
3/20/26	845656 - 845665	PUD EMPLOYEES - WARRANTS	\$27,350.41

Detailed Disbursement Report

Automatic Debit Payments			
Payment Date	Payment Ref Nbr	Payee	Amount
3/11/26	5300001498	STATE OF WA DEPT OF RETIR	\$1,617,530.33
3/13/26	5300001499	WELLNESS BY WISHLIST INC	\$2,500.00
3/13/26	5300001500	WELLNESS BY WISHLIST INC	\$13,065.27
3/13/26	5300001501	LIBERTY MUTUAL GROUP DBA	\$21,454.20
3/19/26	5300001503	ADP INC	\$1,543,006.43
3/19/26	5300001504	WELLNESS BY WISHLIST INC	\$2,500.00
3/20/26	5300001505	WELLNESS BY WISHLIST INC	\$15,122.49
3/20/26	5300001506	WELLNESS BY WISHLIST INC	\$21,691.56
3/20/26	5300001508	LIBERTY MUTUAL GROUP DBA	\$5,230.35
3/25/26	5300001509	STATE OF WA DEPT OF REVEN	\$2,820,207.96
3/25/26	5300001510	STATE OF WA DEPT OF RETIR	\$170,501.39
3/27/26	5300001511	LIBERTY MUTUAL GROUP DBA	\$22,237.65
3/27/26	5300001512	WELLNESS BY WISHLIST INC	\$27,977.68
Total:			\$6,283,025.31



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 4

TITLE

CEO/General Manager’s Briefing and Study Session

SUBMITTED FOR: Briefing and Study Session

CEO/General Manager _____	John Haarlow _____	8473 _____
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Executive Limitations, EL-9, Communications and Support to the Board – the CEO/General Manager shall...marshal for the board as many...points of view, issues and options as needed for fully informed Board choices.

List Attachments:

CEO/General Manager’s Briefing and Study Session attachments

A background image showing a group of people in an office setting. A man with a beard is pointing at a laptop screen, while a woman looks on. The image is dimmed and serves as a backdrop for the text.

SNOHOMISH
PUD

Energizing Life In Our Communities

Media Report

Aaron Swaney, Manager Corporate Communications

April 7, 2026



Media Coverage

SNOHOMISH
PUD
Energizing Life In Our Communities

MEDIA COVERAGE

Latino Herald Story on Energy Efficiency Assistance

Herald interviewed PUD
Customer Service
Representative Naomi Pullen.

Story featured info on
emergency kits, assistance
programs, bilingual services and
more.

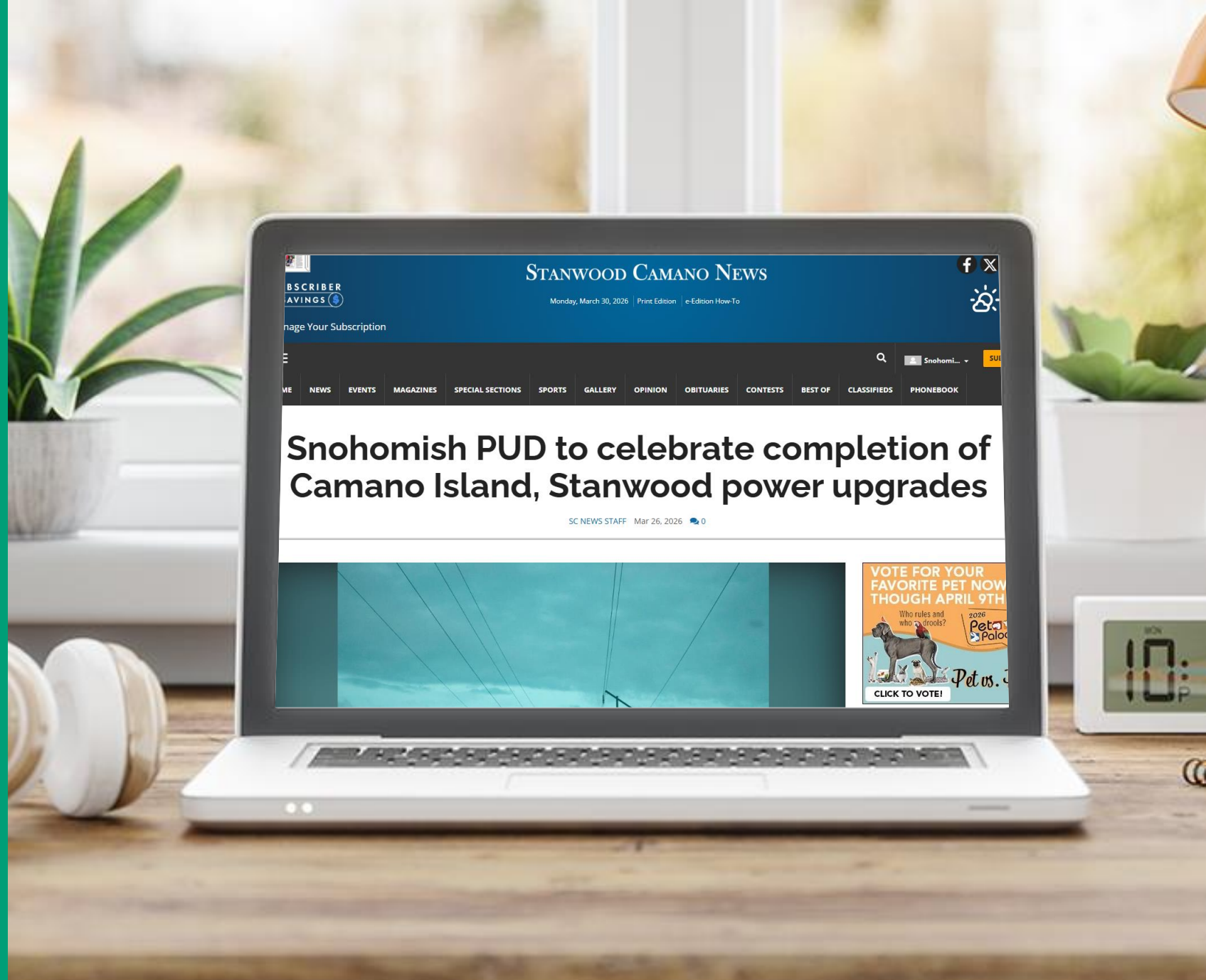


MEDIA COVERAGE

Celebrating Infrastructure Upgrades

Press release on improvement projects: North Camano-Stanwood transmission line, North Camano and Twin City substations.

Picked up numerous publications, including Stanwood-Camano news, APPA, Lynnwood Times.

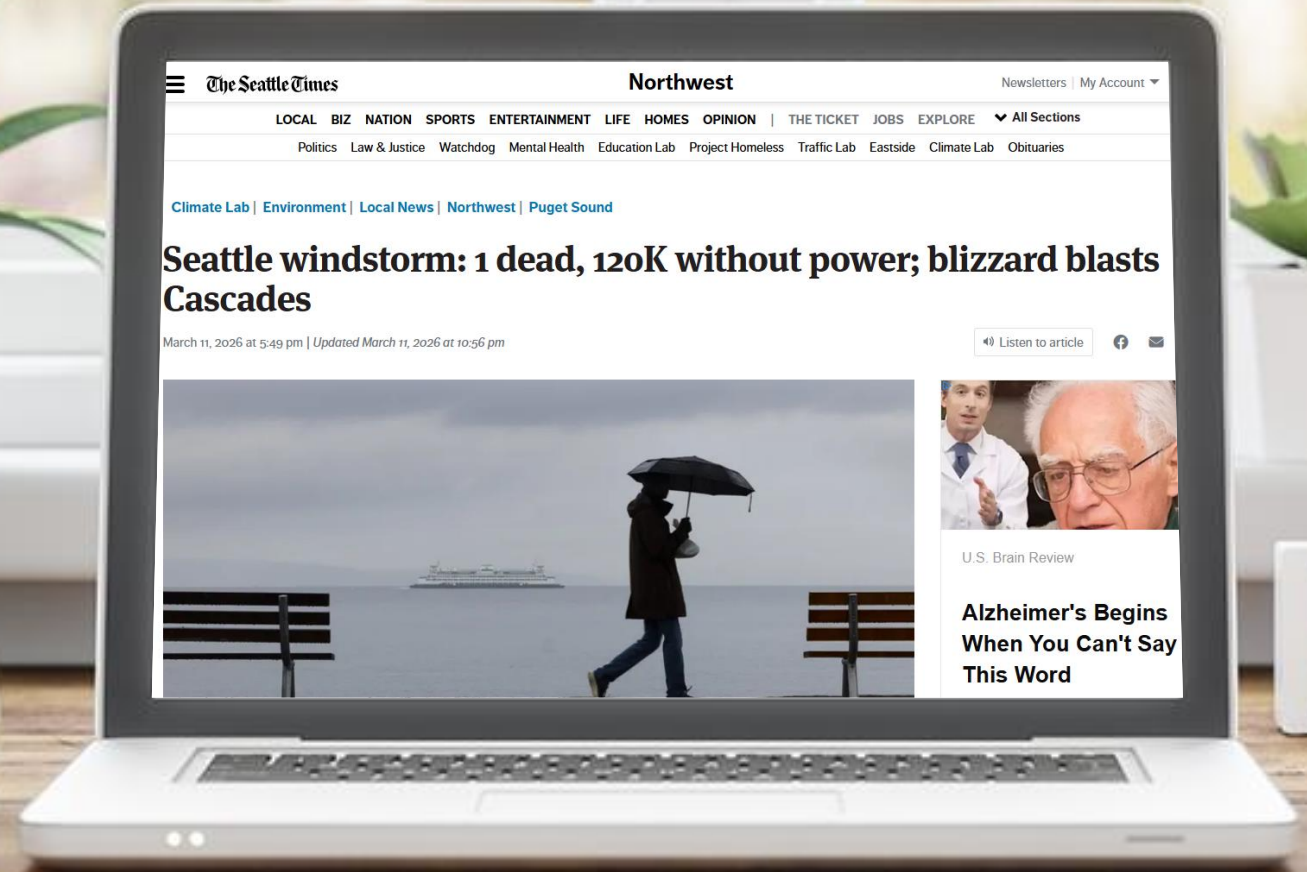


MEDIA COVERAGE

Wild Weather Coverage

Early March windstorm resulted in outages and coverage in Everett Herald, Seattle Times and Seattle TV.

Local coverage, including Seattle TV, on second spill at Spada Lake this winter.





Publications

SNOHOMISH
PUD
Energizing Life In Our Communities

PUBLICATION

Current

Set to hit mailboxes on April 15, 2026.



Come on inside!

A Welcome Tables
Questions? Stop here and let us assist you.

B Meet a Commissioner

C Work for the PUD
Learn about current openings and apprenticeship programs.

D Customer Service
Customer Service experts will be available for questions and assistance.

E Energy Efficiency
Talk with energy-efficiency pros about PUD programs and rebates, plus get help from Snohomish County Weatherization Program reps – all the resources to make your home more efficient in one place.

F Celebrate our Energy Future Room (and Cake Walk!)
Discover how today's innovations are shaping tomorrow. Meet PUD experts from Rates, Resource Planning, and Connect Up – and don't miss the Cake Walk for fun and prizes!

G Auditorium Presentations

- 10 am & 1 pm: Wanda Flippelfairy water education for kids (35 mins).
- 11 am to 12:30 pm: Powering Tomorrow's Storage, Small Modular Reactors & Fusion Explained with PUD experts and special guests from Helion Energy and Energy Northwest.

Please note, Auditorium attendance is limited to the first 300 people.

ENTRY FROM CALIFORNIA STREET (TOUCH A TRUCK)

ENTRY FROM HEWITT AVENUE SIDE
Parents: a private room for baby feeding is available on the second floor. Please visit the Welcome Table for details.

ENERGY BLOCK PARTY

Saturday, April 25, 10 am to 2 pm

An Earth Day Celebration at PUD Headquarters in Everett
Kids – and the young at heart – will love this truckstravaganza of PUD and first-responder vehicles. Meet men and women of the PUD and get your photo taken in a bucket truck!

Free hats for little line workers
While they last.* One per child, who must be present.

California Street happenings
Tables with...
• Kids' activities
• Water Utility fun
• Drawings for free trees
• Parachute drop
And MORE!

Limited parking
Walking, biking and transit are strongly encouraged! For parking options and a transit map, visit snopud.com/energyblockparty

Food Trucks!
Dick's Drive-In, Carhouse Pizza, Ryan's REZzips and Miller Meats.

EV fun
Info tables in the parking lot include solar, battery storage and robots, Natural Resources & Avian Protection.

High-voltage trailer safety demonstration

Way to Go Water Team - All AMI Meters Installed! - FEBRUARY 4, 2024

Current Spring 2026 5



Affordability

Value of Public Power

Did you know that Snohomish County PUD is a public utility? Some key benefits our customers experience are:

- Shorter outage times
- Rates that are based on cost, not profit
- Robust financial assistance programs to help families in need

Visit snopud.com/publicpower to learn more.



MARKETING

Energy Block Party

- Advertisements – print, digital, radio and podcasts
- Postcards to Everett ZIP codes
- Social media
- The Wire
- Herald column – April

SNOHOMISH
PUD

ENERGY BLOCK PARTY

FREE Family Fun!

April 25

10 am to 2 pm

ENERGY BLOCK PARTY **PUD**

2320 California Street, Everett

Free family fun!
Saturday, April 25
10 am-2 pm

TONS OF TRUCKS!

snopud
Everett, Washington

snopud Who let these kids plan the Energy Block Party?!

Join us for the best party of the year at PUD HQ in Everett on April 25! Energy Block Party is back and these are a few of the people that make it such a special event. Bring the whole family to meet the adult versions of this cast of characters (we're still this cute) and enter to win some great prizes. Only 52 days to go!

#TeamPUD #EnergyBlockParty #PublicPower

exploringeverett I love this! So fun!!!!
3w 1 like Reply

angeltilton I love this! 🥰
3w 2 likes Reply

moonunit Stop it! I love this so much!! Let's make this a series! 🙌
3w 2 likes Reply

View insights Boost post

Liked by councilpup_jamm and 73 others
March 4

Add a comment... Post

This is who will be coordinating the Customer Service booth



Mountlake Terrace - Main Street Revitalization Project, Phase II

Interlocal Agreement for Phase II Construction

Daniel Luu, Principal Engineer

April 7, 2026

Purpose

Establish an Interlocal Agreement between Snohomish County PUD and the City of Mountlake Terrace for Phase II of the Main Street Revitalization Project.

Note: Resolution for Interlocal Agreement approval will be routed to the Commission at a later date.

Main Street Reconstruction

- Project includes reconstruction of key roadway and utility infrastructure in Mountlake Terrace’s Town Center.
 - Phase I (Completed 2020) delivered corridor improvements to 236th St SW.
 - Phase II will continue improvements along 56th Ave W from 236th St SW to 232nd St SW.
- PUD Engineering engagement for Phase II began in 2022.



Conflicts With PUD Facilities

- PUD distribution facilities (overhead and underground) are located along 56th Ave W.
- City has requested relocation of these facilities, including **undergrounding all overhead lines along the corridor.**



Interlocal Agreement Summary

Relocation Policy

- Like-for-Like relocation within City Right-of-Way is at PUD expense.
- Additional costs associated with undergrounding are paid by the requestor (Mountlake Terrace).

Cost Sharing

- The City can partially offset undergrounding costs by installing the trench, vault, and conduit system for the PUD.

Preliminary Estimate

- Estimated total relocation/ undergrounding cost: \$1.37M.
- Like-for-Like credit: \$417k.
- City share: \$953k (Time & Materials).
- PUD responsible for betterments.

Additional Project Agreements

- Town Center “Zero-Lot-Line” rezoning requires submersible switchgear units instead of pad-mounted (3 units).
- City is responsible for undergrounding existing customer services, including conduit, conductors, and service updates (e.g., entrances, meters, weatherheads).



Additional Project Details

Anticipated City Schedule

- Ad Date: June or July 2026.
- Construction Start: August or September 2026.
- Duration: 14-18 months (finish Q4 2027 or Q1 2028).

PUD Labor

- PUD labor performed by PUD crews.
- PUD construction to be coordinated with City contractor's schedule.

Easements

- City to acquire easements on private property for PUD facilities.
- Easement documentation to be reviewed by PUD's Real Estate group.
- City responsible for future relocation costs of switches in City ROW.

Next Steps

- PUD and Mountlake Terrace to finalize Interlocal Agreement language.
- PUD Legal team to prepare the coversheet and resolution for approval of the ILA to be included in a future Commission agenda.
 - Tentatively scheduled for the April 21, 2026, Commission meeting.

Thank you

Questions?

CONTACT:

Daniel Luu

DCLuu@snopud.com





MRSC Consultant Roster

Clark Langstraat, Manager Contracts & Purchasing

April 7, 2026

Current Roster Process

- Contracts and Purchasing currently solicits interested Architectural and Engineering (A & E) consultants to submit Statements of Qualification (SOQ) every two years.
- District staff review consultants pursuant to RCW 39.80 and select for projects based on qualifications. Contract price and scope are then negotiated with the selected consultant.
- 142 Submittals across 14 Categories.
- 77 contracts for 2024-26.

Moving to MRSC



What is MRSC?

The Municipal Research and Services Center (MRSC) is a nonprofit organization that helps local governments across Washington State better serve their communities by providing legal and policy guidance on any topic.

Moving to MRSC



- MRSC solicits SOQs and manages consultant database.
- District staff will follow similar procedures using consultants from the MRSC database to review and select for projects.
- MRSC process is compliant with statutes.
- Many more consultants across more categories.
- Used by 792 Washington public agencies.
- Increases efficiency for consultants and District staff.
- The District pays a small annual fee, currently capped at \$3950.

Resolution

The resolution presented here is based on a template provided by MRSC to ensure that responsibilities are clearly defined and that all processes are compliant with relevant statutes.

Next Steps

- Staff will return at the April 21, 2026, Commission meeting for consideration of a resolution authorizing use of the MRSC Consultant Roster.



Energizing Life In Our Communities

2028-2032 Strategic Plan Development
Strategic Foresight and
Scenario Planning

April 7, 2026

Laura Lemke
Program Director
District Strategy & Performance Planning

Prior Presentation: March 17, 2026



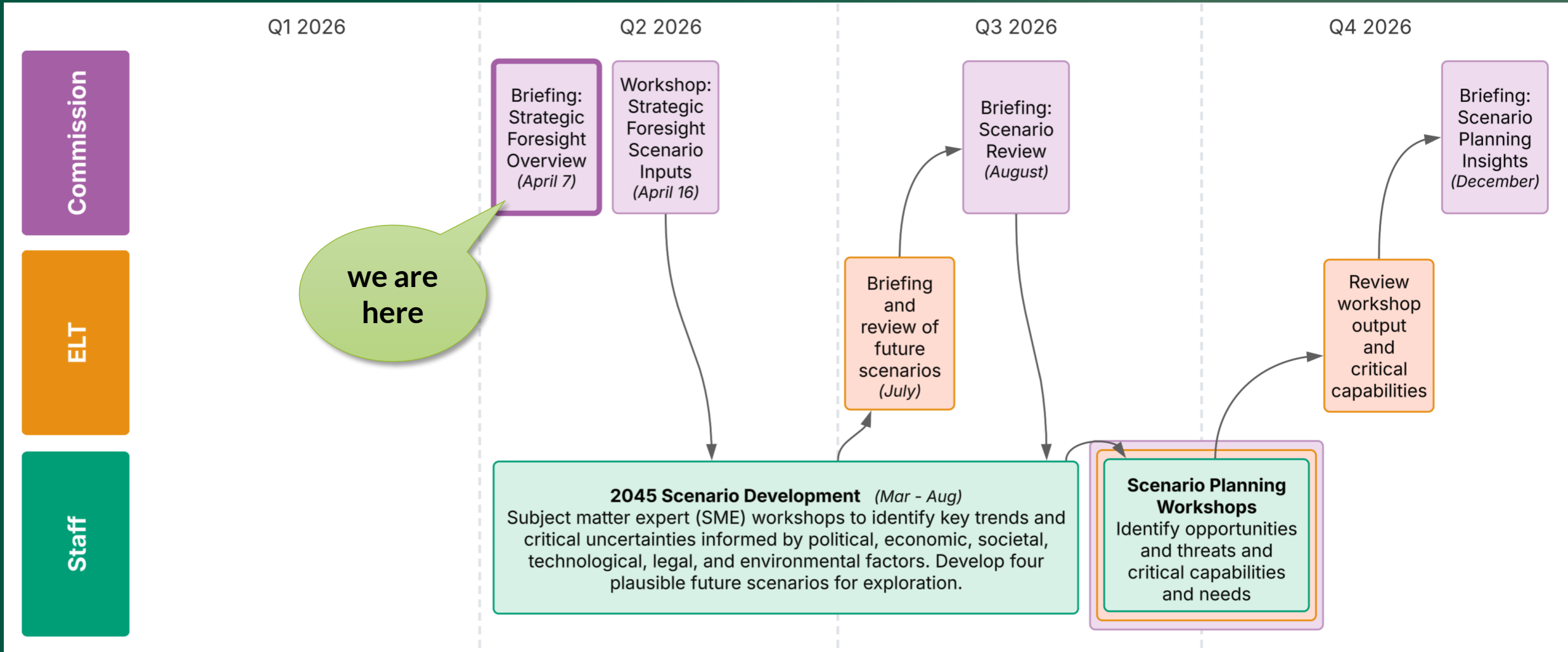
Today's Purpose:

Brief the Commission on strategic foresight and scenario planning.

This presentation is informational, no action is requested.



2026 Workflow and Key Deliverables



Commission Briefings will take place in regularly scheduled Commission meetings.
Commission Workshops will be scheduled outside of meetings.



What Is Strategic Foresight?

A systematic approach to thinking about an uncertain future so we can make smarter, more resilient decisions today.

It doesn't predict the future; it helps us prepare for it.



Why Is Strategic Foresight Important?

The future will not look like the past, and long-term risks and opportunities are accelerating.

Our choices today don't just solve near-term problems; they determine how ready we are for what lies ahead.

What Is Scenario Planning?

Scenario Planning is a structured way of exploring multiple plausible futures to better understand uncertainty and its implications for our decisions today.

Scenarios don't try to predict what will happen; it helps us test our assumptions and prepare for what could.

FORECAST PLANNING EXTRAPOLATING FROM THE RECENT PAST

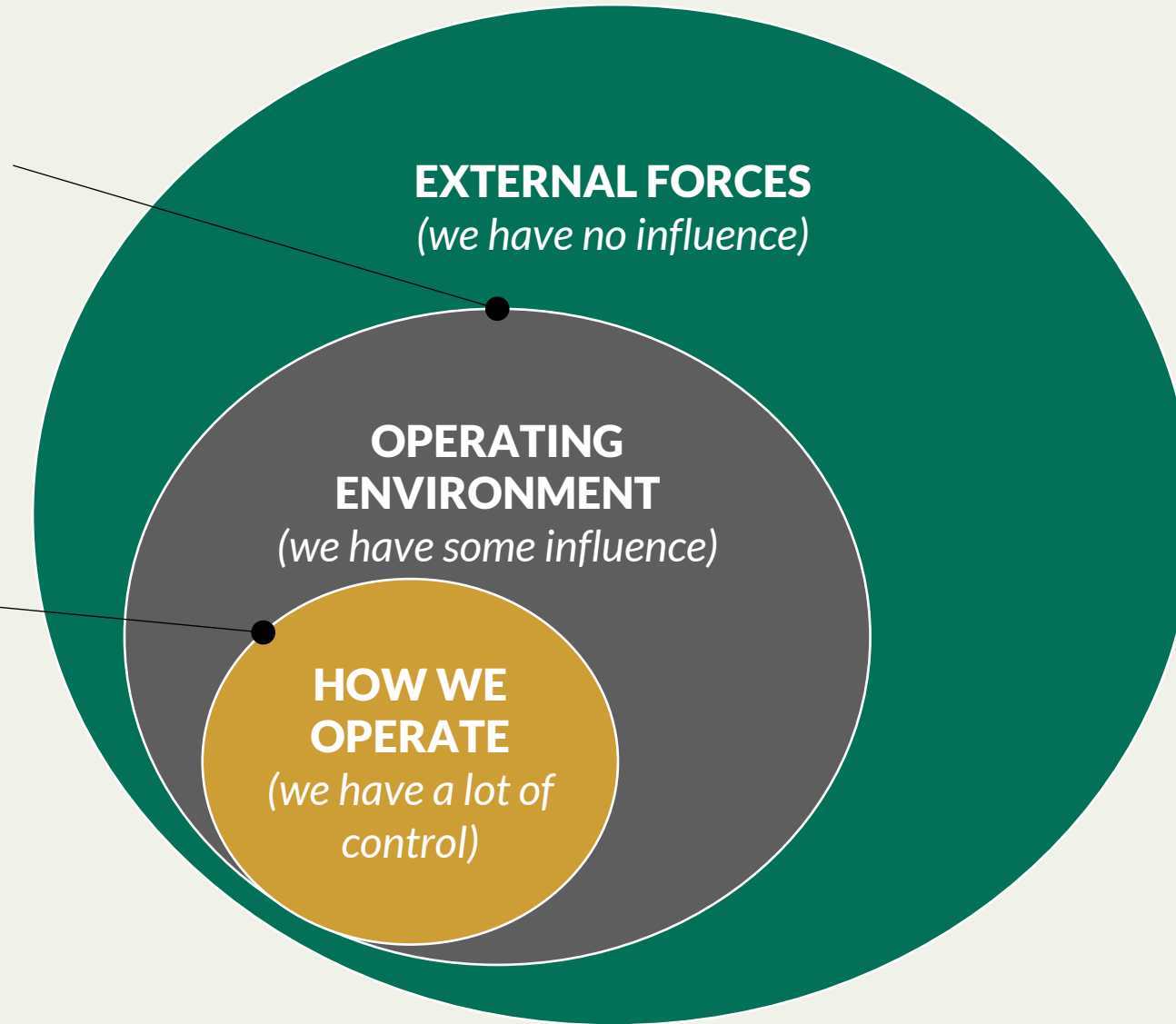


SCENARIO PLANNING ENVISIONING MULTIPLE FUTURES



SCENARIOS capture the impact of changes in external forces on the operational environment

STRATEGY affects how an organization interacts with the operating environment



- Politics
- Economics
- Societal Changes
- Technology
- Environmental
- Political / Regulatory

- Industry dynamics
- Market growth
- Customer needs
- Competitor moves
- Stakeholder evolution

- Products & Services
- Operations
- Assets
- Costs
- Financial structure
- Branding & Communication

Credit: Global Business Network (GBN)

How Do We Use Our Scenarios?

The most important output of the scenario work is not the scenarios themselves—it is what they help us learn.

“Living in the futures” helps us identify the capabilities we need to succeed across multiple scenarios. These are the capabilities that help distinguish between futures where we struggle and futures where we are well-positioned.



Our Focal Question

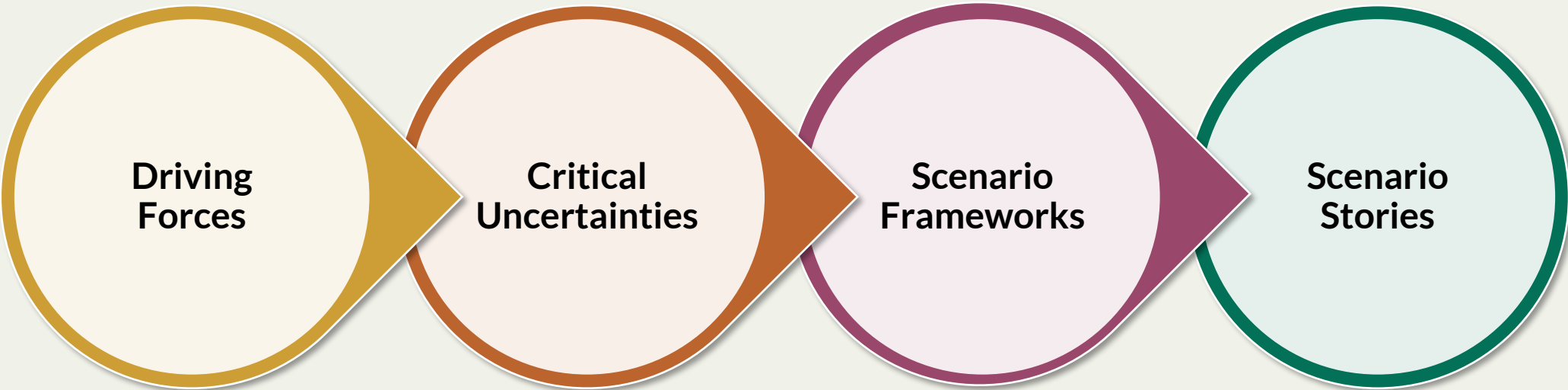
**What might the communities we serve look like in 2045?
How might our region and operating environment change?**

This is the question our scenarios will answer.

Our Scenario Development Process

Our Focal Question:

**What might the communities we serve look like in 2045?
How might our region and operating environment change?**



What are all the relevant external forces in play?

Which could affect communities and their needs most significantly and are also the most uncertain in how they will play out?

How could critical uncertainties combine to create surprising futures that challenge today's conventional wisdom?

How might these futures plausibly unfold? What are the implications for our communities, customers, and operating environment?

Identifying Driving Forces

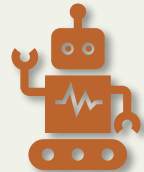
STEEP provides a structured way to understand the external forces that could shape our communities, customers, and region.



S

Societal

Changes in population, demographics, values, behaviors, and community expectations that shape how people live, work, and interact with public services.



T

Technological

Advances in technology, science, and data that can transform infrastructure, operations, customer experiences, and how work gets done.



E

Economic

Trends in the economy, markets, affordability, labor, and investment that influence financial stability and customer capacity to pay.



E

Environmental

Shifts in climate, natural systems, and resource conditions that affect resilience, sustainability, and living conditions.



P

**Political /
Regulatory**

Changes in policy, regulation, governance, and public expectations that shape what is allowed, required, or prioritized.

Identifying Critical Uncertainties

Once we identify our driving forces, we prioritize them by impact and certainty.



IMPACT

Impact reflects how significantly an external force could affect our customers, communities, region, or operating environment.



CERTAINTY

Certainty reflects how predictable the direction and outcome of that external force is over time, based on what we know today.

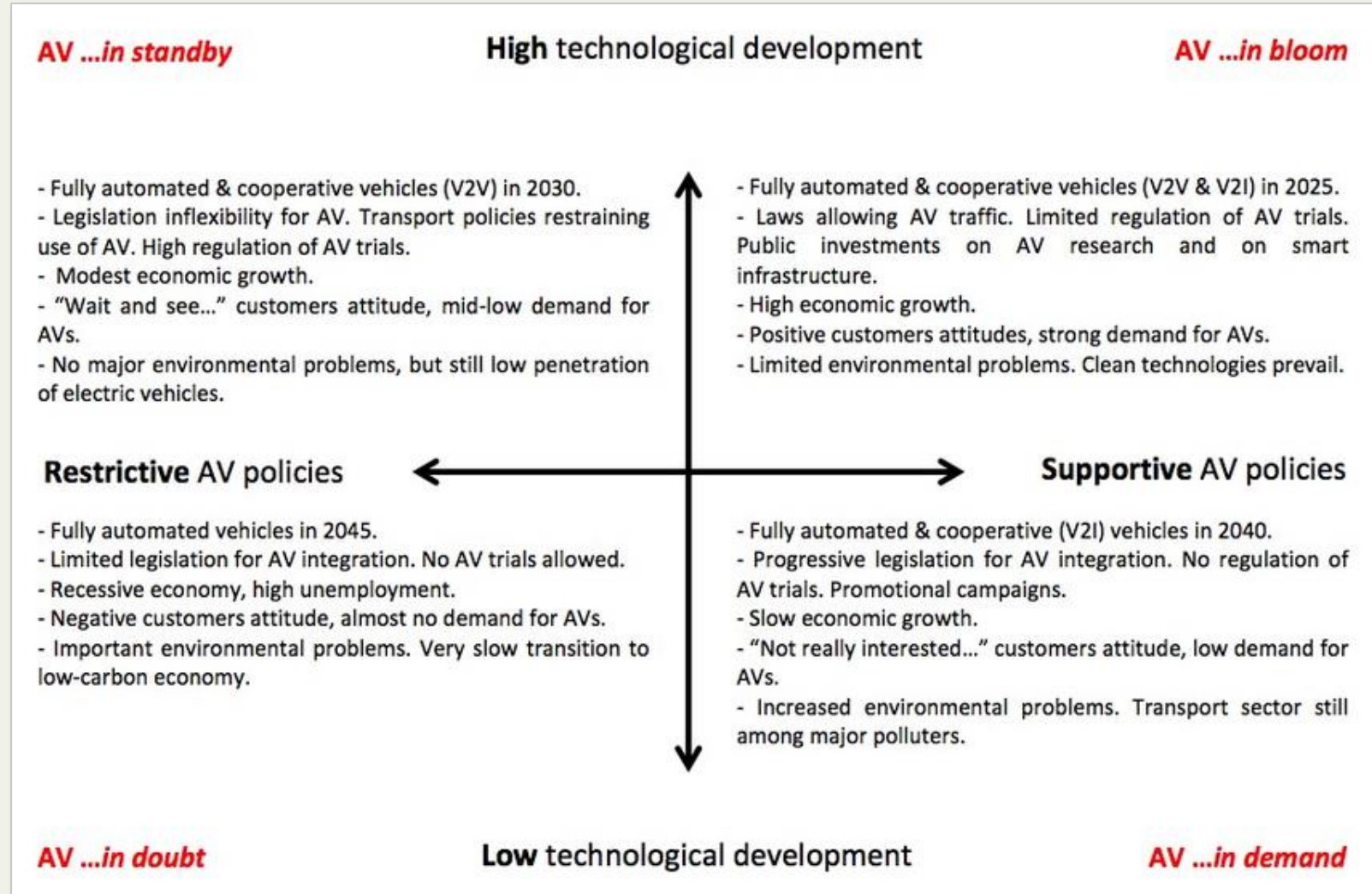
High-impact forces demand our attention, while low-certainty forces require us to plan for multiple plausible futures. Together, impact and certainty help us distinguish between trends we can plan around and uncertainties we must be prepared to adapt to.

Exploring Scenario Frameworks

Critical uncertainties are combined to explore how they might interact to create expected and unexpected futures.

AV = Automated Vehicles

Source: Scenarios about development and implications of automated vehicles in the Netherlands, [published January 2016](#).



Writing Our Scenario Stories

Once upon a time



Looking Ahead

April 16, 2026:
Commission and ELT
Strategic Foresight Workshop to
provide input to 2045 Scenarios.



Focus Of Our Workshop

The first two steps in scenario development:

1. Brainstorm External Forces.
2. Identify Critical Uncertainties.

Commission and ELT input will be combined with insights from employee workshops.

The Strategic Foresight Team will use the input to inform our four 2045 scenarios.



Preparing For Our Workshop

Listen: [Future-Proofing Your Strategy with Scenario Planning.](#)

Read: [Learning from the Future.](#)

Scan for interesting trends and signals in context of our focal question:
What might the communities we serve look like in 2045? How might our region and operating environment change?

As you find interesting items, **consider:**

- Which STEEP category it fits into (Societal, Technological, Economic, Environmental, Political / regulatory).
- How big the impact could be to our communities or operating environment.
- How certain you are that you or someone else can predict the outcome.

Bring your thoughts and ideas to the workshop.

Questions?



J. Peter Scoblic

Principal, Event Horizon Strategies

Learning from the *Future*

How to make robust strategy
in times of deep uncertainty



HOW CAN WE FORMULATE strategy
in the face of uncertainty?

That's the fundamental question
leaders must ask as they prepare
for the future. And in the midst of a
global pandemic, answering it has
never felt more urgent.

Even before the Covid-19 crisis, rapid technological change, growing economic interdependence, and mounting political instability had conspired to make the future increasingly murky. Uncertainty was so all-encompassing that to fully capture the dimensions of the problem, researchers had devised elaborate acronyms such as VUCA (volatility, uncertainty, complexity, and ambiguity) and TUNA (turbulent, uncertain, novel, and ambiguous).

Spotlight



ABOUT THE ART

During the quarantines in March and April of this year, photographers in cities around the world captured images of deserted tourist sites.

In response, many leaders sought refuge in the more predictable short term—a mechanism for coping with uncertainty that research has shown leaves billions of dollars of earnings on the table and millions of people needlessly unemployed. By the start of 2020, the sense of uncertainty was so pervasive that many executives were doubling down on efficiency at the expense of innovation, favoring the present at the expense of the future.

And then the pandemic hit.

Now the tyranny of the present is supreme. A lot of organizations have had no choice but to focus on surviving immediate threats. (There are no futurists in foxholes.) But many business and political discussions still demand farsightedness. The stakes are high, and decisions that leaders make now may have ramifications for years—or even decades. As they try to manage their way through the crisis, they need a way to link current moves to future outcomes.

So how best to proceed?

Strategic foresight—the history, theory, and practice of which I have spent years researching—offers a way

forward. Its aim is not to predict the future but rather to make it possible to imagine multiple futures in creative ways that heighten our ability to sense, shape, and adapt to what happens in the years ahead. Strategic foresight doesn't help us figure out *what* to think about the future. It helps us figure out *how* to think about it.

To be sure, a growing body of research has demonstrated that it is possible to make more-accurate predictions, even in chaotic fields like geopolitics. We should use those techniques to the extent we can. But when predictive tools reach their limits, we need to turn to strategic foresight, which takes the irreducible uncertainty of the future as a starting point. In that distinctive context, it helps leaders make better decisions.

The most recognizable tool of strategic foresight is scenario planning. It involves several stages: identifying forces that will shape future market and operating conditions; exploring how those drivers may interact; imagining a variety of plausible futures; revising mental models of the present on the basis of those futures; and then using

those new models to devise strategies that prepare organizations for whatever the future actually brings.

Today the use of scenarios is widespread. But all too often, organizations conduct just a single exercise and then set whatever they learn from it on the shelf. If companies want to make effective strategy in the face of uncertainty, they need to set up a process of constant exploration—one that allows top managers to build permanent but flexible bridges between their actions in the present and their thinking about the future. What's necessary, in short, is not just imagination but the *institutionalization* of imagination. That is the essence of strategic foresight.

THE LIMITS OF EXPERIENCE

Uncertainty stems from our inability to compare the present to anything we've previously experienced. When situations lack analogies to the past, we have trouble envisioning how they will play out in the future.

The economist Frank Knight famously argued that uncertainty is best understood in contrast with risk. In situations of risk, Knight wrote, we can calculate the probability of particular outcomes, because we have seen many similar situations before. (A life insurance company, for example, has data on enough 45-year-old, nonsmoking white men to estimate how long one of them is going to live.) But in situations

IDEA IN BRIEF

THE CHALLENGE

Good strategy creates competitive advantage over time, but the uncertainty of the future makes it difficult to identify effective courses of action, particularly in the midst of a crisis. As a leader, how can you prepare for an unpredictable future while managing the urgent demands of the present?

THE PROMISE

The practice of strategic foresight provides the capacity to sense, shape, and adapt to change as it happens. One important element of the practice is scenario planning, which helps leaders navigate uncertainty by teaching them how to anticipate possible futures while still operating in the present.

THE WAY FORWARD

To make effective strategy in the face of uncertainty, leaders need to institutionalize strategic foresight, harnessing the power of imagination to build a dynamic link between planning and operations.



At the very moment when the present least resembles the past, it makes little sense to look back in time for clues about the future.



NurPhoto/Getty Images; previous spread: Gary Hershorn/Getty Images

of uncertainty—and Knight put most business decisions in this category—we can only guess what might happen, because we lack the experience to gauge the most likely outcome. In fact, we might not even be able to imagine the range of potential outcomes.

The key in those situations, Knight felt, was judgment. Managers with good judgment can successfully chart a course through uncertainty despite a lack of reference points. Unfortunately, Knight had no idea where good judgment came from. He called it an “unfathomable mystery.”

Of course, in something of a catch-22, conventional wisdom holds that to a large extent good judgment is based on experience. And in many uncertain situations managers do, in fact, turn to historical analogy to anticipate the future. This is why business schools use the case teaching method: It’s a way of exposing students to a range of analogies—and thus ostensibly helping them develop judgment—much more quickly than is possible in the normal course of life.

But Knight’s point was that uncertainty is marked by novelty, which, by

definition, lacks antecedents. At the very moment when the present least resembles the past, it makes little sense to look back in time for clues about the future. In times of uncertainty, we run up against the limits of experience, so we must look elsewhere for judgment.

That’s where strategic foresight comes in.

“STRANGE AIDS TO THOUGHT”

In the United States, strategic foresight can be traced back to the RAND Corporation, a think tank that the U.S. Air Force



set up after World War II. Rather than plumbing the mystery of judgment, RAND scholars hoped to replace it with the “rational” tools of quantitative analysis. But as they grappled with the military demands of the postwar world, they could not escape the fact that nuclear weapons had fundamentally changed the nature of warfare. Two countries, the United States and the Soviet Union, had acquired the ability to destroy each other as functioning civilizations. And because no one had ever fought a nuclear war before, no one knew how best to fight (or avoid) one.

One RAND analyst, who approached the problem of a potential apocalypse with a glee that made him a model for Stanley Kubrick’s *Dr. Strangelove*, was a mathematician named Herman Kahn. In the atomic age, Kahn realized, military

strategists faced uncertainty to an absolutely unprecedented degree. “Nuclear war is still (and hopefully will remain) so far from our experience,” he wrote, “that it is difficult to reason from, or illustrate arguments by, analogies from history.”

How, then, Kahn asked, could military strategists develop the judgment crucial to making decisions about an uncertain future? It was the very question Knight had posed, but unlike Knight, Kahn had an answer: “ersatz experience.” What strategists needed, he suggested, were “strange aids to thought,” in the form of multiple imagined futures that could be developed through simulations such as war games and scenarios.

In 1961, Kahn left RAND to help found the Hudson Institute, where he eventually shared his ideas with Pierre

Wack, an executive from Royal Dutch Shell. In the early 1970s Wack famously applied Kahn’s ideas in the business world, by devising scenarios to help Shell prepare for what might take place as the oil-rich nations of the Middle East began to assert themselves on the world stage. When change did come, in the form of the price shocks induced by the 1973 OPEC oil embargo, Shell was able to ride the crisis out much better than its competitors. (In 1985, Wack chronicled Shell’s efforts in two articles for this magazine: “Scenarios: Uncharted Waters Ahead” and “Scenarios: Shooting the Rapids.”)

The Shell exercises marked the birth of scenario planning as a strategic tool for business managers. In subsequent years, Wack’s successors at the company refined his method, and scenario

planners from Shell went on to become some of the most prominent scholars and practitioners in the field. Nonetheless, few of the organizations that have conducted scenario-planning exercises in recent decades have institutionalized them as part of a broader effort to achieve strategic foresight.

One of the rare exceptions is the U.S. Coast Guard, which describes its work with scenario planning as part of a “cycle of strategic renewal.” As such, it offers a model that many organizations can learn from.

One might ask how relevant the Coast Guard’s experience is for businesses, but in fact it constitutes what social scientists call a “crucial-case test.” As a military service, the Coast Guard has less organizational flexibility than most private firms, with a mission mandated by statute and a budget determined by Congress. What’s more, for a long time its need to react daily to numerous emerging situations—from ships in distress to drug interdictions—forced it to focus almost exclusively on the short term, leaving it with little bandwidth to formulate strategy for the long term. Nevertheless, in recent years it has managed to leverage scenario planning to its advantage, reorienting the organization in an ongoing way toward the future. And that, in turn, has allowed it to respond and adapt to disruptive changes, such as those that followed the September 11 terrorist attacks.

FUTURE-PROOFING THE COAST GUARD

On that tragic morning, hundreds of thousands of people found themselves trapped in Lower Manhattan, desperate to escape the burning chaos that was Ground Zero. While some were able to walk uptown or across bridges, which officials had closed to vehicles, for many the best way off the island was by water. So over the next hours, an impromptu flotilla—of ferries, tugs, private craft,

and fire and police boats—took clusters of people away from the wreckage of the World Trade Center and across the water to safety.

Although many vessels operated on their own initiative, a significant part of the evacuation was directed by the Coast Guard, which had issued a call for “all available boats” and coordinated the chaotic debarkation with remarkable poise, creativity, and efficiency. The effort reminded many of the storied British evacuation across the English Channel of several hundred thousand troops that Nazi forces had trapped in Dunkirk, on the coast of France.

That the Coast Guard rose to the challenge is no surprise. Although it has a broad set of responsibilities, ranging from search-and-rescue to environmental protection to port security, the organization’s motto is *Semper paratus*, or “Always ready,” and it prides itself on responding to emergencies. As one retired captain told me, “Our whole idea is, when the alarm goes off, to be able to fly into action.”

But September 11 ended up being more than a short-term challenge. In its aftermath, the Coast Guard found its mission quickly expanding. Within a day it was tasked with implementing radically heightened port-security measures around the country: Port security had previously accounted for 1% to 2% of its daily operational load, but it soon consumed 50% to 60%. In March 2003 the Coast Guard was integrated into the new Department of Homeland Security, and that same month it was given the job of securing ports and waterways all over Iraq, following the U.S.-led invasion. In subsequent years the service’s budget

would double and its ranks would swell. A new future had arrived.

The Coast Guard adapted to this future nimbly—and did so in part because in the late 1990s it had conducted a scenario-planning exercise called Project Long View, which was designed to help the organization contend with “a startlingly complex future operating environment characterized by new or unfamiliar security threats.” Its aim, in effect, was to future-proof the Coast Guard.

The service ran Long View in 1998 and 1999—and then, in 2003, in response to the shocks of September 11, renamed it Project Evergreen and began running it every four years. Ever since, the organization has relied on Evergreen to help its leaders think and act strategically.

ROBUST STRATEGY—NO MATTER WHAT THE FUTURE HOLDS

When the Coast Guard decided to launch Long View, it enlisted the help of the Futures Strategy Group (FSG), a consultancy specializing in scenario planning. FSG maintains that uncertainty precludes prediction but demands anticipation—and that imaginatively and rigorously exploring plausible futures can facilitate decision-making.

Working with FSG, the Coast Guard identified four forces for change that would have a significant impact on its future: the role of the federal government, the strength of the U.S. economy, the seriousness of threats to U.S. society, and the demand for maritime services. By exploring them and looking forward some 20 years, the team came up with 16 possible “far-future worlds” in which the

The Future: A Glossary

Managing the uncertainty of the future requires many tools, some of which have similar or even overlapping functions. To cut through the confusion, here's a brief guide.

BACKCASTING asks participants to work backward in time from a particular future to ascertain what in the present caused its emergence. The practice is most often used to identify a path to a preferred future but can also be used to avoid steps toward a negative future. "Premortems," for example, aim to identify the causes of a hypothetical future failure.

CONTINGENCY PLANNING aids decision-making by

preparing participants for specific events that are considered possible or even likely. A contingency plan provides a playbook in case of emergency.

CRISIS SIMULATIONS and **TABLETOP EXERCISES** have participants respond to specific scenarios and then analyze their actions, to help people prepare for real-life situations. They differ from war games in that they involve a specific possible future rather than a range of plausible futures.

FORECASTING involves making probabilistic predictions about the future and, as such, is a tool that practitioners of strategic foresight tend to avoid. But it, too, has its place in helping strategists manage uncertainty, adding a quantitative angle to the qualitative methods preferred by, say, scenario planners. The best approach is this: Predict what you can; imagine what you cannot; and develop the judgment to know the difference.

HORIZON SCANNING asks participants to search for "weak signals" of change in the present with an eye toward monitoring their development and

assessing their potential impact. The practice is guided by the idea that the future often first comes into view in places that most of us are not paying attention to, such as specialized scientific journals.

SCENARIO PLANNING uses stories about alternative futures to challenge assumptions and reframe perceptions of the present. The process does not attempt to predict the future but instead aims to explore plausible futures to inform strategy.

TREND ANALYSIS asks participants to consider the potential influence of patterns of change that are already visible. A popular

structured approach is the STEEP framework, which disaggregates patterns of change into five categories: social, technological, economic, environmental, and political.

WAR GAMES ask participants to engage an opponent in simulated conflict, often to explore reactions to novel circumstances. Like scenario planning, war games do not attempt to predict what will happen; rather, they project what could happen, thereby providing insight into decision-making. Despite the name, war games can address far more than just the military aspects of conflict.

Coast Guard might have to operate. Of those, Coast Guard leaders selected five that were as distinct as possible from one another (while remaining plausible) and represented the range of environments the service might face. FSG then wrote detailed descriptions of those futures and the fictional events that led to them.

Each future world was given a name intended to capture its essence. "Taking on Water" described a future in which the U.S. economy struggled amid significant environmental degradation. In "Pax Americana," a humbled United States had to contend with a world rent by political instability and economic catastrophe. "Planet Enterprise" was dominated by giant transnational corporations. "Pan-American Highway" featured regional trade blocs oriented around the dollar and the euro. And "Balkanized America" presciently warned of a divided world in which

"terrorism strikes with frightening frequency, and increasingly close to home."

Using those scenarios, the Coast Guard convened a three-day workshop, which FSG facilitated. Teams of civilians and officers were assigned to different future worlds and charged with devising strategies that would enable the Coast Guard to operate effectively in them. At the end of the workshop the teams compared notes on what they had come up with. Strategies that appeared again and again, across different teams, were deemed "robust." In their final report the organizers of Long View listed 10 of these strategies, ranging from the creation of a more unified command structure to the development of a more flexible human-resources system to the establishment of "full maritime domain awareness"—which the Coast Guard defines as the "ability to acquire, track, and identify in real time any vessel or

aircraft entering America's maritime domain." All of these strategies, they argued, would help the Coast Guard carry out its mission, no matter what the future held.

Many of the strategies weren't novel. But Long View allowed participants to think about them in new ways that proved crucial in the post-September 11 world. In effect, Long View allowed the Coast Guard to pressure-test strategies under a range of plausible futures, prioritize the most-promising ones, and socialize them among the leadership—which meant that after the attacks, when the organization found its mission changing dramatically, it was able to respond quickly.

Launching Long View and subsequently establishing Evergreen as a continuous process wasn't easy. It took exceptionally strong leadership—in particular from admirals James Loy

and Thad Allen. The program has also faced challenges in implementing ideas; there is a difference between strategic foresight and strategic execution. But once established, the program developed significant momentum, fueled in part by a growing cadre of alumni who saw the value of a dynamic relationship between the present and the future. The Coast Guard had institutionalized imagination.

EXPLORATION ENABLES EXPLOITATION

Long View and Evergreen weren't designed to bring about a wholesale organizational shift from the operational to the strategic or to train the Coast Guard's attention primarily on the long term. Instead, the goal was to get its personnel thinking about the future in a way that would inform and improve their ability to operate in the present.

That was no small challenge. Management scholars have long noted that, in order to survive and thrive over time, organizations need to both exploit existing competencies and explore new ones. They need to be "ambidextrous."

The problem is that those two imperatives compete for resources, demand distinct ways of thinking, and require different organizational structures. Doing one makes it harder to do the other. Ambidexterity requires managers to somehow resolve this paradox.

Long View and Evergreen helped the service's leaders do that. The programs didn't reduce the organization's ability to attend to the present. If anything, the opposite occurred. Exploration *enabled* exploitation.

The Coast Guard members I interviewed for my research reported that Long View and Evergreen accomplished this in several ways. At the most explicit level, they identified strategies that the Coast Guard then pursued. Take maritime domain awareness. The scenarios made it clear to Coast Guard leaders that in any plausible future, they would want the ability to identify and track every vessel in U.S. waters. Although this may seem like an obvious need, it's not a capability that the service had in the 1990s. As one retired admiral explained, "Ships could come in 10 miles off or even three miles off the United States' coast, and we might not know it." That was in part because U.S. agencies had no integrated system for gathering and disseminating information.

Even though the Coast Guard didn't have the organizational and technological infrastructure to establish full maritime domain awareness immediately, Long View built consensus about its value among top leadership, which helped the service implement it more quickly after 9/11. In fact, the Coast Guard captain who had managed Evergreen led the interagency effort to develop the first National Strategy for Maritime Security, which ultimately prompted the creation of the Nationwide Automatic Identification System—a sort of transponder system for ships.

The strategies that emerged from the scenario-planning exercises also enabled personnel who participated in them to act with a greater awareness of the service's future needs. For example, the first iteration of Evergreen stressed the importance of building strategic partnerships at home and abroad.

With this in mind, one senior Coast Guard leader prepared for threats that might emerge in the Pacific by developing bilateral relationships with island nations there; sharing information, coordinating patrols, and holding joint exercises with counterparts in China, Russia, Canada, South Korea, and Japan; and finding ways to work more closely with other U.S. agencies, from the FBI to the National Oceanic and Atmospheric Administration.

At the most basic level, Long View and Evergreen simply got the service's people to think more about the future. The master chief petty officer of the Coast Guard Reserve described how Evergreen had changed his thinking, citing a recent conversation with a colleague: "He and I were here in my office this morning, talking about, 'Twenty-five years from now, what is the Coast Guard Reserve component going to look like?'" Before taking part in Evergreen, he added, "I just wouldn't understand how to think that way."

Perhaps most interesting, however—and most important in resolving the supposed paradox between exploration and exploitation—is the way that Long View and Evergreen helped participants understand the demands of the past and the future not as competing but as complementary. The exercises changed the very way in which participants thought about time.

Humans tend to conceive of time as linear and unidirectional, as moving from past to present to future, with each time frame discrete. We remember yesterday; we experience today; we anticipate tomorrow. But the best scenario planning embraces a decidedly nonlinear



The best scenario planning embraces a decidedly nonlinear conception of time. It treats thinking about the future as an essential component of taking action in the present.

conception of time. That's what Long View and Evergreen did: They took stock of trends in the present, jumped many years into the future, described plausible worlds created by those drivers, worked backward to develop stories about how those worlds had come to pass, and then worked forward again to develop robust strategies. In this model, time circles around on itself, in a constantly evolving feedback cycle between present and future. In a word, it is a loop.

Once participants began to view time as a loop, they understood *thinking about the future* as an essential component of *taking action in the present*. The scenarios gave them a structure that strengthened their ability to be strategic, despite tremendous uncertainty. It became clear that in making decisions, Coast Guard personnel should learn not only from past experience but also from imagined futures.

GETTING STARTED

The prospect of organizing a scenario exercise can intimidate the uninitiated. There are distinct benefits to enlisting one of the individuals, boutique consultancies, or even large firms that specialize in scenarios to provide helpful direction. However, regardless of who runs the process, managers should follow these key guidelines:

Invite the right people to participate. One of the chief purposes of a scenario exercise is to challenge mental models of how the world works. To create the conditions for success, you'll need to bring together participants who have significantly different organizational roles, points of view, and personal

experiences. You'll also need people who represent what Kees van der Heijden, one of Wack's successors at Shell, has described as the three powers necessary for any effective conversation about strategy: the power to perceive, the power to think, and the power to act.

Identify assumptions, drivers, and uncertainties. It's important to explicitly articulate the assumptions in your current strategy and what future you expect will result from its implementation. Think of this scenario as your projected scenario—but recognize that it's just one of many possible futures, and focus on determining which assumptions it would be helpful to revisit. Rafael Ramirez, who leads the Oxford Scenarios Programme, advises that in doing this you disaggregate *transactional actors*, which you can influence or control, from *environmental forces*, which you cannot. How might those forces combine to create different possible futures?

Imagine plausible, but dramatically different, futures. This can be the most difficult part of the exercise, particularly for those used to more analytical modes of thinking. Push yourself to imagine what the future will look like in five, 10, or even 20 years—without simply extrapolating from trends in the present. This takes a high degree of creativity and also requires the judgment to distinguish a scenario that, as the Coast Guard puts it, pushes the envelope of plausibility from one that tears it—an inherently subjective task. Good facilitators can both prime the imagination and maintain the guardrails of reality.

Inhabit those futures. Scenario planning is most effective when it's an

immersive experience. Creating “artifacts from the future,” such as fictional newspaper articles or even video clips, often helps challenge existing mental models. It's also a good idea to disconnect participants from the present, so hold workshops off-site and discourage the use of phones at them.

Isolate strategies that will be useful across multiple possible futures. Form teams to inhabit each of your far-future worlds, and give them this challenge: What should we be doing *now* that would enable us to operate better in that particular future? Create an atmosphere in which even junior participants can put forward ideas without hesitation. Once the groups develop strategies for their worlds, bring them together to compare notes. Look for commonalities, single them out, and identify plans and investments that will make sense across a range of futures.

Implement those strategies. This may sound obvious, but it is the place where most companies fall down. Using scenario planning to devise strategies isn't resource-intensive, but implementing them requires commitment. To couple foresight with action, leaders should set up a formal system in which managers have to explain explicitly how their plans will advance the firm's new strategies. Realistically, foresight will not drive every initiative, but scenario exercises can still be valuable in several ways. First, they can provide participants with a common language to talk about the future. Second, they can build support for an idea within an organization so that when the need for implementation becomes clear, it can move faster. Finally, they can enable



participants to act at the unit level, even if the organization as a whole fails to link the present and future as tightly as it should.

Ingrain the process. In the long run you'll reap the greatest value from scenario exercises by establishing an iterative cycle—that is, a process that continually orients your organization toward the future while keeping an eye on the present, and vice versa. This ambidexterity will allow you to thrive under the best of conditions—and it's essential for survival under the worst. Moving in a loop between the present and multiple imagined futures helps you to adjust and update your strategies continually.

THIS LAST POINT is critical. As the current pandemic has made clear, needs and assumptions can change quickly


and unpredictably. Preparing for the future demands constant reappraisal. Strategic foresight—the capacity to sense, shape, and adapt to what happens—requires iterative exploration, whether through scenario planning or another method. (See “The Future: A Glossary,” page 44.) Only by institutionalizing the imaginative process can organizations establish a continual give-and-take between the present and the future. Used dynamically in this way, scenario planning and other tools of strategic foresight allow us to map ever-shifting territory.

Of course, strategic foresight also enables us to identify opportunities and amplifies our ability to seize them. Organizations don't just prepare for the future. They make it. Moments of uncertainty hold great entrepreneurial potential. As Wack once wrote in these

pages, “It is precisely in these contexts—not in stable times—that the real opportunities lie to gain competitive advantage through strategy.”

It takes strength to stand up against the tyranny of the present and invest in imagination. Strategic foresight makes both possible—and offers leaders a chance for legacy. After all, they will be judged not only by what they do today but by how well they chart a course toward tomorrow. ☺

HBR Reprint R2004B

 **J. PETER SCOBLIC** is a cofounder and principal of Event Horizon Strategies, a foresight consultancy, and a senior fellow in the International Security Program at New America. He has just completed a doctorate at Harvard Business School, where his work on strategy and uncertainty won the Wyss Award for Excellence in Doctoral Research.



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 5

TITLE

CEO/General Manager’s Report

SUBMITTED FOR: CEO/General Manager Report

CEO/General Manager _____	John Haarlow _____	8473 _____
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

The CEO/General Manager will report on District related items.

List Attachments:
None



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 6A

TITLE

Commission Reports

SUBMITTED FOR: Commission Business

Commission _____	Allison Morrison _____	8037 _____
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

The Commissioners regularly attend and participate in meetings, seminars, and workshops and report on their activities.

List Attachments:
None



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 6B

TITLE

Commissioner Event Calendar

SUBMITTED FOR: Commission Business

Commission _____	Allison Morrison _____	8037 _____
<i>Department</i>	<i>Contact</i>	<i>Extension</i>
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

The Commissioner Event Calendar is enclosed for Board review.

List Attachments:
 Commissioner Event Calendar

Commissioner Event Calendar – 2026

April 2026

April 1:

- Sky Valley Chamber Meeting – Virtual – 12:00 p.m. – 1:00 p.m. (Olson)

April 1 - 3:

- PPC/PNUCC Meetings – Virtual (Logan/Olson/Altamirano-Crosby)

April 14:

- Economic Alliance Snohomish County (EASC) – Tulalip, WA – 10:30 a.m. – 2:00 p.m. (Logan/Altamirano-Crosby/Olson)

April 15:

- Arbor Day Tree Planting Ceremony with the City of Everett – Everett, WA – 2:30 p.m. – 4:00 p.m. (Logan)

April 16:

- Mukilteo Chamber Meeting – Mukilteo, WA – 7:30 a.m. – 8:30 a.m. (Altamirano-Crosby)
- Mountlake Terrace Chamber – County Update – Mountlake Terrace – 6:00 p.m. – 7:30 p.m. (Altamirano-Crosby)

April 22 - 23:

- Energy Northwest (ENW) Board of Directors Meeting - Tri-Cities, WA (Logan)

April 24:

- Marysville Tulalip Chamber Meeting – State of the County - Tulalip, WA – 7:30 a.m. – 9:00 a.m. (Logan)

For Planning Purposes Only and Subject to Change at any Time

May 2026

May 6 - 8:

- PPC/PNUCC Meetings – Portland, OR

May 18 - 21

- Northwest Public Power Association (NWPPA)
Annual Conference and Membership Meeting
Spokane, WA
(Logan/Altamirano-Crosby/Olson)

Commissioner Event Calendar – 2026

June 2026	
<u>June 2026</u>	<u>June 3 - 4:</u> <ul style="list-style-type: none">• PPC Meeting – Portland, OR <u>June 25-July 1:</u> <ul style="list-style-type: none">• American Public Power Association (APPA) National Conference – Boston, MA (Logan/Altamirano-Crosby/Olson)

****For Planning Purposes Only and Subject to Change at any Time****

July 2026

July 10:

- PNUCC Meeting - Virtual

July 22 - 23

- Energy Northwest (ENW) Board of Directors Meeting - Tri-Cities, WA (Logan)

Commissioner Event Calendar – 2026

August 2026	
<u>August 2026</u>	<u>August 5 - 7:</u> <ul style="list-style-type: none">• PPC/PNUCC Meetings – Boise, ID

****For Planning Purposes Only and Subject to Change at any Time****

September 2026

September 2 - 4:

- PPC/PNUCC Meetings – Portland, OR

Commissioner Event Calendar – 2026

October 2026	
<u>October 2026</u>	<u>October 7 - 8:</u> <ul style="list-style-type: none">• PPC Meetings – Portland, OR <u>October 9:</u> <ul style="list-style-type: none">• PNUCC Meeting – Virtual <u>October 21 - 22:</u> <ul style="list-style-type: none">• Energy Northwest (ENW) Board of Directors Meeting – Tri-Cities, WA (Logan)

****For Planning Purposes Only and Subject to Change at any Time****

November 2026

November 4 - 6:

- PPC/PNUCC Annual Meetings – Portland, OR

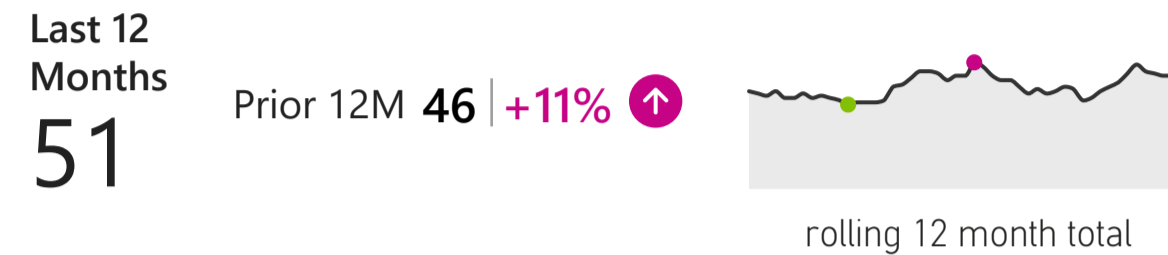
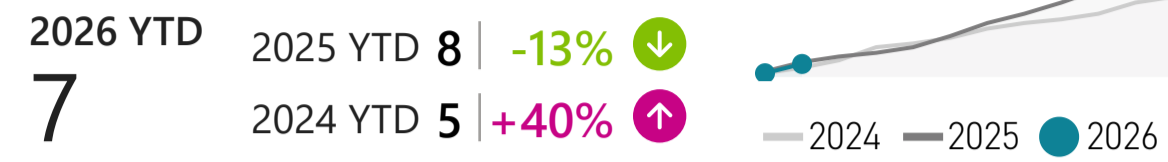
Commissioner Event Calendar – 2026

December 2026	
<u>December 2026</u>	<u>December:</u>

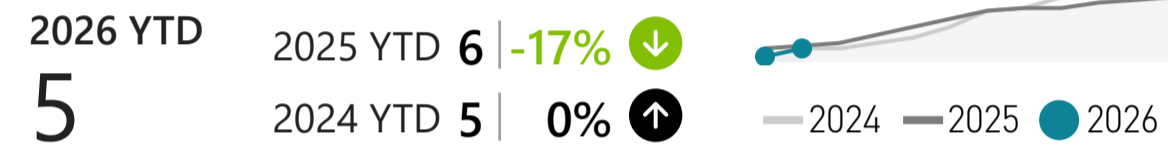
****For Planning Purposes Only and Subject to Change at any Time****

Safeguard What Matters

OSHA Recordable Injuries



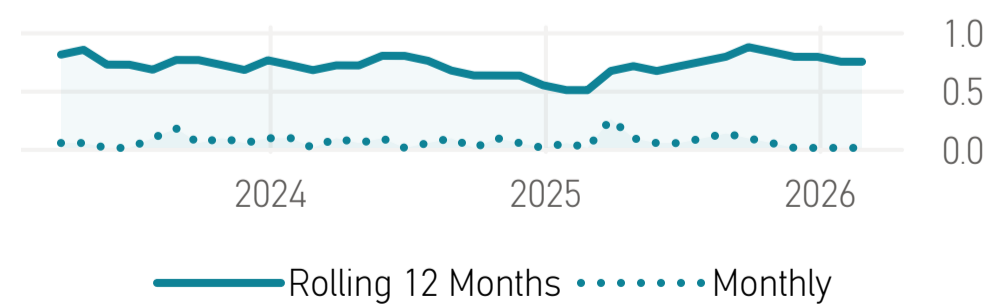
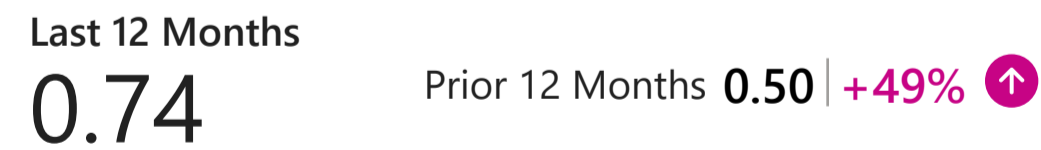
Preventable Vehicle Accidents



Water System Reliability

In the last 12 months, there have been **18** unplanned water outages. On average, outages impacted **15** customers and lasted **152** minutes.

Outages Per 1,000 Customers

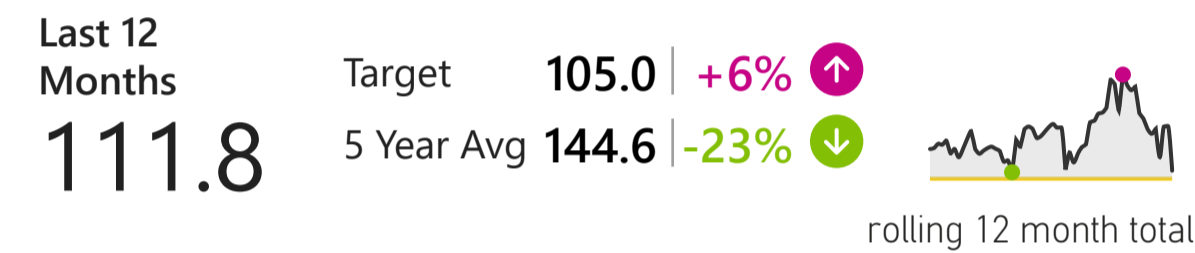
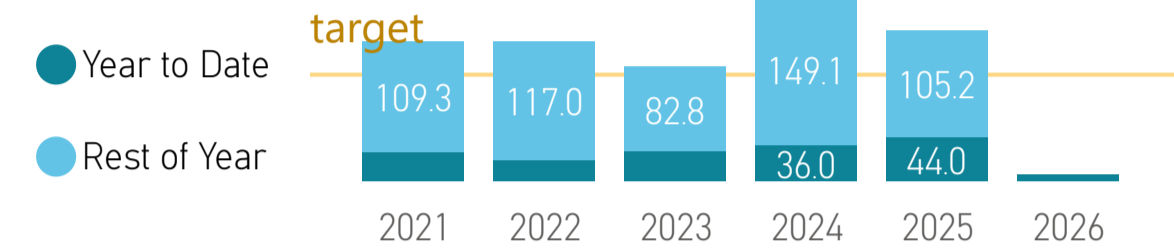
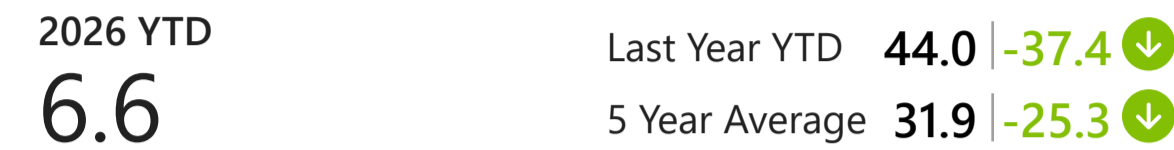


sparkline graphs: **yellow line** = target, **dots** = best / worst results

Electric System Reliability

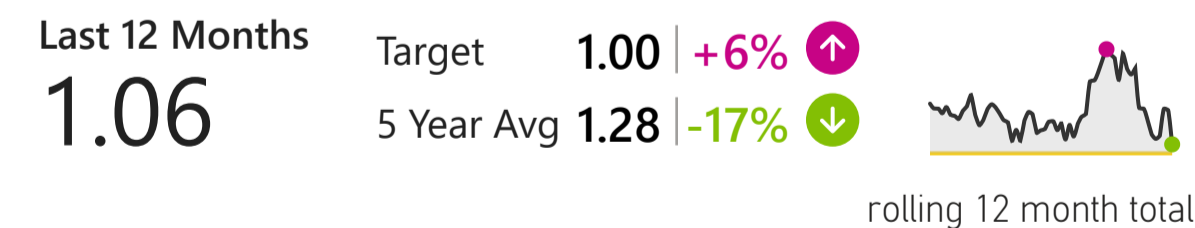
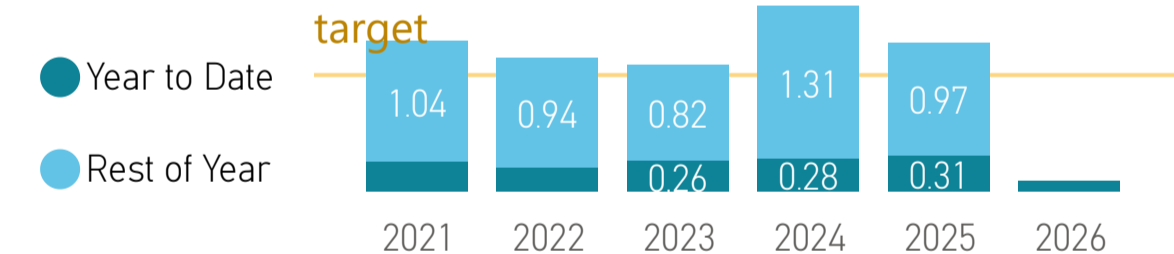
SAIDI | System Average Interruption Duration Index

average total minutes a customer was without power



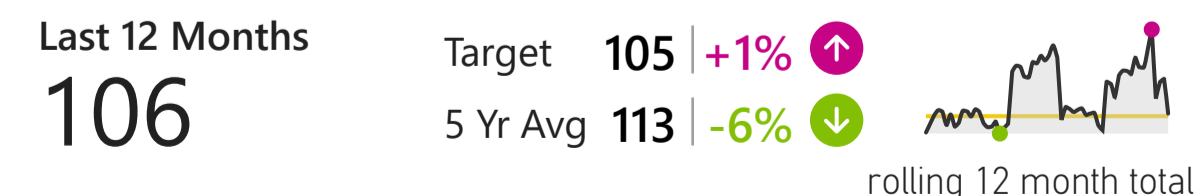
SAIFI | System Average Interruption Frequency Index

average times a customer was without power



CAIDI | Customer Average Interruption Duration Index

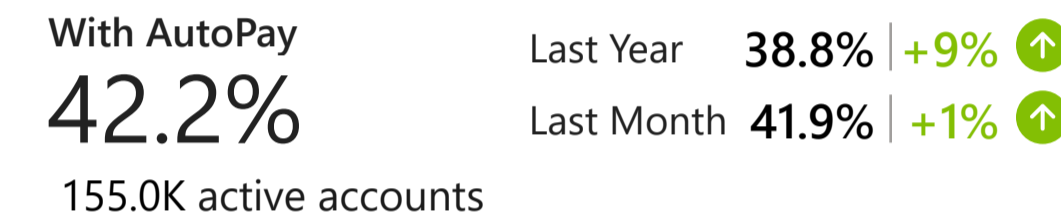
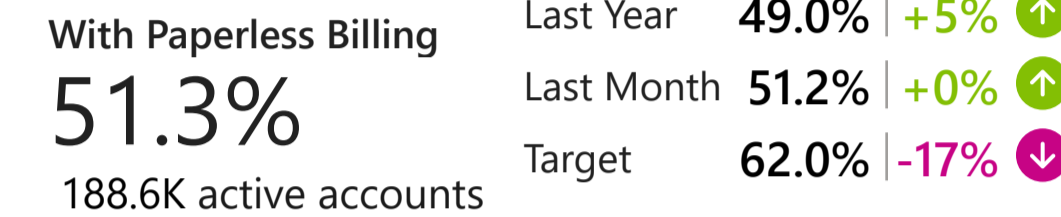
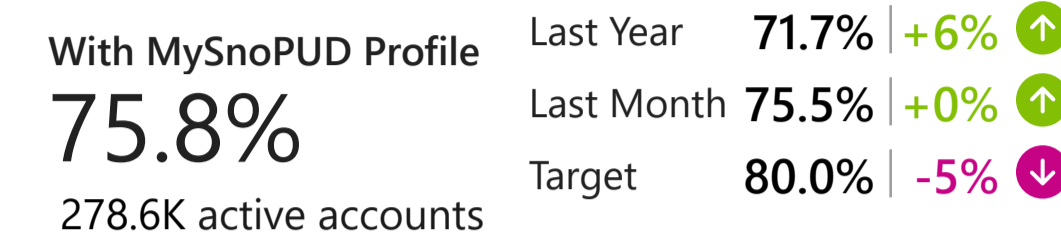
average minutes an outage lasted



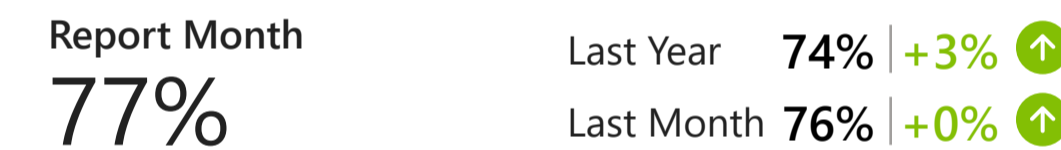
Metrics exclude planned outages and major event days (0 YTD).

Customer Digital Platform Usage

Active Accounts at Month End



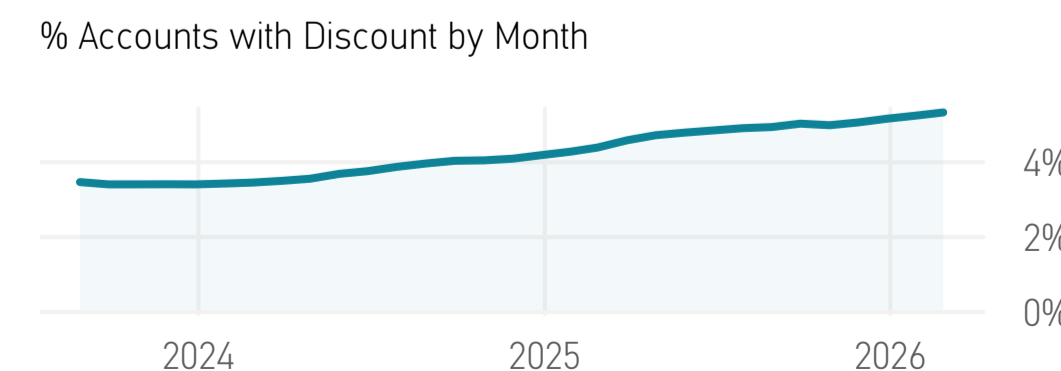
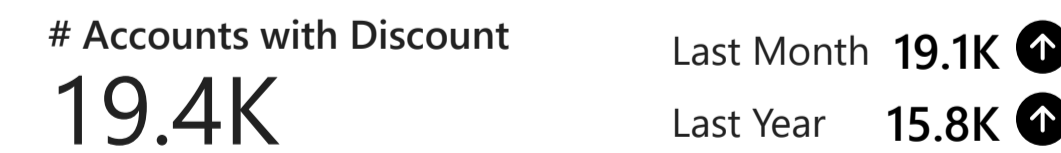
Payments Made via SnoPUD Digital Platforms



* Includes AutoPay, MySnoPUD, one-time payment, and IVR

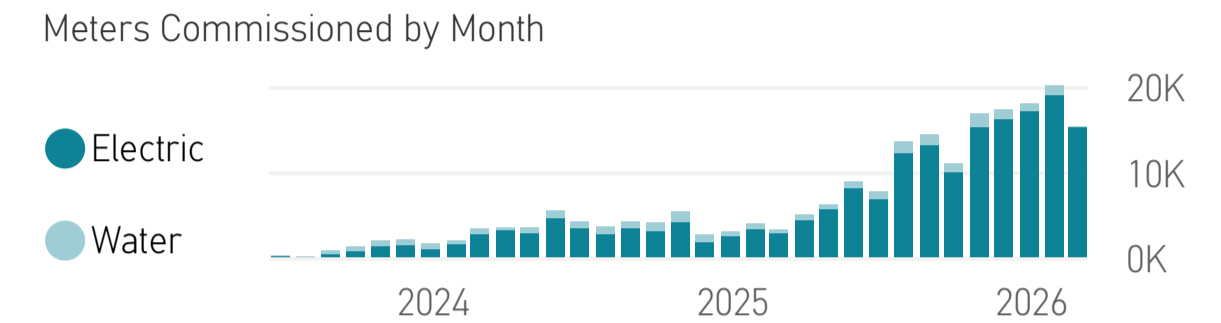
Residential Customer Support

Active Accounts at Month End



ConnectUp Program

Meters Commissioned Thru Feb 28, 2026



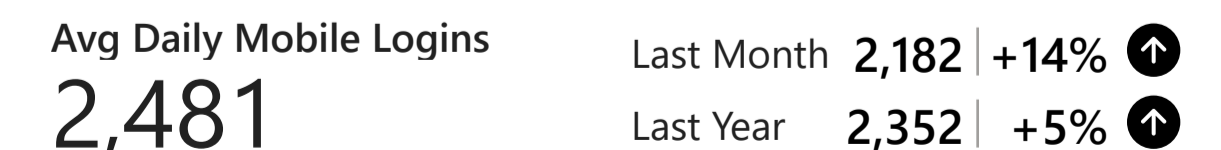
As of Mar 30, 2026:
630 of **1,549** meter reading routes are ≥ 95% complete.

Customer Experience

In **February 2026** | the call center answered a total of **16,714** calls. Customers waited an average of **41** seconds to speak to a customer service representative.



MySnoPUD Interactions



Snohomish PUD Key Operational Performance Metrics | February 2026

Electric Financials

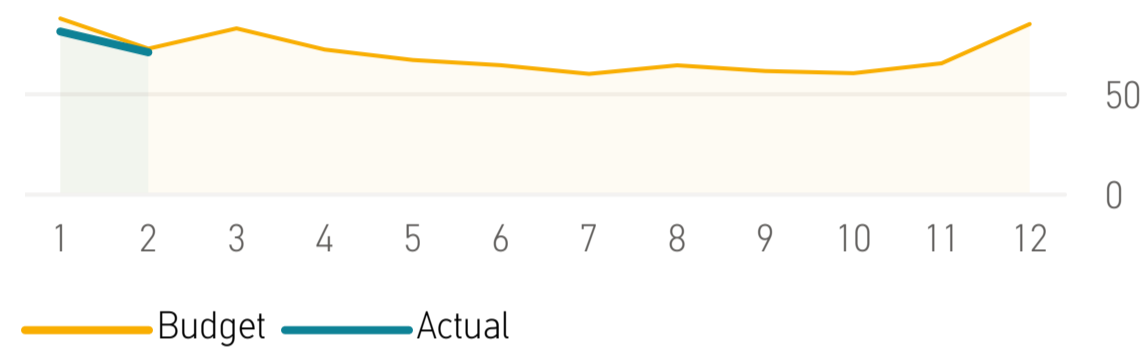
All \$ are in millions. YTD Actuals are shown as a % of YTD budget. Operating Revenue excludes Unbilled Revenue adjustment for prior year. Operating Expense includes O&M, Transmission, and Purchased Power.

Operating Revenue YTD

95%

Budget YTD \$158.5 | -8.3%

Monthly Revenue

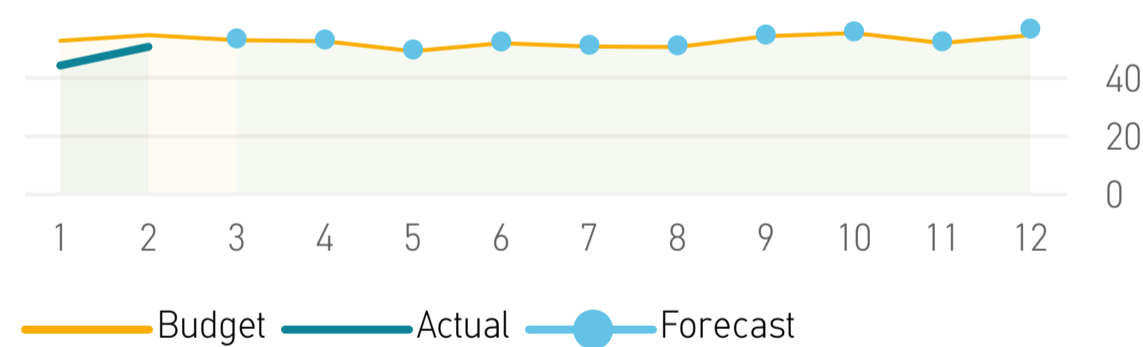


Operating Expense YTD

88%

Budget YTD \$106.1 | -12.5%

Monthly Expense

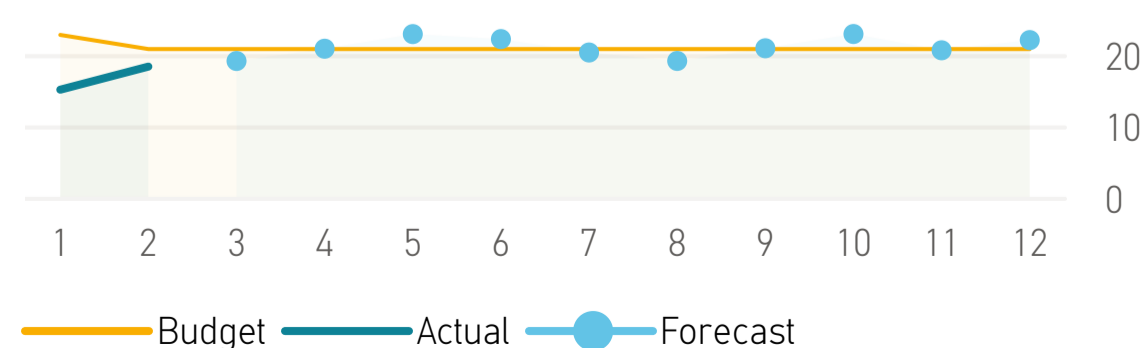


Capital Spend YTD

77%

Budget YTD \$43.4 | -10.1%

Monthly Spend



Electric Distribution System

Load is the average real power demand placed on the system by all connected customers. Average Megawatts (aMW) equals the amount of electric energy delivered in megawatt-hours (MWh) during a period of time divided by the number of hours in the period. The 3-year average includes 2022-2024.

aMW YTD

974

Forecast YTD **946** | +3%

Last Year YTD **1,055** | -8%

3 Year Avg YTD **1,002** | -3%

Peak Hour aMW YTD

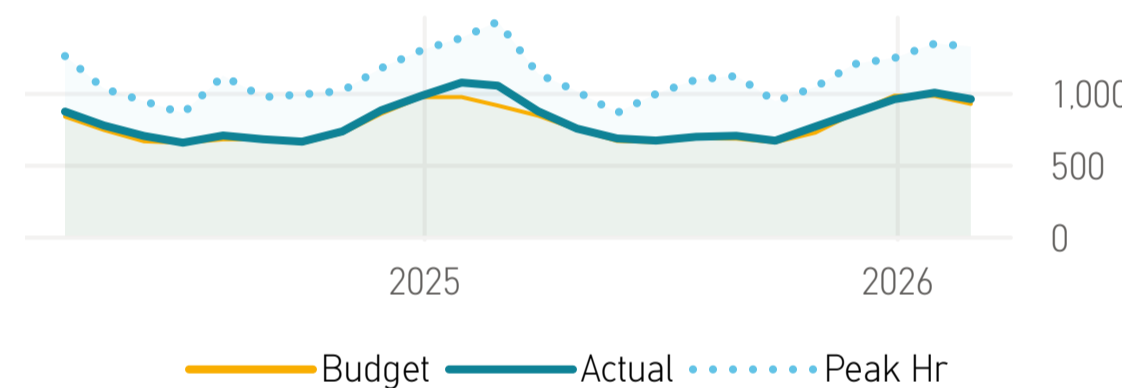
1,336

Prior 3 Years **1,603** | -17%

Fri Jan 23, 2026

Sat Jan 13, 2024

aMW by Month



Billed Retail Customer Energy Usage

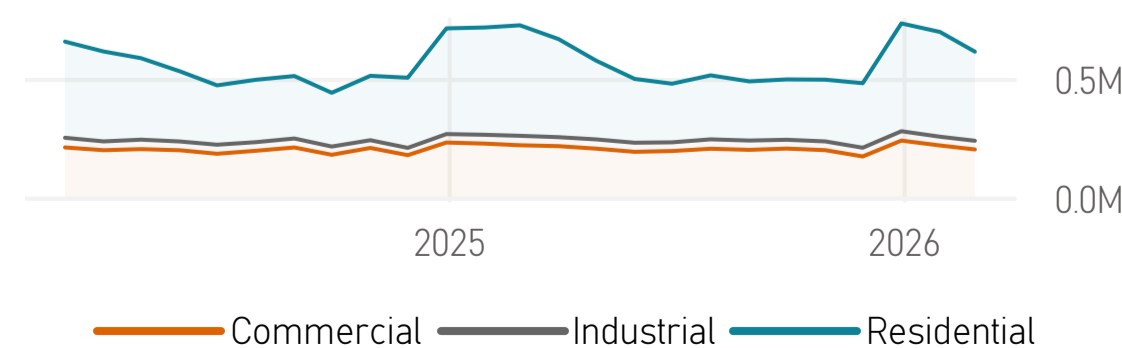
A mega-watt hour (MWh) is a measurement of energy usage. 1 MWh = the power that 1,000 space heaters of 1,000 watts use in 1 hour. Because bill periods vary, usage may be billed in a different month than it occurred and may not match the load metrics above.

Billed MWh YTD

1.3M

Last Year YTD **1.4M** | -9%

Total Billed MWh by Month



Water Financial Performance

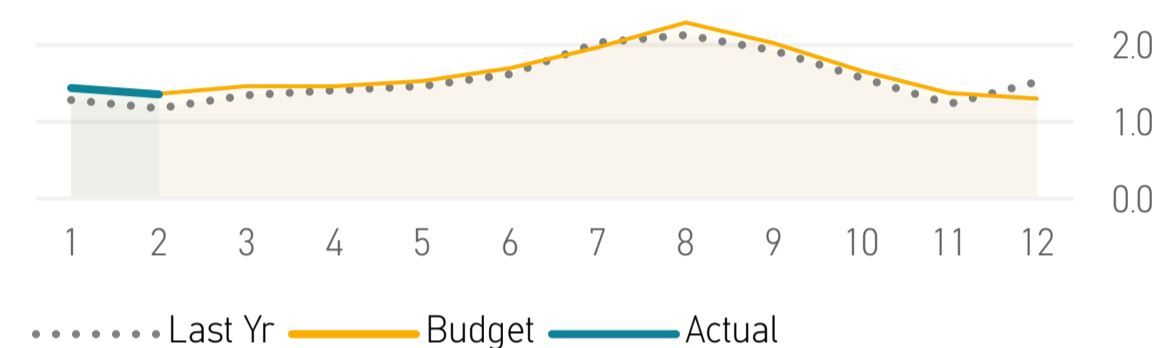
All \$ are in millions. YTD Actuals are shown as a % of YTD budget. Operating Revenue excludes Unbilled Revenue adjustment for prior year. Operating Expense includes O&M and Purchased Water.

Operating Revenue YTD

99%

Budget YTD \$2.8 | 0.0%

Monthly Revenue

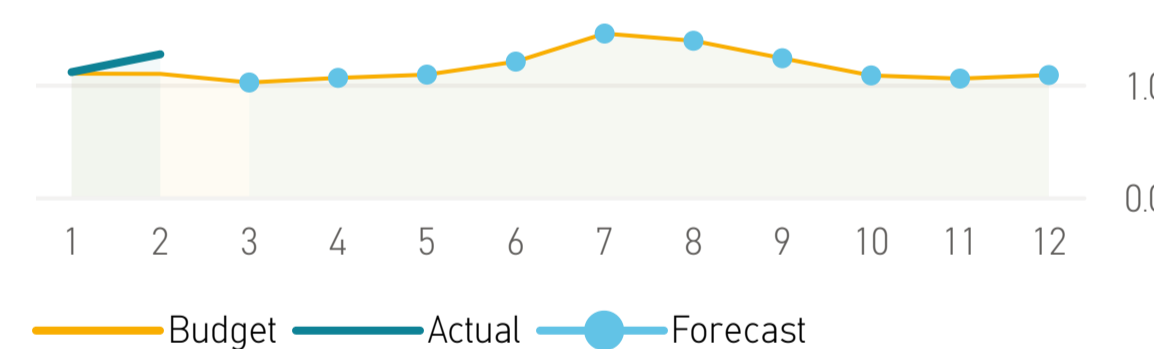


Operating Expense YTD

109%

Budget YTD \$2.2 | +0.2%

Monthly Expense

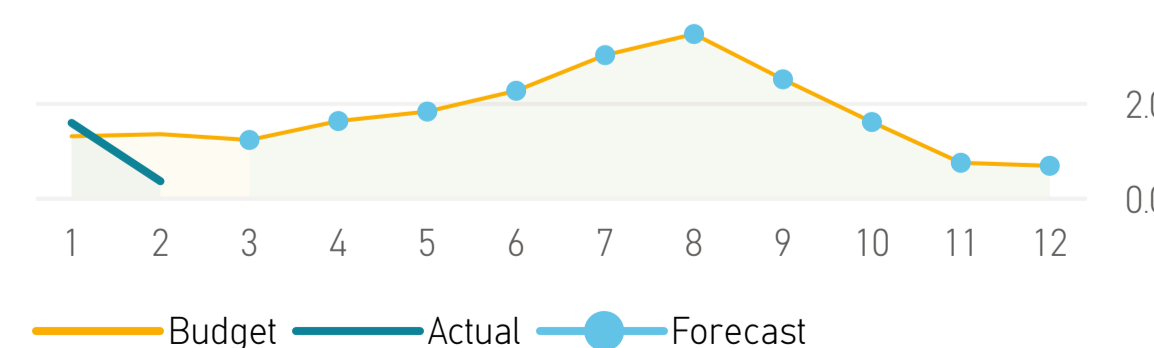


Capital Spend YTD

73%

Budget YTD \$2.6 | -0.7%

Monthly Spend



Water Residential Billed Usage

Measured in cubic feet per day (CFPD)

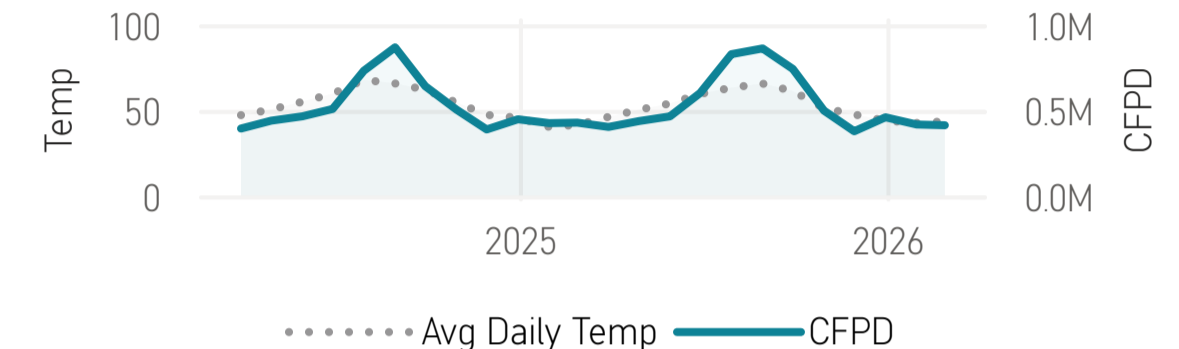
CFPD YTD

412.9K

Last Year YTD **424.3K** | -3%

3 Year Avg YTD **433.7K** | -5%

CFPD by Month



Generation Financial Performance

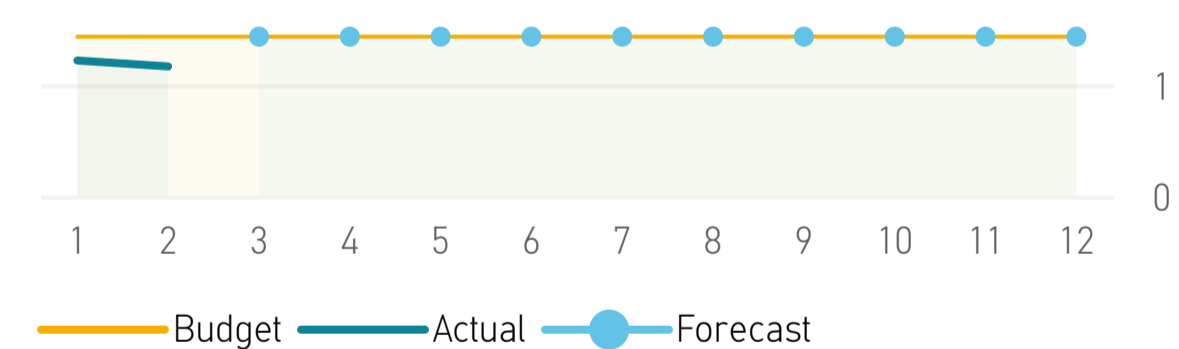
All \$ are in millions. YTD Actuals are shown as a % of YTD budget. Operating Expense includes O&M. Summing Electric and Generation expenses will not equal the consolidated financials.

Operating Expense YTD

83%

Budget YTD \$2.9 | -0.5%

Monthly Expense

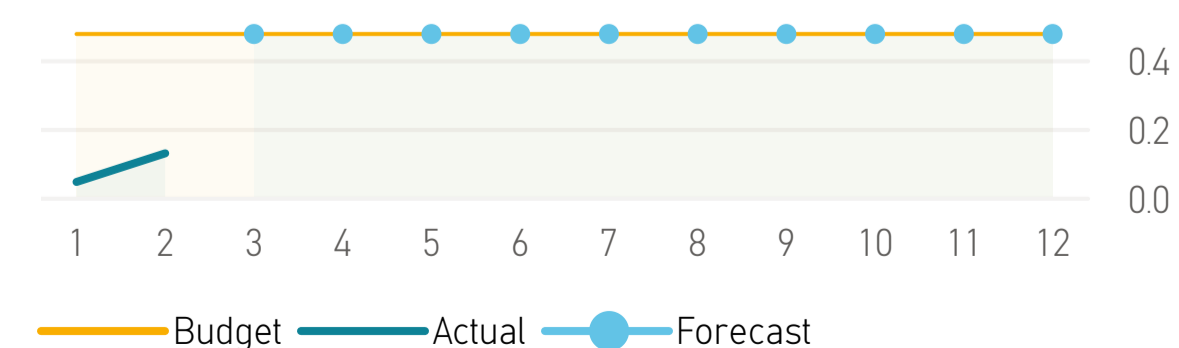


Capital Spend

18%

Budget YTD \$0.9 | -0.8%

Monthly Spend



DASHBOARD OVERVIEW

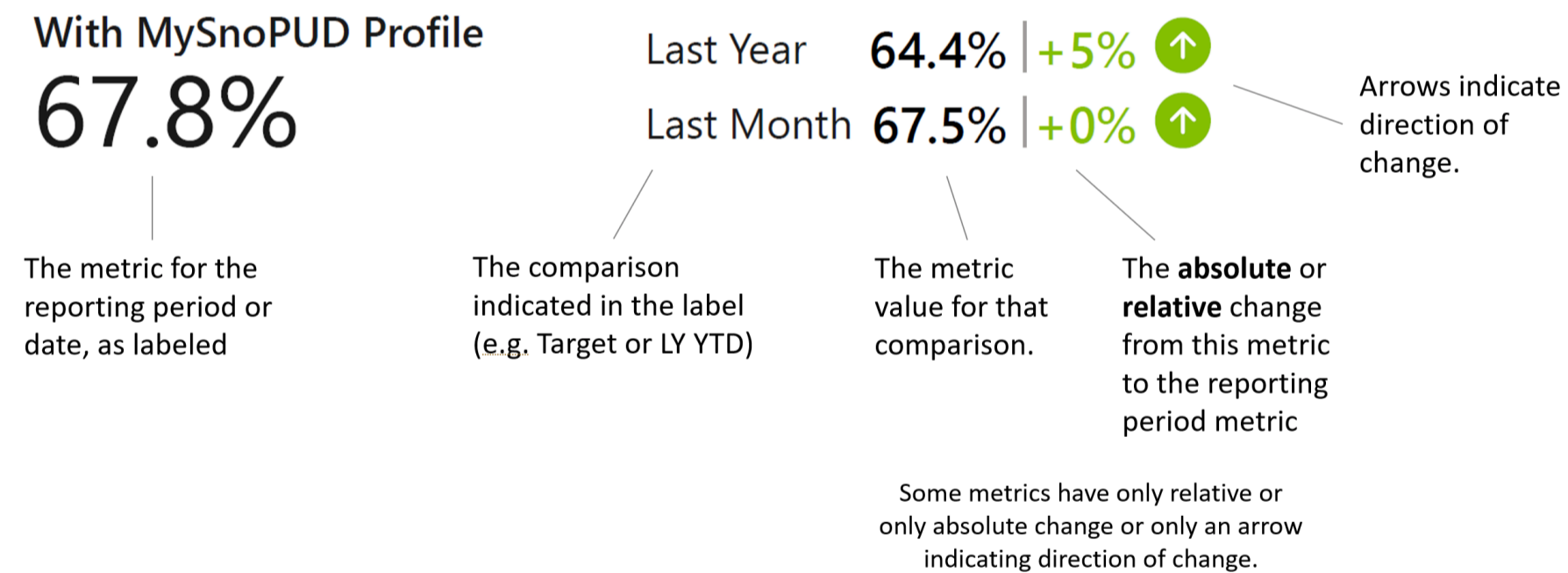
This dashboard is intended to provide key operational performance metrics for Snohomish PUD. The dashboard is updated to the most recent past month when financial close is complete.

If you have questions about the dashboard or the data, please reach out to Laura Lemke.

UNDERSTANDING THE METRIC VISUALIZATIONS

Color of change numbers and/or arrows indicates **positive** or **negative** impact. Color of change numbers and/or arrows are **black** or **gray** where a target is not established or needed.

Active Accounts at Month End



DEFINITIONS AND ADDITIONAL RESOURCES

Safety Metrics:

OSHA Recordable Injuries: Injuries that meet OSHA definitions. OSHA defines a recordable injury as including: any work-related injury or illness requiring medical treatment beyond first aid; any work-related fatality.

Preventable Vehicle Accidents: determined by the PUD's Driving Committee.

Electric System Reliability Metrics:

SAIDI | System Average Interruption Duration Index - the average total number of minutes a customer was without power in a given period of time.

SAIFI | System Average Interruption Frequency Index - the average number of times a customer was without power in a given period of time.

CAIDI | Customer Average Interruption Duration Index - the average number of minutes an outage lasted. Calculation = SAIDI / CAIDI.

Water Outages per 1000 Customers:

this calculation multiplies the number of unplanned water outages each month by 1000 and then divides it by the number of active water connections.

Customer Self-Service (CSS) Metrics:

Accounts with MySnoPUD Profile - the portion of active PUD accounts in a given month that were associated to one or more MySnoPUD profiles as of the last day of the month.

Accounts with Paperless Billing - the portion of active PUD accounts that receive only an electronic bill as of the last day of the month.

Accounts with AutoPay - the portion of active PUD accounts with an active AutoPay set up as of the last day of the month.

Payments via CSS Tools - this metric does not include electronic payments that customers make through their own bank portal or PUD payment partner sites.

Call Center Metrics:

Service Level - the percent of incoming calls that are answered by a customer service rep within 30 seconds of the customer entering the hold queue.

First Call Resolution - the percent of calls that were resolved on the first call, with no call back within 10 days.

Financial Metrics: These metrics reflect the close of the month. 2024 results are unaudited.

Electric Distribution System Load: reported at the system level based on when the energy was used. The metric is a leading indicator for future meter reads and billed consumption.

Billed Retail Customer Energy Usage: based on billed meter reads. This metric lags the Distribution System Load because usage may be billed in a different month than it was used.

Water Residential Billed Usage: measured in cubic feet per day (CFPD). Usage is based on bill periods and may not be reflected in the month consumed.

RESOLUTION NO. _____

A RESOLUTION Announcing the Office of Commissioner for Public Utility District No. 1 of Snohomish County to be Filled at the Next General Election

WHEREAS, the six-year term for Commissioner District 1 for Public Utility District No. 1 of Snohomish County, Washington, expires on December 31, 2026.

NOW, THEREFORE, BE IT RESOLVED that pursuant to RCW 54.04.060, the Commission of Public Utility District No. 1 of Snohomish County does hereby certify to the Supervisor of Elections of Snohomish County, Washington, for both Snohomish and Island Counties, that the position of Commissioner District No. 1 of Public Utility District No. 1 of Snohomish County is to be filled at the next general election.

PASSED AND APPROVED this 7th day of April, 2026.

President

Vice-President

Secretary



BUSINESS OF THE COMMISSION

Meeting Date: April 7, 2026

Agenda Item: 7A

TITLE

Governance Planning Calendar

SUBMITTED FOR: Governance Planning

Commission _____	Allison Morrison _____	8037 _____
Department _____	Contact _____	Extension _____
Date of Previous Briefing: _____		
Estimated Expenditure: _____		Presentation Planned <input type="checkbox"/>

ACTION REQUIRED:

- Decision Preparation
- Policy Discussion
- Policy Decision
- Statutory
- Incidental (Information)
- Monitoring Report

SUMMARY STATEMENT:

Identify the relevant Board policies and impacts:

Governance Process, Agenda Planning, GP-4: To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda

The Planning Calendar is enclosed for Board review.

List Attachments:
Governance Planning Calendar

Governance Planning Calendar - 2026

To Be Schedule	
	<ul style="list-style-type: none">• Active Threat Awareness• ERM Policy Update• New ERM Framework• Facilities Comprehensive Plan• Training Center Rentals• Ruby Flats Solar Project Briefing• Rates Program Strategy

For Planning Purposes Only and Subject to Change at any Time

Governance Planning Calendar - 2026

Date	Agenda Items
<u>April 7, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Media • Legislative Closing Report • Strategic Foresight and Scenario Planning Work • Mountlake Terrace Main Street ILA – Phase II
<u>*April 9, 2026</u>	<p><u>Special Meeting:</u></p> <ul style="list-style-type: none"> • North Camano Substation Ribbon Cutting
<u>*April 16, 2026</u>	<p><u>Special Meeting:</u></p> <ul style="list-style-type: none"> • Strategic Foresight Workshop
<u>April 21, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Community Engagement (Moved to June 9) • Legislative • Water Supply Update • Energy Risk Management Report • 2025 Audit Results Public Utility District No. 1 of Snohomish County • Enterprise Risk Management (ERM)-Strategic Risk Report Overview and ERM Program Outlook • Economic Vitality – New Load Strategy <p><u>Monitoring Report:</u></p> <ul style="list-style-type: none"> • 4th Quarter 2025 Financial Conditions and Activities
<u>*April 25, 2026</u>	<p><u>Special Meeting:</u></p> <ul style="list-style-type: none"> • Energy Block Party

For Planning Purposes Only and Subject to Change at any Time

Governance Planning Calendar - 2026

Date	Agenda Items
<u>May 5, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Media• Legislative• Rates Program Strategy
<u>May 26, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Legislative• Annual System Reliability Report

For Planning Purposes Only and Subject to Change at any Time

Governance Planning Calendar - 2026

Date	Agenda Items
<p><u>June 9, 2026</u></p>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Media • Legislative • Community Engagement <p><u>Monitoring Report:</u></p> <ul style="list-style-type: none"> • 1st Quarter 2026 Financial Conditions and Activities
<p><u>June 23, 2026</u></p>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Legislative • Connect Up <p><u>Public Hearing and Action:</u></p> <ul style="list-style-type: none"> • Disposal of Surplus Property – 3rd Quarter

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Governance Planning Calendar - 2026

Date	Agenda Items
<u>July 7, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Media• Legislative• SnoSMART
<u>July 21, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Legislative• Water Supply Update• Energy Risk Management Report <u>Monitoring Report:</u> <ul style="list-style-type: none">• Asset Protection

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Governance Planning Calendar - 2026

Date	Agenda Items
<u>August 4, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Media• Legislative
<u>August 18, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Legislative• Strategic Plan <u>2027 Budget Notice of Public Hearing</u> <u>Monitoring Report:</u> <ul style="list-style-type: none">• 2nd Quarter 2026 Financial Conditions and Activities

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Governance Planning Calendar - 2026

Date	Agenda Items
<u>September 1, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Media • Legislative
<u>September 15, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Legislative • Connect Up Quarterly Update <p><u>Public Hearing and Action:</u></p> <ul style="list-style-type: none"> • Disposal of Surplus Property – 4th Quarter
<u>*September 19, 2026</u>	<p><u>Special Meeting:</u></p> <ul style="list-style-type: none"> • El Sol al Alcance de tus Manos Ribbon Cutting

For Planning Purposes Only and Subject to Change at any Time

Governance Planning Calendar - 2026

Date	Agenda Items
<u>October 6, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Media• Legislative <u>Public Hearing:</u> <ul style="list-style-type: none">• Open the 2027 Proposed Budget Public Hearing
<u>October 20, 2026</u>	<u>Briefing and Study Session:</u> <ul style="list-style-type: none">• Legislative• Energy Risk Management Report <u>Public Hearing:</u> <ul style="list-style-type: none">• Continue Proposed 2027 Budget Public Hearing

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Governance Planning Calendar - 2026

Date	Agenda Items
<u>November 3, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Media • Legislative • Strategic Plan Quarterly Update <p><u>Public Hearing:</u></p> <ul style="list-style-type: none"> • Continue Proposed 2027 Budget Public Hearing <p><u>Monitoring Report:</u></p> <ul style="list-style-type: none"> • 3rd Quarter 2026 Financial Conditions and Activities
<u>November 17, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Community Engagement • Legislative <p><u>Public Hearing:</u></p> <ul style="list-style-type: none"> • Continue Proposed 2027 Budget Public Hearing

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Governance Planning Calendar - 2026

Date	Agenda Items
<u>December 1, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Media • Legislative • Connect Up • Audit Activity Update <p><u>Public Hearing and Action:</u></p> <ul style="list-style-type: none"> • Adopt 2027 Budget <p><u>Monitoring Report:</u></p> <ul style="list-style-type: none"> • Annual Financial Planning and Budgeting
<u>December 15, 2026</u>	<p><u>Briefing and Study Session:</u></p> <ul style="list-style-type: none"> • Community Engagement • Legislative • SnoSMART <p><u>Public Hearing and Action:</u></p> <ul style="list-style-type: none"> • Roll for LUD No. XX • Disposal of Surplus Property – 1st Quarter

For Planning Purposes Only and Subject to Change at any Time

Governance Planning Calendar - 2026

2026 Year-at-a-Glance Calendar

January

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February

S	M	T	W	T	F	S
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22	23	24	25	26	27	28

March

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22	23	24	25	26	27	28
29	30	31				

April

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May

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31						

June

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28	29	30				

July

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August

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23	24	25	26	27	28	29
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September

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27	28	29	30			

October

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25	26	27	28	29	30	31

November

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29	30					

December

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20	21	22	23	24	25	26
27	28	29	30	31		

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