

Service Driven Through Excellence and Innovation



UNITY - COMPASSION – INTEGRITY – COURAGE - HONOR

Board of Commissioners’ Special Meeting

February 5, 2026



Clallam County Fire District 3

323 N Fifth Ave., Sequim, Washington 98382

360-683-4242, Fax: 360-683-6834

www.ccf3.org

Jeffrey Nicholas

Michael Mingee

Bill Miano

Commissioners

Justin Grider, Fire Chief

Board of Commissioners Special Meeting Agenda

February 5, 2026

Meeting Location: 255 Carlsborg Road, in the Classrooms on the South Side of the District's Training and Maintenance Facility grounds.

Call to Order 9:00 A.M.

Pledge of Allegiance

Changes to the Agenda

Public Comment

Regular Business:

Agenda Bill 1: Workshop to set 2026 District Priorities

Good of the Order –

Executive Session

Next Meeting

Adjournment



FIRE DISTRICT 3

2025 ANNUAL PRIORITIES UPDATE

STAFFING

STAFF ARE IN THE PROCESS OF RECRUITING CURRENTLY.

THERE ARE TWO POSITIONS THAT WILL NEED TO BE FILLED IN 2025.

IF THE LEVY PASSES, STAFF INTEND TO HIRE AN ADDITIONAL 3 LINE-STAFF.

IN 2025:

- STAFF CONDUCTED FIREFIGHTER AND PARAMEDIC TESTING IN MAY. SIX (6) CANDIDATES WERE HIRED; HOWEVER, ONE (1) SUBSEQUENTLY RESIGNED, RESULTING IN A NET GAIN OF FIVE (5) MEMBERS WHO BEGAN EMPLOYMENT ON AUGUST 1, 2025.
- STAFF CONDUCTED ADDITIONAL PARAMEDIC TESTING IN NOVEMBER. OFFERS WERE EXTENDED TO EIGHT (8) CANDIDATES; ONE (1) DECLINED. THE REMAINING SEVEN (7) CANDIDATES ARE SCHEDULED TO BEGIN EMPLOYMENT ON MARCH 1, 2026.
- STAFF ARE CURRENTLY DEVELOPING A TESTING PROCESS TO FILL AN UPCOMING CAPTAIN VACANCY.
- STAFF COMPLETED NEGOTIATIONS FOR THE FIREFIGHTER COLLECTIVE BARGAINING AGREEMENT (CBA) AND EXECUTED A MEMORANDUM OF UNDERSTANDING (MOU) TO EXTEND THE BATTALION CHIEF CBA.

PROFESSIONAL DEVELOPMENT

CHIEFS MEET WITH BC'S BI-MONTHLY.

BCS MEET WITH CAPTAINS DAILY.

CHIEFS AND ADMIN STAFF MEET BI-MONTHLY.

CHIEFS HOLD OPERATIONS MEETINGS MONTHLY.

ENCOURAGE ALL LEVELS TO TAKE ADVANTAGE OF EDUCATION OPPORTUNITIES.

ADMIN CHIEFS ARE WORKING WITH BC'S ON THEIR ASSIGNMENTS TO ENCOURAGE AUTONOMY.

- STAFF HELD TWELVE (12) BC MEETINGS IN 2025; DUE TO AVAILABILITY, ETC., IT IS UNREALISTIC TO HOLD THESE BI-MONTHLY.
- BATTALION CHIEFS (BCS) CONTINUE TO MEET DAILY WITH CAPTAINS DURING MORNING SHIFT BRIEFINGS.
- ADMINISTRATIVE STAFF CONTINUE TO MEET ON A BI-MONTHLY BASIS.
- CHIEFS HELD FIVE (5) OPERATIONS MEETINGS IN 2025 AND CONVENED THE FIRST OPERATIONS MEETING OF 2026 IN JANUARY, WITH THE GOAL OF MAINTAINING CONSISTENT MONTHLY MEETINGS THROUGHOUT 2026.
- EDUCATION AND PROFESSIONAL DEVELOPMENT REMAIN A PRIORITY FOR THE ORGANIZATION. THE TRAINING DIVISION FULLY UTILIZED (100%) ITS ALLOCATED TRAINING BUDGET IN 2025.
- CHIEFS CONTINUE TO MENTOR BATTALION CHIEFS THROUGH ASSIGNED SPECIAL PROJECTS AND ACTIVELY ENCOURAGE LEADERSHIP DEVELOPMENT.



SERVICE DELIVERY

DEPUTY CHIEF HUDSON IS WORKING ON RUN CARD ENHANCEMENTS.

STAFF IMPLEMENTED AND TRACK THE MIH-CP PROGRAM CLOSELY.

STAFF DRAFTED A RESPONSE MATRIX THAT IS BEING TRIALED AND REFINED BY LINE-STAFF.

DEPUTY CHIEF HUDSON ORDERED A MOBILE REPEATER FOR THE BC VEHICLE AND STAFF WROTE A GRANT FOR MOBILE REPEATERS FOR ALL RESPONSE APPARATUS.

BRUSH TRUCK SHOULD ARRIVE IN JUNE,

THREE NEW ENGINES SHOULD ARRIVE IN 2025.

HIRING.

- **DEPUTY CHIEF HUDSON HAS IDENTIFIED TWO (2) CAPTAINS TO ASSIST WITH THIS PROJECT. THEY ARE ACTIVELY INCORPORATING ONGOING FEEDBACK FROM LINE STAFF TO GUIDE IMPROVEMENTS AND FURTHER DEVELOPMENT.**
- **THE MIH-CP PROGRAM IS OVERSEEN BY THE EMS BATTALION CHIEF AND THE MEDICAL SERVICES OFFICER (MSO). THE EMS BC HAS BEEN INCLUDING PROGRAM UPDATES IN MONTHLY BOARD OF COMMISSIONERS (BOC) REPORTS, AND THE PROGRAM CONTINUES TO DEMONSTRATE SUCCESS.**
- **STAFF IMPLEMENTED THE RESPONSE MATRIX AND CONTINUE TO REVIEW AND UPDATE IT AS NEEDED. CONSISTENT APPLICATION HAS BEEN CHALLENGING DUE TO EXTENDED LEAVE BY MULTIPLE EMPLOYEES.**
- **A MOBILE REPEATER HAS BEEN INSTALLED, AND OPERATIONS IS REFINING PROCEDURES FOR ITS USE DURING LARGER-SCALE INCIDENTS. WHILE GRANT FUNDING FOR ADDITIONAL REPEATERS WAS UNSUCCESSFUL, FUNDS HAVE BEEN BUDGETED IN 2026 TO PURCHASE ADDITIONAL UNITS. THE INTENT IS TO INSTALL REPEATERS ON THE THREE FIRST-DUE ENGINES.**
- **THE NEW BRUSH TRUCK WAS DELIVERED IN 2025 AND WAS PLACED INTO SERVICE IMMEDIATELY, RESPONDING TO A BRUSH FIRE ON ITS FIRST DAY IN SERVICE.**
- **TWO (2) OF THE THREE (3) NEW ENGINES WERE DELIVERED IN 2025 AND ARE CURRENTLY IN SERVICE. THE REMAINING ENGINE IS EXPECTED TO BE DELIVERED ON JANUARY 31, 2026.**



OLYMPIC AMBULANCE

CHIEF GRIDER IS WORKING ON A CONTRACT CURRENTLY.

- **CHIEF GRIDER, FINANCE MANAGER MISTY SHAW, AND BATTALION CHIEF JONES MET WITH OLYMPIC AMBULANCE APPROXIMATELY TWENTY (20) TIMES THROUGHOUT 2025. STAFF WERE NOTIFIED ON JANUARY 27, 2026, THAT OLYMPIC AMBULANCE INTENDS TO SIGN THE FINAL REVISED CONTRACT. ADDITIONAL INFORMATION WAS PROVIDED DURING THE FEBRUARY 3, 2026, BOARD OF COMMISSIONERS (BOC) MEETING.**

BOND/FACILITIES

ADMIN STAFF ARE RESEARCHING GRANT OPTIONS.

CHIEF GRIDER HAS HAD CONVERSATIONS WITH PARTNER AGENCIES.

STAFF HAVE DISCUSSED RUNNING A BOND.

- **ADMINISTRATIVE STAFF APPLIED FOR MULTIPLE GRANTS IN 2025. STAFF WERE SUCCESSFUL IN SECURING TITLE III, EMS, BRUSH TRUCK, AND THREE NEW STAFF ENGINE GRANTS.**
- **CHIEF GRIDER MET WITH NUMEROUS PARTNER AGENCIES THROUGHOUT THE YEAR AND CONTINUES TO DO SO. HE AND LORI HAVE ALSO BEGUN MEETING WITH LOCAL CARE FACILITIES. IN PARALLEL, STAFF ARE WORKING TOWARD THE DEVELOPMENT OF A COMPREHENSIVE FEE SCHEDULE FOR DISTRICT SERVICES.**
- **TO DATE, STAFF HAVE NOT RECEIVED DIRECTION FROM THE BOARD OF COMMISSIONERS (BOC) REGARDING THE PURSUIT OF A BOND MEASURE.**
-

STRATEGIC PLAN

CHIEF GRIDER IS DRAFTING A DOCUMENT FOR FD3 THAT WILL BE USED TO SUPPORT THE STRATEGIC PLAN.

- **STAFF ADOPTED A CAPITAL IMPROVEMENT PLAN (CIP), WHICH INCLUDES AN APPARATUS PLAN; HOWEVER, AN UPDATED STRATEGIC PLAN HAS NOT YET BEEN COMPLETED.**

LEVY

THE COMMITTEE MEETS EVERY TWO WEEKS. (ADVERTISING, PROMOTING AND EDUCATING THE COMMUNITY)

STAFF ARE ADVANCING DOCUMENTS FOR BOARD APPROVAL TODAY.

- **WITH DIRECTION FROM THE BOARD OF COMMISSIONERS (BOC), STAFF RAN AND SUCCESSFULLY PASSED AN OPERATIONS LEVY IN 2025, TO TAKE EFFECT IN 2026.**

I appreciate the opportunity to address you all. I am here as a professional in this organization and have done my best to keep this clear and productive.

I want to address commissioner Mingee's letter to us all. I understand that the board cannot respond to things brought up in commissioners meetings without them being on the agenda. Last February, President Pinnell addressed you all asking, among other things, for you ~~to~~ to not function as volunteers. My personal experience with this dynamic should help you all further understand why we asked for this. Two years ago I responded to a fire in 37's area. During fire attack commissioner Nicholas questioned me directly why I hadn't pulled the attack line from the volunteer engine that had arrived just before us. I had arrived with orders from my officer and pulled the line from the engine I am familiar with. On medical calls I have experienced similar questioning of our tactics or operations from commissioner Nicholas. Herein lies the issue. You appear to be responding to calls as a commissioner and not a volunteer. I understand how this could be difficult. As a commissioner, you have a tremendous amount of pull and authority in this organization. As a volunteer, you don't. When you encounter us on calls, we are operating in our chain of command, of which you are at the very bottom. On calls, you are no ones boss. We asked you all to please consider not putting us or yourselves in this position because it is, to us, clearly a conflict of interest.* We asked you this in February of last year, yet you are still volunteering and have never responded to our request with any of your reasons.

I feel this also contributes to commissioner wanting to weigh in on operations, which is not your job.

It was stated that every department has issues with communication. This statement, to me, felt like gaslighting and the letter as a whole felt fairly condescending. I'm not the only one who feels this way. We are all professionals here so please address us as such.

Regarding stations and the Johnson house. I'm certainly no chief but I think the Johnson house is a great opportunity to expand 34, even if just for much needed additional parking. Also, please don't try and build stations from our general fund that would only make our ability to increase much needed staffing more difficult. Please go for a bond and please build career staffed stations.

Commissioner Mingee, I appreciate your request for us to "Stay safe. Take care of your loved ones as well as your FD Family. Protect you brothers and sister FD members both physically and psychologically." That is exactly why I come before you today and why I took the time to write this out. I want to acknowledge that today would have been Chad Cate's 50th birthday. Most of you know that Captain Albers and I were the unfortunate ones to discover Chad that fateful morning. This experience continues to take a toll on me psychologically and I know I'm not alone in that. We all know that Chad was not in the best health. What I do know is that the incredibly piercing tones and the inability to designate individual unit tones were factors in my friend and colleagues untimely passing. Who knows how much the tones contributed to his hearts health, but we know it undeniably did. Who knows if calls were unit specific if he would have been found sooner? Who knows? What I do know is that, three years later, we are still being shocked awake multiple times a night. No one asked me but I would have voted to dedicate money and action to this blatant NEED before a brush truck, new engines and definitely before a new kitchen (despite all of which being long overdue).

I stand here today with a similar request of all of you, commissioners and management. Please please please help protect this community and us who serve it. Please help us to stay safe. Help us take care of ourselves, our coworkers and our families. Please show us that you care about us with actions and words. Please acknowledge the incredibly talented people who have recently left the department with little to no acknowledgment. We are the ones putting our lives on the line and currently, the circumstances we are doing it in make it more dangerous than it should be. Please help me believe that taking the time and effort to say all this was worth it.



Clallam County Fire District 3

Form: 1441F

Public Comment Sign-up Sheet

Reference: Board Policy 1441, Public Comment Policy

Sheet ___ of ___

| Name | Address | Contact Information | Topic |
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Please Sign In

Reference: Board Policy 1441, Public Comment Policy

Public Comment Sign-up Sheet

Form: 1441F

Sheet ___ of ___

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