

**Service Driven Through Excellence and Innovation**



**UNITY - COMPASSION – INTEGRITY – COURAGE - HONOR**

**Board of Commissioners' Meeting**

**May 5, 2026**





## Clallam County Fire District 3

323 N Fifth Ave., Sequim, Washington 98382

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

[www.ccf3.org](http://www.ccf3.org)

Bill Miano  
Michael Mingee  
Jeffrey Nicholas  
**Commissioners**

Justin Grider, Fire Chief

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### Board of Commissioners Meeting Agenda

May 5, 2026

#### Call to Order

#### Pledge of Allegiance

#### Changes to the Agenda

#### Public Comment

#### Consent Agenda:

- 1.) Regular Meeting Minutes, April 21<sup>st</sup>, 2026
- 2.) Special Meeting Minutes, April 28, 2026
- 3.) Claims and Payroll

**Next Meeting** – May 19<sup>th</sup>, 2026

#### Good of the Order –

West Sound Workforce Update - Grider

WFCA – Fall Conference - Miano

#### Regular Business:

**Reports** – Fire Chief's Report

**Agenda Bill 1:** Aetta Architects Professional Services Agreement

**Agenda Bill 2:** Staffing Considerations

#### Executive Session

1. Collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement; or that portion of a meeting during which the governing body is planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress – RCW 42.30.140 (4).
2. To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee – RCW 42.30.110 (g);

#### Adjournment



# Clallam County Fire District 3

*Motto: Serve, Respect, Prevent and Protect*

## BOARD OF COMMISSIONERS – MEETING MINUTES

April 21, 2026

Chairman Miano called the Board of Commissioners Meeting for Clallam County Fire District 3 to order at 1:00 p.m. via the Zoom App and in person at 255 Carlsborg Road in Sequim. Present were: Commissioners Jeffrey Nicholas, Mike Mingee and Bill Miano, Fire Chief Justin Grider, Deputy Chief Tony Hudson, Finance Manager Misty Shaw, District Secretary Lori Coleman, Battalion Chief Chris Turner, Maintenance Supervisor Tharin Huisman, Captain Bryan Swanberg, Firefighter/Paramedic Jeremy Long and Brent Lovell, Firefighter/EMTs Jon Donahue and Ryan Hueter, Volunteer Blain Zechenelly, reporter Matt Nash, and Citizens Beau Sylte, Donna Stoffel, John and Jennie Viada, Charles Meyer, Ernylee Chamlee, Sherrel Miller, Stevie Borggard, Justine Donahue, Mary Boyce, Quinn Lovell, and Megan Black. Online were: Administrative Assistant Caity Karapostoles, Captain Marc Lawson, Firefighter/Paramedic Jeremy Church, Community Paramedic Mark Karjalainen, Firefighter/EMT Bo Pinnell, ST 37, iPhone 8, Facilities Technician John Brygider, JS, and Firefighter/Paramedics Steve Oberly and Hayden Pyle.

**Changes to the Agenda** – Chairman Miano requested that Agenda Item 1 be moved before Public Comment.

**Agenda Bill 1: Proclamation 2026-03** – Serve Washington, the Governor’s appointed commission, is dedicated to promoting and strengthening volunteerism across Washington State. Through the Washington State Volunteer Service Awards, the commission recognizes and celebrates the many acts of service and kindness demonstrated by individuals, families, and organizations throughout the state. Chief Grider presented Donna Stoffel with a proclamation in recognition of her selection as a recipient of this prestigious award for her volunteer service with the Eastern Clallam County Community Emergency Response Team. Each year, this honor is awarded to a single individual who exemplifies exceptional dedication and commitment to serving their community. **INFORMATION ONLY. NO ACTION TAKEN.**

**PUBLIC COMMENT** – Chairman Miano read aloud the Public Comment Guidelines to the audience.

Two public comments were made.

First, Beau Sylte spoke regarding District call volume, staffing, and comparable agencies. He stated that he is a resident, voter, and former member of the District, and that he cares deeply about the District’s success. He reported that call volume has increased considerably and said the District often has limited available units. He expressed hope that the Board will provide a plan and vision for how the District will manage the increased call volume in order to support both firefighters and the community. He also referenced departments with comparable call volumes and urged the Commissioners to plan for significant growth in staffing and resources to meet increasing demand. He added that the District is in a unique position and that the Board and staff have the authority to make decisions that will improve service.

Second, Jon Donahue spoke regarding bonds. He stated that he is the Vice President of Local 2933 and was speaking on behalf of the staff he represents. He urged the Commissioners to remain open to the possibility of pursuing a bond, stating that he believes it is the Board’s responsibility to identify funding sources and support the District’s growth. At this time, he does not feel that is occurring and

said there is significant concern and frustration among the labor group. He stated that their goal is to work together to make the District as functional, well-staffed, and serviceable as possible. He added that, while he understands tax increases can be difficult, he believes it is the Board's responsibility to help make that happen. He said he supports the community and respects the Commissioners personally, but currently feels underserved and underappreciated.

**CONSENT AGENDA**

- 1.) Regular Meeting Minutes, April 7, 2026.
- 2.) Claims  
Accounts Payable Claim check numbers 113646 through 113692 dated April 21, 2026, totaling \$310,103.11, Payroll EFTs and IRS Deposit for Monthly Payroll dated April 10, 2026, totaling \$1,057,156.25, and Payroll EFTs and IRS Deposit for Monthly Draw and Quarterly Volunteer Points dated April 24, 2026, totaling \$23,731.12 for a disbursement grand total equaling \$1,390,990.48
- 3.) Volunteer Pay 2026-Q1 totaling \$30,185.00

Commissioner Miano moved, and Commissioner Nicholas seconded to approve the Consent Agenda as presented. **MOTION CARRIED.**

**Next Meeting – May 5, 2026 – Regular Board Meeting**

- Commissioner Mingee requested that staff give an update on Service Delivery and Staffing minimums.

**GOOD OF THE ORDER****Chief Grider reported –**

- He is working with West Sound on a position description for the HR Manager.
- He confirmed with ORCAA that there is no intent to completely ban outdoor burning.
- Reminded everyone that Captain VanDeWege's retirement ceremony is April 22<sup>nd</sup>, 2026 at 4pm at Station 34.

**Commissioner Miano reported –**

- Gave an update on the Region 9 meeting the commissioners attended on April 11<sup>th</sup>, 2026. He reported that there was discussion about timber tax revenue, GIS/Call tracking, data collection, Darkhorse software and the new Fire Chief from Spokane spoke.

**Commissioner Mingee reported –**

- Thanked the families that attended today's meeting.
- The RAC is sending the District a letter to determine whether it is interested in joining a timber tax lawsuit; all junior taxing districts will be included.
- He should have an update from Aetta at the next meeting.

**Battalion Chief Reports – BC Turner reported -**

- 862 Incidents were logged in the month of March.
- Prevention activities were robust in March.
- He took a webinar on data analysis and has held shift training on this to improve data collection.
- Training held a live fire burn exercise on 3<sup>rd</sup> Ave; it was well attended and many good lessons were learned.
- Five new hires have been assigned to shift, and two remain at the Kitsap fire academy.
- C-Shift Battalion Chief report included a lot of data analytics and comparisons with years past.
- There was an MIH-CP story included.

**Agenda Bill 2: Continued Discussion on Future Construction of a New Station 33** – Commissioner Mingee reported that he anticipates the new construction will cost approximately \$5 million to \$6 million. He noted that the District has sold several pieces of property and currently has \$1.5 million in the capital fund, and he would like to gauge the interest of the other Board members in pursuing a 20-year loan. He stated that he believes the loan payments would amount to roughly 2.1% of annual revenue. Finance Manager Misty Shaw reported that a direct bank placement loan would be in the District's best interest and that a detailed scope of work would be required in order to move forward with financing. Commissioner Mingee also stated that when previous properties were sold, a promise was made to residents that the proceeds would be used for a new Station 33, and he intends to follow through on that promise. **INFORMATION ONLY. NO ACTION TAKEN.**

**Agenda Bill 3: Johnston Home** – Chief Grider reported that staff consulted with legal counsel and confirmed that the District may complete the house removal using current staff, which would reduce the overall cost of razing the property. He added that the project would still involve permitting fees, possible asbestos abatement, and dump fees. Commissioner Nicholas declined to make a motion without a complete breakdown of the costs associated with using District staff to raze the property. Commissioner Miano moved to authorize the Fire Chief to proceed with razing the structures and securing the yard on the District's property at 305 S. 5th Ave.; the motion died for lack of a second. Commissioner Mingee then moved to table the discussion until additional information on demolition was available but later rescinded the motion. The Board agreed to revisit the topic once hard cost information is brought back for review. **INFORMATION ONLY. NO ACTION TAKEN.**

**Agenda Bill 4: Q1 2026 Financial Reports** – Finance Manager Misty Shaw reported that property tax revenues are received primarily in April and October, with collections slightly below the prior year but not significantly. General Property Tax revenue increased due to the levy lid lift, timber sale revenue is higher than last year, and ambulance revenue is up due to increased transports, higher rates, and timing of receipts. Staff noted that first-quarter revenues are typically low and that expenditures currently exceed revenues by \$1.9 million, supporting the need for cash flow reserves. For expenditures, she reported that most expenditure categories are tracking as expected. Notable increases were seen in Administration, Suppression and EMS, Prevention, and Facilities due to higher operating costs, overtime, salary and benefit increases, and unresolved DRS audit refunds. Vehicle costs were lower than the prior year, and overall, first-quarter expenditures were higher primarily due to payment of the final engine balance. No additional concerns were noted. **INFORMATION ONLY. NO ACTION TAKEN.**

Commissioner Miano called for a 5-minute break at 2:30.

**EXECUTIVE SESSION**

Chairman Miano called for an Executive Session beginning at 2:35 p.m., expected to last for sixty (60) minutes, returning at 3:35 p.m. under RCW 42.30.110 (c) - To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price, RCW 42.30.140 (4) - Collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement; or that portion of a meeting during which the governing body is planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress, and RCW 42.30.110 (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. In attendance were Commissioners Miano, Mingee, and Nicholas, Fire Chief Justin Grider, Deputy Chief Tony Hudson and Megan Black. At 3:11 p.m., Commissioner Miano excused Megan Black. Commissioner Miano called the meeting back into Regular Session at 3:35 p.m. No decisions were reached during the Executive Session.

**ADJOURNMENT**

Commissioner Miano called for adjournment at 3:37 p.m.

\_\_\_\_\_  
Bill Miano, Chairman

\_\_\_\_\_  
Michael Mingee, Vice Chairman

\_\_\_\_\_  
Jeffrey Nicholas, Commissioner

\_\_\_\_\_  
Attest:  
Lori Coleman, District Secretary



# Clallam County Fire District 3

*Motto: Serve, Respect, Prevent and Protect*

## BOARD OF COMMISSIONERS – SPECIAL MEETING MINUTES

April 28, 2026

Chairman Miano called the Board of Commissioners Meeting for Clallam County Fire District 3 to order at 11 a.m. via the Zoom App and in person at 255 Carlsborg Road in Sequim. Present were: Commissioners Bill Miano and Jeffrey Nicholas, Fire Chief Justin Grider, and District Secretary Lori Coleman, and online were: Administrative Assistant Caity Karapostoles, and Finance Manager Misty Shaw.

### GOOD OF THE ORDER –

Commissioners Miano and Nicholas reported that they will be attending the WFCFA Spring Seminar at the Suquamish Hotel this coming Saturday.

Chief Grider reported that the Irrigation Festival is this weekend and next weekend.

**Agenda Bill 1: 2026-01 MOU with Local 2933 Battalion Chiefs (BC)** – Chief Grider reported that, due to a medical vacancy involving one of the three Battalion Chiefs, an MOU was drafted to address the provisional language in the BC contract and allow an Acting BC to be assigned to a shift in the Battalion Chief role. He noted that legal counsel for both Labor and Management reviewed the MOU as presented. Chief Grider added that both Labor and Management agree the assignment is in the best interest of all parties and that it is a non-precedent-setting situation. Commissioner Miano moved, and Commissioner Nicholas seconded, to approve MOU 2026-01 with Local 2933 Battalion Chiefs as presented. **MOTION CARRIED.**

### NEXT MEETINGS –

5/5/2026 – Regular Board Meeting

### ADJOURNMENT

Commissioner Miano called for adjournment at 11:02 a.m.

\_\_\_\_\_  
Bill Miano, Chairman

\_\_\_\_\_  
ABSENT  
Michael Mingee, Vice Chairman

\_\_\_\_\_  
Jeffrey Nicholas, Commissioner

\_\_\_\_\_  
Attest:  
Lori Coleman, District Secretary



**CLALLAM COUNTY FIRE DISTRICT 3**

Agenda Bill No: Consent 3

Subject: Approval of Claims and Payroll for the period ending Tuesday, May 5, 2026

Attachments: Accounts Payable Claims & Payroll Registers

Date: Tuesday, May 5, 2026

Prepared By: Misty Shaw, Finance Manager

Approved By: Justin Grider, Fire Chief

Discussion: Approval of regular claims and payroll expenses as follows:

Accounts Payable Claim Numbers:	113693-113730
dated:	May 5, 2026
Totaling:	\$ 178,372.85
Total Accounts Payable Claims and Payroll:	<u>\$ 178,372.85</u>

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Recommended  
Action:

Recommended Motion:

Move to approve EFTs and Accounts Payable Claim Numbers: 113693-113730

For a Disbursement Grand Total of: \$ 178,372.85

## CHECK REGISTER

Clallam County FD 3

Time: 15:16:25 Date: 04/30/2026

05/05/2026 To: 05/05/2026

Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
970	05/05/2026	Claims	1	113693	A-1 AUTO PARTS, INC	283.69	Lawnmower Belt; F22 Parts; Shop Supplies; D4 U-Joint; F22 Breaker
971	05/05/2026	Claims	1	113694	ACE PEST CONTROL INC	472.64	Pest Control Services - ST31; Pest Control Services - ST32; Pest Control Services - ST35; Pest Control Services - ST37; Pest Control Services - ST34; Pest Control Services - ST33; Pest Control Service
972	05/05/2026	Claims	1	113695	ALL BATTERY SALES & SERVICE, INC.	1,798.90	F25, F26, F58 Batteries
973	05/05/2026	Claims	1	113696	THOMAS A BOCK BAGLEY CREEK OUTFITTERS	971.97	Uniform Items - Darling, Kroh, Pyle, New Recruits
974	05/05/2026	Claims	1	113697	CANON FINANCIAL SERVICES, INC	1,739.61	ST34 Copier Lease Annual Payment - 05.01.2026-04.30.2027
975	05/05/2026	Claims	1	113698	CARDINAL HEALTH 112, LLC	1,270.11	EMS Supplies
976	05/05/2026	Claims	1	113699	CEDAR GROVE COUNSELING, INC.	50.00	Volunteer Drug Screening - Lewis
977	05/05/2026	Claims	1	113700	CENTURYLINK	1,269.77	Landline Services
978	05/05/2026	Claims	1	113701	CITY OF PORT ANGELES	96,825.00	Dispatch Services - Q2 2026
979	05/05/2026	Claims	1	113702	CLALLAM COUNTY PUBLIC WORKS DEPT	288.74	ST33 Sewer; Shop/Classroom Sewer; Shop/Classroom Sewer
980	05/05/2026	Claims	1	113703	CLALLAM COUNTY PUD	5,329.84	ST35 Electricity; ST35 Electricity; ST33 Water and Electricity; ST32 Water and Electricity; Shop Water and Electricity; Classroom Water and Electricity; Shop/Classroom Irrigation Water; Admin Ste C El
981	05/05/2026	Claims	1	113704	EAST JEFFERSON FIRE RESCUE	1,095.00	Rescue Systems 1 - May 4-7, 2026 - Pyle
982	05/05/2026	Claims	1	113705	ECOLUBE RECOVERY, LLC	411.50	Oil Disposal
983	05/05/2026	Claims	1	113706	ESO SOLUTIONS, INC.	361.33	ESO Insights - 05.04.2026-05.03.2027
984	05/05/2026	Claims	1	113707	FERRELLGAS	1,691.76	Shop Propane
985	05/05/2026	Claims	1	113708	J & J CONSTRUCTION OF PORT ANGELES, INC.	801.47	Design Services for ST33 Accident Repair
986	05/05/2026	Claims	1	113709	KRONOS, A UKG COMPANY	32.65	WFTS - IVR Service
987	05/05/2026	Claims	1	113710	L.N.CURTIS & SONS	2,068.56	Structure Boots; Structure Boots; Structure Boots
988	05/05/2026	Claims	1	113711	LIFE ASSIST, INC.	1,340.32	EMS Supplies; EMS Supplies; EMS Supplies
989	05/05/2026	Claims	1	113712	MCKESSON MEDICAL SURGICAL	974.36	EMS Supplies; EMS Supplies; EMS Supplies; EMS Supplies; EMS Supplies
990	05/05/2026	Claims	1	113713	MES SERVICE COMPANY, LLC	5,649.09	Leather Gloves; Hood and Leather Gloves; Hoods; Notched PIG Axe (3) Return
991	05/05/2026	Claims	1	113714	REUBEN NICLAS	145.09	EMS REFUND
992	05/05/2026	Claims	1	113715	NORTHWEST PLASTICS, INC	543.00	F11 Polish Windshield
993	05/05/2026	Claims	1	113716	OGDEN MURPHY WALLACE, PLLC	12,159.00	Legal Services - Workplace Investigation
994	05/05/2026	Claims	1	113717	PETROCARD INC.	1,953.95	Bulk Diesel and Gasoline
995	05/05/2026	Claims	1	113718	PIONEER PROPANE, LLC	541.84	Car Fire Prop Propane; Car Fire Prop Propane
996	05/05/2026	Claims	1	113719	FOOD & BEVERAGE DEPT SEVEN CEDARS CASINO	6,153.68	2025 Annual Fire Award Banquet Meals

CHECK REGISTER

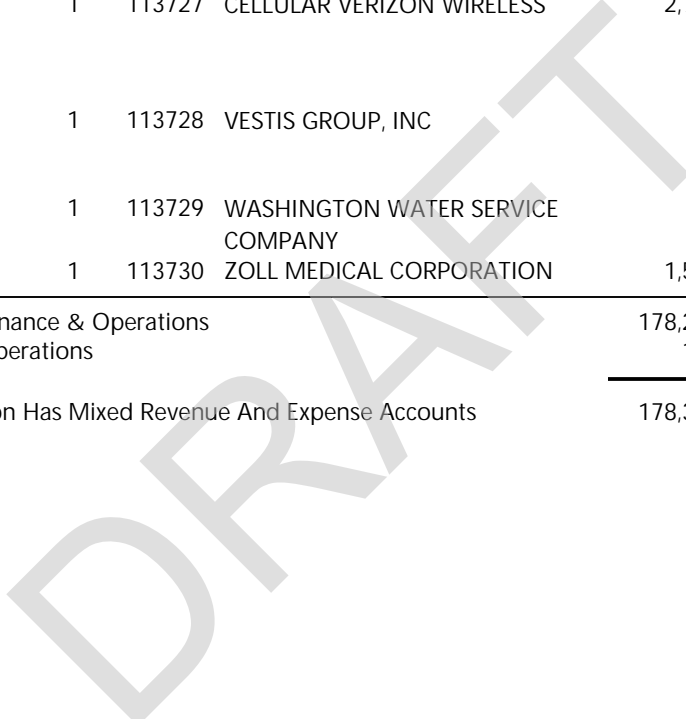
Clallam County FD 3

Time: 15:16:25 Date: 04/30/2026

05/05/2026 To: 05/05/2026

Page: 2

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
997	05/05/2026	Claims	1	113720	SIRENNET.COM	4,375.69	Quilcene Fire Parts; Quilcene Fire Parts; Quilcene Fire Parts; Quilcene Fire Parts
998	05/05/2026	Claims	1	113721	STATION AUTOMATION, INC.	8,521.43	Vehicles Module Annual License - 04.30.2026-04.29.2027
999	05/05/2026	Claims	1	113722	STERICYCLE, INC.	65.75	EMS Disposal Fees
1000	05/05/2026	Claims	1	113723	SUMMIT LAW GROUP	2,970.00	Legal Services - General Labor - Mar 2026
1001	05/05/2026	Claims	1	113724	SYSTEMS DESIGN WEST, LLC	433.42	EMS Billing - March 2026
1002	05/05/2026	Claims	1	113725	TARBOO FIRE EXTINGUISHER PROTECTION LLC	2,462.84	Fire Extinguisher Annual Certification
1003	05/05/2026	Claims	1	113726	THOMAS BUILDING CENTER, INC	8,960.93	Firewise Communities Grant - Equipment; Firewise Communities Grant - Equipment
1004	05/05/2026	Claims	1	113727	CELLULAR VERIZON WIRELESS	2,767.70	Cellular Service - 03.09.2026-04.08.2026 - LifePak; Cellular Service - 03.09.2026-04.08.2026
1005	05/05/2026	Claims	1	113728	VESTIS GROUP, INC	34.60	Cleaning services - mats and laundry - Shop; Cleaning services - mats and laundry - Shop
1006	05/05/2026	Claims	1	113729	WASHINGTON WATER SERVICE COMPANY	25.04	ST35 Water
1007	05/05/2026	Claims	1	113730	ZOLL MEDICAL CORPORATION	1,532.58	EMS Supplies
001 Maintenance & Operations						178,227.76	
002 EMS Operations						145.09	
						<hr/>	Claims: 178,372.85
* Transaction Has Mixed Revenue And Expense Accounts						178,372.85	





# Fire Chiefs Report

## 05/05/2026



**Staffing – GOAL #3** We have three career personnel out on extended leave. Two members are still attending the Kitsap Fire Recruit Academy, and all reports are that they are doing very well; they are on track for completion on June 19, 2026. Captain VanDeWege retired on April 30<sup>th</sup>, 2026; he attended his retirement celebration on April 22, 2026.

**Grant Updates –GOAL #3** All grants are frozen due to the federal government shutdown.

**Sequim City Manager –GOAL #6** I continue to meet with Matt Huish monthly. We continue to have our one-on-one meeting with him this month regarding City and District interests. These include Eastern Clallam County Emergency Operations and other city/district needs.

**County Emergency Management** – I continue to meet with EOC Staff monthly and work with them on courses and meetings.

**Jamestown S’Klallam Tribe – GOALS #4 and #6** – Dialog is open and working on establishing meetings and connections for our strategic plan, fees, and schedules.

**Olympic Ambulance: Goal #1** Contract began April 1, 2026. The District continues to work on data collection with the transition to NERIS. A follow-up meeting was held with OA yesterday (May 4, 2026) to touch base and follow up on how the contract is working.

### Meetings and Activities for the Month of April–

- Delivered the Bell from ST 36 to the Museum
- Attended the District’s Annual Banquet on April 17<sup>th</sup>, 2026
- Conducted an Exit Interview with John McIntyre
- Attended the Clallam County Multi-Agency fire recruit academy graduation
- Attended as Fire Chief at the Sunbonnet Sue Quilt Club 40<sup>th</sup> Birthday Celebration
- Continue to represent with the Chamber of Commerce
- Negotiations are underway with bargaining units
- Participated with the District at the City of Sequim’s ECC Functional Communications drill
- Continue to meet with the City of Sequim
- Represented FD3 for the Functional Recovery Feasibility Study with CCEM
- Continue my one-on-one discussions with the Commissioners
- Attended with DC Hudson the FMLA, Sick Leave & the Fire Service: Averting claims of discrimination and retaliation by Curt Varone.
- Continue to represent the District with the City of Sequim Emergency Management
- Met with the District's legal team
- Continue weekly meetings with Chiefs of PAFD and C2FR
- Met with Maintenance and Mechanics and Firefighters bargaining unit. Contract completed and with respective attorneys. Contract is ready!
- Attended Operations meeting
- Continue to hold Staff and Battalion Chief Meetings
- Attend Labor/Management Meeting
- Met with American Legion Commanders on recognizing our personnel

# Fire Chiefs Report

## 05/05/2026

- Represented the District on the East Clallam County CERT Association Board
- HR Recruitment continues with West Sound workforce
- Met with Lexipol regarding policy and training solutions they have
- Attended the MAT Clinic Community Advisory Meeting
- Attended the Olympic Region Fire Defense Board regarding upcoming Fire Season
- Attended the John M Buckman III Leadership Panel sponsored by Provident
- Met with labor representatives on EMT-B to Paramedic pathway
- Attended Aviation Assurance Training on HB 1498

### Community Project Updates –

We continue to monitor. This is for our BOC to be aware of current projects and the community growth that is ongoing, with a number of large projects being submitted. Of note in the city of Sequim:

#### *\*new updates*

- \* 12 lot subdivision off Solana
- \* New application for a drive-through coffee in Sequim. Part of a larger development
- Seabrook – Master Planned Community – John Wayne Marina and Whitefeather
  - Under new review and extended a year.
- 16-bed inpatient facility – Jamestown property on 7 acres behind Costco
  - Progress is well underway
- S. Olympic View Condominiums – Proposed two 5-unit attached. – Garry Oak Drive
- Rainshadow Loop Subdivision – Proposed 35 lot – McCurdy Road
- Bell Creek Subdivision – Proposed 104 lot, single-family homes- Brownfield Rd.
- Bella Vista Estates – Proposed 24-lot, single-family homes – Miller Road
- Bradley Ridge Apartments – Proposed 2-story, 16-unit apartments. – E. Hammond
- Heckman Subdivision- 11 Parcels East of 7<sup>th</sup> Ave. & W. of Cherry Blossom Estates
- Habitat for Humanity – Proposed 50-unit development- Brownfield Road
- Rolling Hills – Currently being developed, 215 lots at McCurdy Rd. & E. of S. 7<sup>th</sup> Ave. 35% of permits issued for building.  
Of special note to this subdivision, BC Turner and FCT McKenzie have had great communication with city staff as they monitor termination areas of streets and are quick to get our input for emergency access/egress.
- Cedar Ridge III – 25 lots as the 3<sup>rd</sup> phase of this development
- Foothills-Bell Creek – Proposed 90 lots between 3<sup>rd</sup> Ave and 7<sup>th</sup> Ave.
- Lavender Meadows. The development is filling in. Allotted 217 lots for the subdivision. Approximately 25% of this site is filled.
- Proposed shopping center/retail stores located at Priest Road, East Washington, and Brackett Road. Still in review.
- Expansion to the Westerra subdivision off of Galloway Blvd and Cameron Farm Rd between West Fir and West Hendrickson. An additional 20 homesites.
- New proposal for a new building at 505 S. 5th Ave. Sunbelt apartments to have a 2-story, with 36 1-bedroom apartments with additional common space and laundry room.

# Fire Chiefs Report

## 05/05/2026

Staff continues to work by gathering information from the county on their developments in our area.

- Runnion Development – 6 Duplexes & 2 Triplexes. Intersection of Carlsborg Rd. and E. Runnion. The second phase is underway
- Blue Fern Development – 220 homes. Located between W. Runnion and Spath Rd off of Carlsborg Road. This subdivision is rapidly being built.
- New construction has started at the intersection of Dragonfly and Critter Country for 9-12 homes
- A new development in Gardiner for 3-4 homes has started on Daisy King Lane near Old School House
- Proposed Development - Carlsborg Manufactured Homes on Atterberry and Hooker. 66 single-family manufactured homes

### Property Updates – Local properties of issue

Nothing new to report

### Media Release:

From 4/18 to 4/25, FD3 saw 229 incidents.

FD3 responded to a full array of emergency incidents over the past week. This week we have seen a recent uptick in “big box” alarms (which means commercial structures) that has taxed our resources.

We have also had more vegetation fires caused by weed burners this week, reminding us how quickly a wonderful sunny day of lawn care and maintenance can turn into a disaster. We urge the public to be educated on their specific tools and use caution while using them. We have had some beautiful weather this week! As we look up at the mountains, we see a minimal snow pack, which could ultimately lead to a drought, we are sending friendly reminders of potential fire danger and safe burning practices.

Visit our website at [www.ccf3.org](http://www.ccf3.org) for more fire prevention and safety-related information.

Be safe out there!

BC Turner

# Fire Chiefs Report

## 05/05/2026



## 2026 Annual Priorities

### 1) More efficient response matrix

- Update Dispatch Agreement to include call screening using a medical control program
- Update SOP on resource deployment for resource efficiency
- Update Run Cards

### 2) Decentralized decision making through organizational structure and set milestones and deadlines for projects

- Communicate up and down the chain to include updates to the BOC monthly

### 3) Staffing @ 16 people per shift (12-person minimum staffing)

- Fill vacancies as soon as possible
- Explore staffing Grants
- Promote for vacancies and backfill hires

### 4) Continue to work on the Strategic Plan

- Recognizing the current strategic plan should always be referenced to and updated accordingly
- Present to BOC the status on the Strategic Plan
- Expand on Service Delivery components of the Strategic Plan, including updates to Standards of Cover

### 5) Continue to work on new Station 33 – break ground in 2027

- Facility committee to move forward with the replacement of Station 33
- Including picking a funding mechanism, developer, and contractor

### 6) Develop an impact fee schedule

- Conduct Nexus Study to analyze the cost
- Negotiate with City of Sequim to implement a fair and consistent impact fee
- Ensure consistency and work with the County to implement impact fee within the County

# CLALLAM COUNTY FIRE DISTRICT 3

## Agenda Bill No. 1

Board of Commissioners meeting **5/5/2026**

**To:** Board of Commissioners  
**From:** Commissioner Mingee  
**Subject:** Aetta Architects Professional Services Agreement

### **Recommendation:**

Once reviewed by District Counsel, direct the Fire Chief to enter the District into a Professional Services Agreement with Aetta Architects for Project Management, Architectural and Engineering services per their submitted proposals.

### **Background:**

In 2025, the Fire District produced and approved a 20-year Capital Improvement Plan. The plan identifies the relocation of Fire Station 33 (Carlsborg) and relocation of Fire Station 31 (Dungeness) as critical and immediate needs. On December 2, 2025, the District released a request for qualifications for project management services regarding the relocation of Fire Station 33. On February 10, 2026, a selection committee interviewed RFQ respondents. On February 17, 2026, the Board of Commissioners was advised that the Selection Committee recommended Aetta Architects of Tacoma, WA. for those services. Aetta was contacted and asked to produce a proposal for professional services based on a Scope of Work provided by the District. On April 2, 2026, the District received a proposal for Project Management services. On April 27, 2026, the District received a proposal for Architectural and Engineering services.

### **Discussion:**

Since early 2023 the Board of Commissioners has been moving forward to address the inadequacies of Fire Station 33. Originally built as an unstaffed station in 1964, the station was remodeled in 1972, 1982 and again in 2023. The current station's size, age, deferred maintenance, lack of adequate dormitory/support facilities, and apparatus bays have been a growing concern for this active staffed Fire Station. A station where resources are housed to serve the entire Fire District west of the Dungeness River. A 2024 study conducted by a third-party structural engineer determined that Fire Station 33 lacked the required seismic resilience for critical infrastructure housing emergency resources and first responders. In 2025 the station needed to be evacuated immediately for two days due to a pest infestation. Over the past 3 years the District has liquidated three District owned properties west of the Dungeness River. The Board of Commissioners informed those affected communities that sales revenue would be allocated to a new larger Fire Station constructed at the District's 9-acre Operations Center in Carlsborg. The site is approved for construction of a Fire Station through a conditional use permit until 2030

**Attachments:**

April 7, 2026, Proposal for Project Management Services Aetta Architects  
April 27, 2026, Proposal for Architectural and Engineering Services Aetta Architects

**Alternatives:**

Seek additional proposal from other vendors.  
Decide to not move forward on the Fire Station 33 Relocation at this time.  
*Project #CIP-S02*

**Fiscal Considerations:**

Timelines provided in these proposals call for nine months to prepare construction documents and submit them for permits. Clallam County will determine permitting time. Once permitted, estimated construction time is ten months. An additional one-month closeout makes for a payment distribution of a minimum of 20-months billed monthly.

Architectural and Engineering Service	\$807,200	13.45% of \$6mil budget
Projects Management	\$215,000	3.5 % of \$6mil budget

*Typical commercial construction projects cost for Project Management is 5-9%  
Typical commercial construction projects cost for Architectural / Engineering 8-15%  
(Chamber Construction Consultants LTD)*

Per the proposals, the District will need to pay for County Permits and a Geotech survey.

The District Commissioners have agreed in public meetings to set a construction budget of \$6mil. Those funds will come from sales of property, District capital funds, grants, donations and direct financing or municipal bonding.

**Impact to the Community:**

In 2025, this project was identified by the Board of Commissioners as the most immediate and critically needed capital improvement in the District. Among numerous service delivery improvements, this new station will have housing facilities for twice as many staff as the current station. In addition to housing immediately available first responders, the Station will be designed to hold up to six-response apparatus; three times that of the current fire station. Built for at least the next 50 years, the new Carlsborg Station will be a vital step forward to address current and future growth.



## Proposal for Professional Services

**Date:** 04/02/2026

**To:** Mike Mingee, Fire Commissioner  
Clallam County Fire District 3  
863 Carlsborg Road, Unit C  
Sequim, WA 98382

**Subject:** **Station 33 Replacement – Program Management and Construction Contract Administration Services**  
Aetta Project No. 26011

Mr. Mingee,

It has been nice working with you to solidify the scope of work for this project. John and I enjoyed the Interview with you and your team and are excited to partner with the Clallam County Fire District 3 on this project.

### **PROJECT UNDERSTANDING:**

The proposed project will consist of the construction of a new Fire Station and Crew Quarters that will be approximately 8,000 to 9,000 square feet in size. The building will contain fire department and building support facilities. The site will include driveways, apparatus aprons, public parking, and outdoor storage areas. This proposal covers Program Management and Construction Contract Administration services for the project.

### **BUDGET**

The Construction Budget for this project is estimated to be approximately \$5,000,000.

### **PROJECT ASSUMPTIONS AND EXCLUSIONS:**

The project team has made the following assumptions to develop the scope of services, limitations of scope, and associated fees for this project, including but not limited to:

- The site selection is finalized.
- Owner's project funding is yet to be secured.
- LEED or other sustainable building rating/certification systems are being pursued on this project.
- Project Management Information System is excluded from this contract.
- Cost Estimating Services are excluded from this contract.
- Aetta Architects will be contracted separately to provide full Architectural and Engineering Services for the design of the Station 33.

### **SCOPE OF SERVICES:**

#### **Program Management Services – Aetta Architects, PC**

- Preliminary evaluation of Owner's Program
- Assist the Owner in retaining consultants for the project.
- Assist the Owner in developing a Project Management Plan
- Monthly Project Report
- Assist Owner with project budget control
- Prepare a project schedule and coordinate with consultants to refine and manage the schedule.
- Establish project quality control guidelines
- Provide assistance with community engagement at the direction of the Owner.

#### **Construction Contract Administration – Aetta Architects, PC**

- Provide staffing that will be in attendance at the Project site at intervals appropriate to the progress and pace of the Work.

- Review information regarding testing and inspections and provide written comments to the Owner.
- Review the Contractor's Applications for Payment and provide written recommendations to the Owner and Architect.
- Assist the Owner and Architect in reviewing contractor requests for changes.
- Assist in evaluation of the Work to determine if it is substantially complete.
- Observe commissioning and startup of building systems.
- Assist Owner with tracking of records, warranties, and guarantees for the project.
- Review the Contractor's final Application for Payment and provide written recommendations to Owner and Architect.
- Assist Owner with FF&E procurement coordination.

**COMPENSATION:**

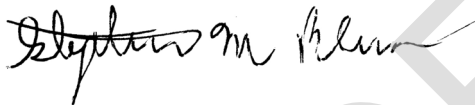
Basic Services are provided on an Hourly Time and Materials Fee basis of **\$215,000**.

Please understand that the fees identified are neither a minimum nor a maximum but simply an estimate based on hours to be expended. When we reach approximately 90% of the fee amount, we will discuss the remaining scope of work and determine, through mutual agreement, if additional fee is required to accommodate the remaining scope of work.

Additional services, if necessary to complete the project or agreed to by the Client and Architect, will be provided in accordance with Aetta's Hourly Billing Rates. Printing costs and other reimbursable expenses will be charged at cost plus ten (10) percent.

Should you have any questions, or need further clarification, please do not hesitate to contact us, we are available to walk you through this proposal and answer any questions that you may have. We look forward to collaborating with you. If you agree with this proposal, please sign below, and return one (1) copy to our office, and upon notice to proceed, the services will be provided pursuant to the terms and conditions in the final AIA Document C172 – Standard Form of Agreement Between Owner and Program Manager, see attached.

Sincerely,



Stephen Black, AIA  
Principal

**ACCEPTANCE OF PROPOSAL:**

*The undersigned has authority to sign for and hereby agrees to the fee proposal outlined above.*

---

Signature

Date

---

Printed Name

copy: Project File  
 attachments: Aetta Architects, PC 2026 Rates and Reimbursables  
 AIA Document C172 – Standard form of Agreement Between Owner and Program Manager  
 (Draft for Discussion)



**AETTA ARCHITECTS, PC**  
**2026 RATES AND REIMBURSABLES\***

Rates:

Principal	\$260.00 per hour
Sr Project Manager	\$240.00 per hour
Project Manager	\$220.00 per hour
Architect III	\$200.00 per hour
Architect II/Designer III	\$180.00 per hour
Architect I/Designer II	\$160.00 per hour
Designer I	\$140.00 per hour
Admin.	\$100.00 per hour

Reimbursables:

Project Expenses	Cost + 10%
Mileage	Current IRS Reimbursable rate

*\*Rates subject to change*



## Proposal for Professional Services

April 27, 2026

Mike Mingee, Commissioner  
Clallam County Fire District 3  
863 Carlsborg Road, Unit C  
Sequim, WA 98382

**CCFD Station 33 Replacement Project – Architecture and Engineering Services**  
Aetta Project No. 26011.02

Mike,

Thank you for reaching out to Aetta Architects to assist you with the **Station 33 Replacement Project**.

### **PROJECT UNDERSTANDING:**

The proposed project will consist of approximately 9,000 square feet of new building. The building most likely will contain three apparatus bays, sleeping quarters, day room, kitchen, showers, restrooms, cardio/fitness area, along with support areas including shop, decontamination room, PPE storage, and other miscellaneous storage areas. The building is anticipated to be a Pre-Engineered Metal Building (PEMB) structure with metal siding. The interior spaces will be framed walls with traditional interior finishes appropriate for the space use. The site will include parking, landscaping, and other outdoor natural areas, and will share an entry drive with other existing facilities on site. The building and related site improvements will be constructed using a Design-Bid-Build type of delivery method.

### **BUDGET**

Approximate Construction Budget for this project is anticipated to be \$5,000,000.00.

### **PROJECT ASSUMPTIONS AND EXCLUSIONS:**

The project team has made the following assumptions to develop the scope of services, limitations of scope, and associated fees for this project, including but not limited to:

- The project will be completed in one phase.
- There will be only one bid package.
- The project is not fast-tracked.
- All Agency review and/or permit fees, etc., will be paid by the Owner.
- Hazardous material identification, testing, and/or abatement are not required.
- Geotechnical reports are prepared by others.
- Traffic Counts and Traffic Studies are not included.
- Station Alerting System vendor is Locution, hired by the Owner. Detailed system design and coordination is by Locution.
- LEED certification and design services or other 3<sup>rd</sup> party sustainability certification services are excluded.
- Compressed Air System in Apparatus Bay
- Life Cycle Cost Analysis
- Commissioning

### **SCOPE OF SERVICES:**

The services below are broken up into two categories; Basic Services and Extra Services. Basic Services are made up of the types of services that most people associate with the design of a new structure. This includes architectural, structural, and MEP services. Extra Services are comprised of services that are still necessary for a successful project but are not usually seen as the basic services for a new structure.

## **BASIC SERVICES**

### **Architectural – Aetta Architects, PC**

Provide basic Architectural services including overall management and coordination of the design, permitting, construction documents, and contract administration services during construction for the project. This includes a pre-design phase to confirm the Owner's building program, floor plan layout, and site plan layout for the new facility.

### **Structural Engineering**

Structural analyses for basic gravity and seismic resisting systems based on building codes and the Owner provided geotechnical report; and structural design and detailing of building structural systems including recommendations for connections of non-structural elements attached to the structure. Visit the site periodically during construction and punch list review.

### **Mechanical, Electrical, and Plumbing Engineering**

Mechanical, Electrical, and Plumbing Engineering design work, including air handling, air distribution, and control systems for heating and cooling, as well as the design of plumbing systems, fire protection sprinkler performance specifications, power and lighting distribution systems (interior and exterior), fire detection and alarm system performance specification, and low-voltage system rough-in. Visit the site periodically during construction and punch list review.

## **EXTRA SERVICES**

### **Civil Engineering**

Services for site development, including plans, details, calculations, and reports as needed for grading, erosion control, storm drainage, water systems, sanitary sewer, and review the draft SEPA Checklist (prepared by the Owner), participation in all necessary related governmental agency reviews, including Engineering Plan submittals and process. Provide bidding and construction phase services including assistance with the Construction Stormwater General Permit, and submit to all required jurisdictions for review and approval as required. Visit the site periodically during construction and punch list review.

### **Cost Estimation**

Services provided through an Independent Cost Estimating Consultant, cost estimates based on the documents provided for Schematic Design, Design Development, and Construction Document phases. Estimates will be limited to no more than (3) alternates.

### **Landscape Design**

Services for the design of the final landscape plan including specifications, drawings, and details, planting plan, Landscape Details, irrigation system design/build plans, participation in all necessary related governmental agency reviews, and bidding and construction phase services.

### **Energy Modeling**

We will provide energy modeling for the project for review of energy consumption to help influence decisions on design of systems. This model will also be utilized to if the project uses a performance

### **Surveying Services**

Services include land survey of the project site location at the northeast quarter of Section 22, Township 30 North, Range 4 west, W.M. at 255 Carlsborg Road, Sequim, WA. Survey includes the project site and the parking area located to the south of the project site for a total of approximately 3.8 acres. The survey will be prepared in US Survey feet units and will include utility investigation, and a survey map will be developed at one-foot contour intervals.

### **SEPA Coordination**

Services include SEPA checklist coordination and involve evaluating project related site development elements such as grading, drainage, utilities, access, and stormwater management to support accurate environmental reviews. We will also assist in addressing

agency comments and refining site plans as needed to mitigate potential environmental impacts identified through the SEPA process.

**SCHEDULE OF SERVICES:**

The following is a general overview of potential project schedule durations. Aetta is prepared to start work on the project within ten working days of receiving a signed contract or written notice to proceed. A final schedule for deliverables will be coordinated with CCFD3 at the start of the work. Work performed beyond this schedule may require additional services:

Pre-Design	Twenty working days (Four weeks)
Schematic Design	Thirty working days (Six weeks)
Owner Review and Approval	Five working days (One week)
Design Development	Forty working days (Eight weeks)
Owner Review and Approval	Five working days (One week)
Construction Documents	Fifty working days (Ten weeks)
Owner Review and Approval	Ten working days (Two weeks)
Procurement/Bidding	Five weeks
Contract Administration	Ten months
Project Closeout	Four weeks

*\*Note: The timeliness of authorities having jurisdiction reviews/approvals and contractor bidding/construction are not controlled by the Architect and may vary.*

**COMPENSATION:**

Basic Services are provided on a Lump Sum Fee basis for **\$807,200**.

Additional services, if necessary to complete the project or agreed to by the Client and Architect, will be provided in accordance with Aetta's Hourly Billing Rates. Printing costs and other reimbursable expenses will be charged at cost plus ten (10) percent.

**Fee Breakdown by Phase**

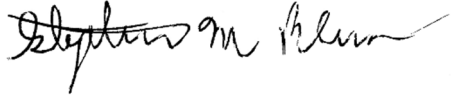
Aetta will invoice per the following fee breakdown:

<b>BASIC SERVICES</b>	
<b>PHASE</b>	<b>FEE</b>
Pre-Design Phase	\$27,700
Schematic Design Phase	\$89,100
Design Development Phase	\$97,100
Construction Documents Phase	\$143,100
Procurement/Bidding Phase	\$18,900
Construction Phase	\$90,600
Project Closeout	\$22,000
<b>Basic Services Total</b>	<b>\$488,500</b>
<b>EXTRA SERVICES</b>	
<b>Description</b>	<b>FEE</b>
Civil Engineering	\$205,600
Cost Estimating	\$24,500
Landscape Consultant	\$25,900
Energy Modeling	\$8,800
Survey	\$48,400
SEPA Coordination	\$5,500
<b>Extra Services Total</b>	<b>\$313,200</b>
<b>Grand Total</b>	<b>\$807,200</b>

Should you have any questions, or need further clarification, please do not hesitate to contact us, we are available to walk you through this proposal and answer any questions that you may have. We look forward to working with you. If you agree with this proposal, please sign below and return one (1) copy to our office, and we will issue an AIA Standard Form of Agreement for your review.

This proposal is good for a period of up to 90 calendar days from the date of the proposal.

Sincerely,



Stephen Black, AIA  
Principal

**ACCEPTANCE OF PROPOSAL:**

*The undersigned has authority to sign for and hereby agrees to the fee proposal outlined above.*

---

Signature

Date

---

Printed Name

copy: Project File  
attachments: Aetta Architects, PC 2026 Rates and Reimbursables  
AIA Standard Form of Agreement

DRAFT



**AETTA ARCHITECTS, PC**  
**2026 RATES AND REIMBURSABLES\***

Rates:

Principal	\$260.00 per hour
Sr Project Manager	\$240.00 per hour
Project Manager	\$220.00 per hour
Architect III	\$200.00 per hour
Architect II/Designer III	\$180.00 per hour
Architect I/Designer II	\$160.00 per hour
Designer I	\$140.00 per hour
Admin.	\$100.00 per hour

Reimbursables:

Project Expenses	Cost + 10%
Mileage	Current IRS Reimbursable rate

*\*Rates subject to change*

CLALLAM COUNTY FIRE DISTRICT 3

Agenda Bill No. 2

Board of Commissioners meeting **05/05/2026**

**To:** Board of Commissioners

**From:** Chief Justin Grider and Finance Manager Misty Shaw

**Subject:** Discussion on Current Staffing and Future Staffing Considerations

**Recommendation:** No recommendation for action.

**Background:** The Board of Commissioners have requested an update on current staffing levels and barriers.

**Discussion:** Chief Grider will discuss current staffing levels, and Finance Manager Misty Shaw will speak to budgetary issues faced by adding additional staffing.

**Attachments:** Memo on Staffing Contract Language and Future Considerations

**Alternatives:** TBD

**Fiscal Considerations:** Discussion related to the financial planning of staffing levels will impact the financial position of the District when direction is finalized. No immediate fiscal impact.

**Impact to the Community:** The public is better served when the District's staffing needs and related funding are planned.



## Clallam County Fire District 3

323 N Fifth Ave., Sequim, Washington 98382

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

[www.ccf3.org](http://www.ccf3.org)

Bill Miano

Michael Mingee

Jeffrey Nicholas

**Commissioners**

Justin Grider, Fire Chief

---

Commissioners,

At the April 21st Board Meeting, the commissioners requested from staff a real-time snapshot of our current staffing and forecast.

Clallam County Fire District 3 relies heavily on property tax revenue, which represents 94 percent of our 2026 budgeted revenue. Under state law, property tax growth is limited to one percent annually, plus new construction, which has averaged approximately 0.75 percent. Although the general levy lid lift allows the one percent limit to be replaced by the Consumer Price Index for All Urban Consumers (CPI-U), the District does not have a major revenue source that grows in proportion to call volume or service demand. As a result, revenue growth remains constrained while operating costs continue to rise significantly.

At the same time, labor costs are increasing faster than long-term revenue capacity. Historically, labor agreements have included CPI-U Seattle-Tacoma-Bellevue-based wage adjustments, but salary step plans and longevity increases compound these. In practice, these additional salary increases often bring total compensation growth to levels near or above CPI-U Seattle-Tacoma-Bellevue on their own, resulting in labor cost growth that can effectively outpace inflation by a substantial margin. This trend is not financially sustainable over the long term.

The District is also experiencing significant increases in other personnel-related costs. In 2026, health insurance rates increased by 15 percent, and we have continued to see growth in workers' compensation costs, payroll taxes, and employee benefits. For 2026 alone, the Salary and Benefits budget increased by \$2,150,000, yet only \$770,000 of that increase is associated with new positions, specifically three Firefighter/Paramedics and one Human Resources Manager. The majority of this growth is therefore tied to maintaining current staffing and compensation obligations rather than expanding service capacity.

Of that total, 52 are considered line staff positions. Two (2) of these positions are filled by the Medical Services Officer (Captain/Paramedic) and the Community Paramedic/Mobile Integrated Health (Firefighter/Paramedic), and one (1) position is unfilled that is budgeted. This leaves 49-line personnel for the filling of the three (3) shifts.

After accounting for command staff assignments (3), unfilled positions (1), contractual leave allowances (4), and long-term leave impacts (2), our actual minimum available staffing is reduced to approximately 11 personnel per shift. This creates an operational environment with very limited flexibility and little margin to absorb leave, training, injuries, or other staffing disruptions without affecting minimum staffing levels.

In addition, provisions in current labor agreements allow additional time off at intervals that significantly restrict ability to hire efficiently and maintain consistent minimum staffing. These provisions, while individually manageable, collectively reduce deployment flexibility and compound the financial and operational strain already facing the District.

Together, these conditions mean that the District’s ability to add or even sustain staffing is increasingly dependent on extraordinary revenue measures, such as General or EMS levy lid lifts. In years without those measures, we are left with only a few viable options: significantly reducing expenditures elsewhere, negotiating changes to the compensation structures contained in our labor agreements, or identifying alternative revenue sources.

We continue to evaluate additional funding opportunities, including GEMT, grants, timber revenue, impact fees, and similar sources. However, many of these revenues are either one-time in nature, restricted in how they may be used, or unreliable for supporting ongoing staffing costs. As such, they cannot be viewed as a complete or stable solution to the District’s long-term personnel and service delivery needs.

Our responsibility is to ensure that Fire District 3 remains financially sound while continuing to provide dependable emergency response and public safety services to the community. We believe it is important that our commissioners and customers understand both the operational realities of our staffing levels and the structural imbalance between allowable revenue growth and the actual cost of sustaining emergency services.

We appreciate your attention to these issues and welcome the opportunity to discuss them further as we work toward responsible, long-term solutions for the District and the citizens we serve.

Our staffing model further illustrates the pressure on operations. The District currently has 71 total positions. These are broken down as follows:

Commissioners	3
Administrative Chief Officers	2
Administrative Staff (Administrative Assistant, Finance Manager, Human Resources Manager (unfilled), and Executive Assistant)	4
Part-time positions (Volunteer Coordinator, IT Support Technician, Fire Code Technician)	3
Maintenance Supervisor	1
Facilities Technician	1
Mechanics	2
Battalion Chiefs	3
Captains	10
Firefighter Paramedics	22
Firefighter/EMT	20
<b>Total Compensated Positions</b>	<b>71</b>