Service Driven Through Excellence and Innovation

UNITY - COMPASSION – INTEGRITY – COURAGE - HONOR

Board of Commissioners' Meeting

November 3, 2026

Clallam County Fire District 3

323 N Fifth Ave., Sequim, Washington 98382
360-683-4242, Fax: 360-683-6834
www.ccfd3.org

Bill Miano
Michael Mingee
Jeffrey Nicholas
Commissioners

Justin Grider, Fire Chief

Board of Commissioners Meeting Agenda

November 3, 2026

Call to Order
Pledge of Allegiance
Changes to the Agenda
Public Comment

Consent Agenda:

1.) Regular Meeting Minutes, October 6th, 2026
2.) Claims and Payroll

Next Meeting – November 17th, 2026

Good of the Order –

Regular Business:

Reports – Fire Chief Report

Agenda Bill 1: 2027 Draft Budget

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

BOARD OF COMMISSIONERS – MEETING MINUTES

October 20, 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 Bill Miano, and Jeff Nicholas, Fire Chief Justin Grider, Deputy Chief Tony Hudson, Finance Manager Misty Shaw, District Secretary Lori Coleman, Battalion Chief Stefanie Anderson, Human Resource Manager Charles Clarke, Firefighter/Paramedics Brent Lovell and Erik Payne, and Maintenance Supervisor Tharin Huisman, Online were: Commissioner Mike Mingee, Admin Assistant Caity Karapostoles, Volunteer Coordinator Chris Lovering, Captains Travis Anderson, Marc Lawson and Kolby Konopaski, Firefighter/Paramedic Bryce McGinley, Firefighter/EMT Libby Swanberg, Facilities Technician John Brygider, Mechanics Steve Phillips and Brad Schroeder, reporter Matt Nash, anonymous, and citizen Joel McKeen.

Changes to the Agenda – After discussion about this being a very large agenda and potentially tabling topics to save time, there were no agenda changes made.

PUBLIC COMMENT – None.

CONSENT AGENDA

1.) Regular Meeting Minutes, October 6th, 2026
2.) Volunteer Pay - $$32,585.00
3.) Claims
Accounts Payable Claim check numbers 114097 through 114139 dated October 20, 2026, totaling $182,327.23; Payroll EFTs and IRS Deposit for Monthly Payroll dated October 9, 2026, totaling $981,219.21 for a disbursement grand total equaling $1,163,546.44.

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

Next Meetings – November 2nd, 2026 – Special Board Meeting
November 3rd, 2026 – Regular Board Meeting – Chief Grider will attend remotely.

Pre-Authorizing Commissioner Activities – Commissioner Mingee and Nicholas will attend the WFCA Conference in Spokane this week.

GOOD OF THE ORDER –

Chief Grider reported –

- With the recent line-staff vacancies, he intends to promote a captain to a captain floater position beginning January 1, 2027. Interviews have been conducted, and an appointment is pending.

Battalion Chief Reports– Battalion Chief Anderson reported –

- Attended a Battalion Chief, an Operations, and a Commissioner meeting in September.
- Battalion Chiefs continue to backfill staffing as necessary and fill the upstaffing positions.
- Ten training requests were submitted and approved; arrangements for these classes are ongoing.
- Continues to work on scheduling quarterly training for career and volunteers with VC Lovering.
- Probationary members continue to progress on their task books across all shifts.
- Firefighting testing was held on the 17th and 18th of September. Twenty-two candidates were tested, and fifteen of those were invited to the Chief's Interviews. The District has offered five conditional offers to those who were successful. The testing required twenty-one evaluators and support staff.
- The transition continues to the Blue Card program. All captains and some acting captains have completed the online coursework, and a few captains/battalion chiefs recently completed the three-day IC Course. This training is ongoing.
- Preparations for training in 2027 are underway.

Agenda Bill 1: Station 31 CUP and Design – Commissioner Mingee presented the attached proposal for professional services, preliminary site drawings, and estimated costs for a Conditional Use Permit (CUP) for the property on Gold Dust Lane for a new Station 31. Commissioner Mingee also stated that he wants to continue research and discussions regarding Station 32 upgrades, stating that DC Hudson and Maintenance Supervisor Huisman are aware of the work to be completed. Commissioner Miano moved, and Commissioner Nicholas seconded, to approve spending $68,000 to fund the CUP design for Gold Dust Lane property for a potential new Station 31. **MOTION CARRIED**.

Agenda Bill 2: Vehicle Replacement Plan Presentation - Maintenance Supervisor Tharin Huisman presented an Apparatus Replacement Plan, including an overview of the current fleet, replacement guidelines established by AP Triton and NFPA 1910, funding needs, and proposed apparatus purchases for 2027 and 2028. He advised against refurbishing apparatus that are 18 years or older, noting that while refurbishment may initially cost less than purchasing new or used equipment, the remaining service life is uncertain and represents a significant risk. He also noted that replacement parts for several older apparatus are difficult, if not nearly impossible, to obtain. Finance Manager Misty Shaw reviewed the 2027 budget request, which currently includes $750,480 to replace one tender and one ambulance, and transfer remaining funds for future fleet purchases. She stated that the presentation illustrates how far behind the District is in updating its fleet. Using AP Triton's point-based evaluation scale, which recommends replacement at 28 points, the District has apparatus rated as high as 72 points. Commissioners requested that the plan be returned for further discussion when additional time is available, potentially during a special meeting. Commissioner Mingee stated that the proposed 2027 funding amount appears reasonable but that he is not prepared to make decisions regarding replacements beyond 2027 at this time**. INFORMATION ONLY. NO ACTION TAKEN.**

Agenda Bill 3: US101 Simdars Interchange Project – Chief Grider reported that the interchange at Simdars Road has been identified by the City of Sequim and Washington Department of Transportation as incomplete from the previous project. He reported that Phase I of the project was completed and Phase II was to finish the westbound and eastbound exit/entry ramps and construct a frontage road connecting Happy

Valley Road and Palo Alto Road. The new initiative being pursued is to separate Phase II into two phases and emphasize completing the interchange project while placing the frontage road into the final phase. The District identified this area in the Capital Improvement Plan for an eastside fire station, and the Chief has been supportive of this project. Chief Grider is seeking concurrence from the Board to continue partnering with these agencies to ensure that this is a priority; the Board concurs. **INFORMATION ONLY. NO ACTION TAKEN.**

Agenda Bill 4: Fire Chief Vacancy – Chief Grider reported that at the September 15th, 2026, board meeting, he informed the Board that he does not intend to renew his contract. He will finish the contract term and asked the Board to direct staff with recruitment expectations. The Board reported that they will work with the Human Resource Manager to update the job description, posting, etc. for impending recruitment efforts for the position. **INFORMATION ONLY. NO ACTION TAKEN.**

Agenda Bill 5: 3Q 2026 Financial Reports – Finance Manger Misty Shaw reported that General and EMS property tax revenue is on track. At this time of year, the District usually receives about 63% of its yearly tax revenue. The increase from last year is mainly due to the levy lid lift. Grant revenue includes a $23,600 Washington DNR Wildfire Risk Reduction and Prevention grant. Timber sale revenue was higher than expected but the County is projecting no timber revenue for 2027. Ambulance service revenue is up 58% from last year because of payment timing, higher transport rates, and favorable changes to the Olympic Ambulance contract. Overall revenue is meeting expectations. Expenses are also generally on track, although some areas are higher than last year. Increased costs include election-related commissioner expenses; legal, technology, and other administrative services; overtime, wages, benefits, protective gear, and resident transport billing credit in Suppression and EMS; Fire Code Technician hours and grant-funded prevention purchases; wildland deployment costs; and the use of CERT donation funds. Vehicle costs increased due to enterprise services, fuel, wages, and benefit costs, while facility costs increased slightly. All other expense categories were reviewed, and no major concerns were identified. FM Shaw showed two graphs through September 30th, 2026: one was for revenue and the other was for expenditures; the graphs primarily showed that 91% of revenue is due to property tax collection and the majority of the expenditures are from fire suppression and EMS. **INFORMATION ONLY. NO ACTION TAKEN.**

Commissioner Miano called for an 8-minute break at 2:25, returning at 2:30.

Agenda Bill 6: Budget Workshop – 2027 Draft Proposed Budget – Finance Manager Misty Shaw presented the draft 2027 budget. She briefly reviewed the 2027 revenue forecast, noting that the largest percentage change was in the Grant Fund line item due to the HazMat Grant that is expected to be received in 2027. She noted that there are increases in Charges for services that are primarily due to mechanic services and wildland deployments. Ambulance services revenue increased by 150% to reflect current activity and increased rates. Miscellaneous categories showed a 25% reduction largely due to the decrease in investment interest. She added that the general levy rate will be $1.50 in 2027; the CPI inflator that was built into the levy of 4.5% was not realized because of the $1.50 cap and relatively flat assessed property values. She noted that there are no new staff added to the budget for 2027, although one position will be changed in rank when the captain floater position is filled. The board discussed the 2027 draft budget as presented and asked that staff add an area that budgets for fees and fines, keep the 4% apparatus replacement budget, and include 2.7% of property tax revenue to be used for capital. Commissioner Mingee added that he believes the fundamental structural problem for the district relies solely on the service delivery model and he expects to see significant change in 2027. **INFORMATION ONLY. NO ACTION TAKEN.**

EXECUTIVE SESSION

Chairman Miano called for an Executive Session beginning at 3:10 p.m., expected to last for sixty-five (65) minutes, returning at 4:15 p.m. 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, and Fire Chief Justin Grider. At 3:33 p.m., Commissioner Miano invited Human Resource Manager Charles Clarke to attend. Commissioner Miano called the meeting back into Regular Session at 4:15 p.m. No action was taken during the Executive Session.

ADJOURNMENT

Commissioner Miano called for adjournment at 4:17 p.m.

_____	_____
Bill Miano, Chairman	Michael Mingee, Vice Chairman
_____	_____
Jeffrey Nicholas, Commissioner	Attest: Lori Coleman, District Secretary

CLALLAM COUNTY FIRE DISTRICT 3

Agenda Bill No: Consent 2

Subject:	Approval of Claims and Payroll for the period ending	Tuesday, November 3, 2026
Attachments:	Accounts Payable Claims & Payroll Registers	
Date:	Tuesday, November 3, 2026	
Prepared By:	Misty Shaw, Finance Manager	
Approved By:	Justin Grider, Fire Chief	
Discussion:	Approval of regular claims and payroll expenses as follows:	

for Monthly Draw and Quarterly Volunteer Points		
dated:		October 23, 2026
Totaling:	$	29,210.35
Accounts Payable Claim Numbers:		114140-114177
dated:		November 3, 2026
Totaling:	$	313,723.49
Total Accounts Payable Claims and Payroll:	$	342,933.84

Recommended Action:

Recommended Motion:

Move to approve EFTs and Accounts Payable Claim Numbers:		114140-114177
For a Disbursement Grand Total of:	$	342,933.84

CHECK REGISTER

Clallam County FD 3 Time: 09:15:43 Date: 10/29/2026

11/03/2026 To: 11/03/2026 Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
2294	11/03/2026	Claims	1	114140	A-1 AUTO PARTS, INC	562.42	Stock Wiper Blades; Stock Antifreeze/Coolant; F31 Hose Clamp; F56 Parts; F71/Stock Oil Filters
2295	11/03/2026	Claims	1	114141	ACE PEST CONTROL INC	483.50	Pest Control Service - ST31; Pest Control Services - ST32; Pest Control Services - ST37; Pest Control Services - ST35; Pest Control Services - ST34; Pest Control Services - Admin; Pest Control Service
2296	11/03/2026	Claims	1	114142	AETTA ARCHITECTS, PC	14,686.00	Station 33 A&E Services through September 2026; Station 33 PM & CA Services through September 2026
2297	11/03/2026	Claims	1	114143	AG INVESTIGATIONS LLP	1,049.41	Career Background - Bruner
2298	11/03/2026	Claims	1	114144	AIR EXCHANGE, INC.	4,003.81	ST34 Plymovent Fan Wheel and Labor; ST34 Plymovent Parts; ST37 Plymovent Fan Wheel
2299	11/03/2026	Claims	1	114145	ALL BATTERY SALES & SERVICE, INC.	1,653.75	Golf Cart Batteries
2300	11/03/2026	Claims	1	114146	ANGELES ELECTRIC INC.	2,464.51	ST34 Pressure Washer Installation; ST33 Pressure Washer Installation
2301	11/03/2026	Claims	1	114147	THOMAS A BOCK BAGLEY CREEK OUTFITTERS	1,865.38	Uniforms; Uniforms; Uniforms - Clarke
2302	11/03/2026	Claims	1	114148	BICKFORD MOTORS	636.32	A41 Exhaust Valve
2303	11/03/2026	Claims	1	114149	CARDINAL HEALTH 112, LLC	906.08	EMS Supplies
2304	11/03/2026	Claims	1	114150	CDW GOVERNMENT	9,016.92	VMWare VSphere - 1 Year
2305	11/03/2026	Claims	1	114151	CENTURYLINK	1,291.67	Landline Services
2306	11/03/2026	Claims	1	114152	CITY OF PORT ANGELES	96,825.00	Dispatch Services - Q4 2026
2307	11/03/2026	Claims	1	114153	CLALLAM COUNTY PUBLIC WORKS DEPT	208.72	Shop/Classroom Sewer; ST33 Sewer; Shop/Classroom Sewer
2308	11/03/2026	Claims	1	114154	CLALLAM COUNTY PUD	4,407.69	ST35 Electricity; ST37 Electricity; 305 N 5th Ave House Electricity; ST34 Electricity; Admin Ste C Electricity; Admin Ste E Electricity; ST32 Water and Electricity; Classroom Water and Electricity; Sh
2309	11/03/2026	Claims	1	114155	CSD ATTORNEYS AT LAW P.S.	648.00	Legal Services - ST33 - Sep 2026
2310	11/03/2026	Claims	1	114156	CURVATURE LLC	21,871.15	Catalyst 9300 Network Switch, Access Points, and Wireless Controller
2311	11/03/2026	Claims	1	114157	HAVIS INC.	382.16	F79 Connector
2312	11/03/2026	Claims	1	114158	HEALTH CARE LOGISTICS, INC.	293.84	Narcotic Box Tags
2313	11/03/2026	Claims	1	114159	L.N.CURTIS & SONS	2,035.63	Structure Boots (3)
2314	11/03/2026	Claims	1	114160	LIFE ASSIST, INC.	1,485.15	EMS Supplies; EMS Supplies
2315	11/03/2026	Claims	1	114161	MCKESSON MEDICAL SURGICAL	450.64	EMS Supplies; EMS Supplies; EMS Supplies
2316	11/03/2026	Claims	1	114162	MES SERVICE COMPANY, LLC	1,077.96	Phenix Helmets (2)
2317	11/03/2026	Claims	1	114163	PETROCARD INC.	6,770.59	Pennzoil Automatic Transmission Fluid Drum; Bulk Gasoline and Diesel
2318	11/03/2026	Claims	1	114164	PUBLIC SAFETY TESTING, INC.	3,850.00	Annual Subscription for Pre-Employment Testing Program Admin & Related Prof Svcs - 06.09.2026-06.08.2027
2319	11/03/2026	Claims	1	114165	SHERWIN-WILLIAMS	724.62	Paint for Flow Prop
2320	11/03/2026	Claims	1	114166	SILKE COMMUNICATIONS	1,189.88	Radio Repair

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
2321	11/03/2026	Claims	1	114167	STERICYCLE, INC.	69.04	EMS Disposal Fees
2322	11/03/2026	Claims	1	114168	STRYKER SALES LLC	123,799.49	EMS Supplies; LifePaks (2) Used; LifePak Components; LifePak Verizon Cards (2); Lucas Devices (3); Lucas Battery Charger; AED; AED Case
2323	11/03/2026	Claims	1	114169	SUMMIT LAW GROUP	3,657.50	Legal Services - General Labor - Sep 2026
2324	11/03/2026	Claims	1	114170	SYSTEMS DESIGN WEST, LLC	1,307.26	EMS Billing - Q3 2026
2325	11/03/2026	Claims	1	114171	TRUE NORTH EMERGENCY EQUIPMENT	85.15	Parts
2326	11/03/2026	Claims	1	114172	ULINE, INC.	334.69	GoJo Antibacterial Foam Dispensers (8) for Stations/Stock
2327	11/03/2026	Claims	1	114173	CELLULAR VERIZON WIRELESS	2,834.82	Cellular Services - 09.09.2026-10.08.2026 - LifePak; Cellular Services - 09.09.2026-10.08.2026
2328	11/03/2026	Claims	1	114174	VESTIS GROUP, INC	100.26	Cleaning services - mats - ST33; Cleaning services - mats and microfiber wipers - ST34; Cleaning services - mats and laundry - Shop; Cleaning services - mats - ST37
2329	11/03/2026	Claims	1	114175	WASHINGTON WATER SERVICE COMPANY	110.94	ST35 Water
2330	11/03/2026	Claims	1	114176	MICAH WILSON	159.65	Mileage and Toll Reimb - May 21 Captain Promotional Assessment Center Role Player
2331	11/03/2026	Claims	1	114177	ZOLL MEDICAL CORPORATION	423.89	EMS Supplies
		001 Maintenance & Operations				313,723.49	
							Claims: 313,723.49
						313,723.49	

CHECK REGISTER

Clallam County FD 3 Time: 10:08:10 Date: 10/20/2026

10/23/2026 To: 10/23/2026 Page: 1

Trans	Date	Type	Acct #	Chk #	Claimant	Amount	Memo
2257	10/23/2026	Payroll	2	EFT		2,886.68	October 2026 Draw
2258	10/23/2026	Payroll	2	EFT		2,690.62	October 2026 Draw
2259	10/23/2026	Payroll	2	EFT		3,327.85	October 2026 Draw
2260	10/23/2026	Payroll	2	EFT		761.39	October 2026 Draw
2261	10/23/2026	Payroll	2	EFT		2,388.70	October 2026 Draw
2262	10/23/2026	Payroll	2	EFT		1,392.60	October 2026 Draw
2263	10/23/2026	Payroll	2	EFT		490.85	October 2026 Draw
2264	10/23/2026	Payroll	2	EFT		2,201.25	October 2026 Draw
2265	10/23/2026	Payroll	2	EFT		2,365.20	October 2026 Draw
2266	10/23/2026	Payroll	2	EFT		2,274.81	October 2026 Draw
2267	10/23/2026	Payroll	2	EFT		929.98	October 2026 Draw
2268	10/23/2026	Payroll	2	EFT		725.00	October 2026 Draw
2269	10/23/2026	Payroll	2	EFT		1,397.43	October 2026 Draw
2270	10/23/2026	Payroll	2	EFT		2,388.70	October 2026 Draw
2271	10/23/2026	Payroll	2	EFT	IRS	2,989.29	941 Deposit for Pay Cycle(s) 10/23/2026 - 10/23/2026
		001 Maintenance & Operations				29,210.35	
						29,210.35	Payroll: 29,210.35

Fire Chiefs Report
11/03/2026

GOAL #1 – More efficient response matrix

The EMS division has put together a workgroup to evaluate the guidelines for call types (BLS-Service, BLS, ALS, etc.). This work continues with collaboration and data gathering, as they now have access to a test site to run scenarios to identify gaps and solidify response modeling in a safe practice area without affecting live CAD. A new presentation will be forthcoming at the next BoC meeting. Special operations and the CRR Battalion Chief is continuing work on the Strategic plan, and together, they are identifying and bringing forward meaningful changes and suggestions.

Olympic Ambulance: Goal #1 We are closely monitoring through positive diligence of our operations personnel in reporting issues and concerns. Through the reporting process, the MSO and EMS BC have been instrumental in follow-up, and Olympic Ambulance has been responsive in addressing needed adjustments. The collaboration between the two agencies is working positively.

GOAL #2 - Decentralized decision-making through organizational structure, and set milestones and deadlines for projects

The station alerting project is underway. Quail Electric, with Facilities, has ordered the equipment and will begin installation at the stations when it arrives. This is the front end of the project. On the back end, PenCom has agreed to run a virtual server; however, by doing so, the hardware will need to be located at District property and will network via radio, as they are not able to house the Locution hardware at Dispatch due to a lack of space. This will work but does involve other entities previously not engaged. Locution has reviewed that plan and is comfortable with it. Timelines are fluid, and Locution is confident that the system will work great. This project cannot happen fast enough. While the stations will have the digitized voice and lights, radios and pagers are to operate as normal.

Staffing – **GOAL # 3 -** We have three career personnel out on extended leave. Offers to three (3) firefighter/paramedics and two (2) firefighter/EMT have been extended. Projected start date with the Fire District was November 1, 2026, when they will enter into a brief orientation academy before they are released to shift. This will fill the recent staff vacancies that affect daily staffing (minus the extended leave personnel). We have received 3 resignations that were included in the hiring group and the position of a floater Captain/Paramedic.

Grant Updates –**GOAL #3:** Staff has applied for a SAFER Grant for 3 firefighter/paramedics or FF/EMTs. Staff also applied for the AFG grant for a breathing air compressor and buildout at the TOC*. We believe we were unsuccessful, and I have no official update as of today*.

GOAL # 4 - Continue to work on the Strategic Plan:

As mentioned earlier, the committees that feed the Standards of Cover for the Strategic Plan are underway. During the months of June and September, you received two presentations regarding the service delivery as supported by ICMA and NFPA 1750. Recognizing this, we are working to implement these steps and will codify them in an updated Strategic Plan. BC Turner has committed to continuing his work on the Standards of Cover document that will be the backbone for the Strategic Plan. This plan is scheduled to come before the Board as a draft on November 17, 2026.

Fire Chiefs Report
11/03/2026

GOAL # 5 - Continue to work on new Station 33 and 31 – Update today from Commissioner Mingee.

GOAL # 6 - Develop a fee schedule – I am continuing to work on this. A draft will be forthcoming. At the last BoC meeting, we discussed the implementation and direction of the fees for services that the District feels that we need to recover costs on. The BoC had agreed to raise the rates of services for fleet maintenance in August, and notices to those affected have been delivered ahead of other Districts' budgets. This new fee schedule for maintenance will begin in January 2027. In step with the policy, it is receiving updates from affected Divisions of the District (maintenance, EMS, and Training). The resolution is drafted, and both will be sent to general council for review before bringing it to the Board.

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.

Jamestown S'Klallam Tribe – **GOALS #4 and #6** – Dialogue is open, and we are working on establishing meetings and connections for our strategic plan, fees, and schedules. I have signed a letter of support for the tribe to assist in facilitating the new cell tower for the Carlsborg area. This work is still in progress, and it is our understanding that they have not been able to secure a "anchor host" for the tower; however, they are continuing in talks. This will assist us with communications by placing our radio equipment on it, thus improving communications for the area, and should strengthen our reach. Tribal leadership is still interested in assisting the District where they can and are supportive of our Mission.

County Emergency Management GOALS #4 and #6 – I continue to meet with EOC Staff monthly and work with them on courses and meetings. DC Hudson represented the District at the City of Sequim partners meeting and the County's Local Emergency Planning Committee in October.

Meetings and Activities for the Month of September–

- Continue with our meetings with Aetta Architects.
- Continue to represent with the Chamber of Commerce
- Represented the District at the 4th Annual Safety Fair. It was well attended, and I very much appreciate CERT volunteer Donna Stofoel's leadership in organizing it.
- Negotiations are back on with bargaining units
- Continue my one-on-one discussions with the Commissioners
- Attended meetings with Enduris and legal
- Represent the District regarding the Simdars interchange meeting as briefed at last BoC meeting.
- Met with Brown and Brown on Annual Review
- Conducted Captain interviews for the position of floater Captain/Paramedic postion
- Represented at ORCAA's Board of Directors Regional Meeting.
- Continue to represent the District with the City of Sequim Emergency Management
- Met with the District's legal team
- Met with Jamestown Healing Clinic team for the Advisory Meeting

- Continue weekly meetings with Chiefs of PAFD and C2FR
- Weekly meetings with DNR
- Met with District's Legal Council
- Several personnel meetings held
- Attended the WFCA conference
- Budget and preparatory meetings
- Work with staff on PRR
- Continue to meet with AP Triton
- Continue to hold Staff and Battalion Chief Meetings
- Labor/Management Meeting
- Represented at PenCom Advisory Board
- Continue work on DRS claims
- Represented the District on the East Clallam County CERT Association Board

Community Project Updates –

No new updates to report on as 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*

- **Second phase of the Willow Creek subdivision off of Carisbrook Ave and Broadmoor Estates. Unknown how many homes at this writing.*
- 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 by a year.
- 16-bed inpatient facility – Jamestown property on 7 acres behind Costco
    - Progress is well underway and close to opening
- 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 7th 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. 7th 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 3rd phase of this development
- Foothills-Bell Creek – Proposed 90 lots between 3rd Ave and 7th 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 building with 36 1-bedroom apartments, with additional common space and a laundry room.

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
- *** This development has been approved**- Carlsborg Manufactured Homes on Atterberry and Hooker. 66 single-family manufactured homes

NO NEW COUNTY UPDATES

Property Updates – Local properties of issue

In the Press:

FD3 responded to many emergency incidents over the past week. Fire Prevention “MONTH” continues to fill our daily activities.

FD3 is busy with smoke alarm education/installation events, station visits for our local preschoolers, fire extinguisher training for local businesses, and wildfire mitigation with the Firewise USA® program.

All fire prevention practices paid off when crews responded to a residential structure fire in the Carlsborg area. A juvenile, playing with a butane lighter without a child safety control, ignited multiple items in the home. The fires were mostly extinguished when an older sibling used the available fire extinguisher, buying the much-needed time to evacuate safely and for firefighters to arrive. Practice fire safety every day.

The burn ban was lifted on October 1, 2026, and the reporting of nuisance burn complaints saw an uptick in activity. This included one notable illegal fire up above the Blyn community on October 11.

Please visit our website at ccfd3.org for more fire prevention tips & local burn regulations.

As always, we are here for you and want you to be safe out there!

~Chris

Fire Chiefs Report
11/03/2026

Nothing new to report

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 **11/03/2026**

To: Board of Commissioners

From: Justin Grider, Fire Chief; Tony Hudson, Deputy Fire Chief & Misty Shaw, Finance Manager

Subject: 2027 Draft Budget

Recommendation: The staff is seeking Board Direction on the recommended 2027 spending so that the 2027 budget can be finalized.

Background: Staff has prepared the 2027 draft budget in accordance with District policy and known recommendations from the Board.

Discussion: The Chiefs and the Finance Manager will present and discuss the details of the 2027 draft budget. Staff will also outline how the 2027 budget meets District Policy requirements and present estimated ending fund balances for 2026 and 2027.

Attachments: 2027 Revenue & Expenditure Forecasts
2027 Staffing Summary
2027 Planned Capital Expenditures
Apparatus Replacement Plan from Adopted CIP Plan
2027 Ongoing Revenue vs. Ongoing Expenses
2026/2027 Projected Ending Fund Balances by Fund Category
2027 Draft Budget Detail (staff working copy)

Alternatives: The Board can choose to add and/or reduce income and expenditures, or approve the draft budget as presented for adoption on November 17th.

Fiscal Considerations: The annual budget review by the Board is the most significant financial activity of the year and has a direct impact on 2027 operations and the financial stability of the District.

Impact to the Community: The Public is better served when the District finances are managed in accordance with District Policy and when expenditures are planned in a deliberate and diligent manner.

Clallam County Fire District 3
2027 Revenue Forecast - Proposed

	2026 Revenue, Adopted	2027 Revenue, Proposed	Amount Change	Percentage Change	Notes
Taxes					
General Property Tax	$ 14,822,000	$ 15,250,000	$ 428,000	2.89%	*Preliminary AV at $1.50 max (incl $203k new construction)*
EMS Property Tax	$ 3,448,000	$ 3,512,000	$ 64,000	1.86%	*Includes 1% increase & $46k new construction*
Leasehold Excise Tax	$ 10,500	$ 10,000	$ (500)	-5%	*Decrease based on current activity*
Timber Excise Tax	$ 18,000	$ 16,000	$ (2,000)	-11%	*Decrease based on current activity*
Total Taxes	$ 18,298,500	$ 18,788,000	$ 489,500	2.68%	
Grant Revenue	$ 775	$ 95,835	$ 95,060	12266%	*$95k HazMat grant; $835 trauma grant*
Charges For Services	$ 169,200	$ 202,700	$ 33,500	20%	*Incr in mechanic services and wildland based on trend and historical activity; Record JSKT gaming contribution*
Ambulance Services	$ 200,000	$ 500,000	$ 300,000	150%	*Increase based on current activity and rates*
Miscellaneous	$ 483,600	$ 376,110	$ (107,490)	-22%	*Includes investment interest, sale of surplus (2027 surplus of $75k) and other*
Sale of County Timber	$ 35,400	$ -	$ (35,400)	-100%	*Budgeted Amount is per Policy 6010; Based on County projections 08.2026*
Total	**$ 19,187,475**	**$ 19,962,645**	**$ 775,170**	**4.04%**	

Clallam County Fire District 3
2027 Expense Forecast - Proposed

Department	2026 Adopted	2027 Proposed	Amount change	Percentage Change	Notes
Commissioners	$ 72,393	$ 169,852	$ 97,459	135%	*Incr due to election costs*
Administration	$ 2,180,703	$ 2,413,736	$ 233,033	11%	*Significant incr in leave payouts and incr in IT services and software offset by decr in HR recruiting, computer hardware, and training*
Volunteers	$ 283,007	$ 219,459	$ (63,548)	-22%	*Decr in PPE and training*
Suppression	$ 2,520,566	$ 2,469,406	$ (51,160)	-2%	*Incr in benefit costs and overtime offset by decr in PPE, training, and radios/pagers*
Risk Reduction	$ 67,429	$ 100,072	$ 32,643	48%	*Addition of arson gas detector; small incr in equip maintenance, Incr in operating supplies ($25k grant funded - Title III Firewise)*
EMS	$ 11,006,596	$ 11,574,781	$ 568,185	5%	*Incr in benefit costs, overtime, and transport resident credit offset by decr in operating supplies and training; Addition of Stryker ProCare contracts prev unbudgeted*
TEMS	$ 6,000	$ 1,000	$ (5,000)	-83%	*Decr in small tools/equip and training*
Wildland	$ 85,050	$ 80,800	$ (4,250)	-5%	*Incr in overtime offset by decr in PPE, operating supplies, and small tools/equip*
Tech Rescue	$ 21,700	$ 5,200	$ (16,500)	-76%	*Decr in tools, operating supplies, PPE, and training*
HazMat	$ 8,000	$ 65,500	$ 57,500	719%	*Incr in small tools and equip ($65k grant funded)*
Emergency Management	$ 6,000	$ 22,000	$ 16,000	267%	*Incr in small tools/equip and training*
Facilities	$ 657,913	$ 762,340	$ 104,427	16%	*Incr in benefit costs and building maint (incl $78k ST34 apron drain); Addition of Locution annual software*
Vehicles	$ 606,885	$ 597,345	$ (9,540)	-2%	*Incr in benefit costs; decr in overtime, training, and outside maintenance*
Capital & Debt Svc	$ 1,536,019	$ 1,495,531	$ (40,488)	-3%	*See capital expenditures page for details*
Total	$ 19,058,261	$ 19,977,021	$ 918,760	5%	

Clallam County Fire District 3
2027 Proposed Budget
Staffing Summary - Page 1 of 2

2027 Proposed Budget - Headcount

Position	2026 Current Staffing	2027 Planned Staffing	Change	Notes
Battalion Chief	3	3	0	
Captain	10	11	1	1 PM moved to Floating Cpt
FF/PM	22	21	-1	3 Starting 11/2026
FF/EMT	20	20	0	2 Starting 11/2026
Chief	2	2	0	
Admin, IT, Finance & HR	5	5	0	
Maintenance / Vehicles	4	4	0	
Volunteer Program	1	1	0	
Prevention	1	1	0	
Legislative	3	3	0	
Total Personnel	71	71	0	

Clallam County Fire District 3

2027 Proposed Budget

Staffing Summary - Page 2 of 2

2027 Proposed Budget Salary & Benefit Costs

Position	Number	Average Cost	Total Cost
Battalion Chief	3	$ 470,306.63	$ 1,410,919.90
Captain	11	$ 251,992.67	$ 2,771,919.39
FF/PM	21	$ 230,204.78	$ 4,834,300.28
FF/EMT	20	$ 184,346.82	$ 3,686,936.33
2933Maint	4		$ 666,784.82
Non-Rep	12		$ 1,689,895.15
Total	71		$ 15,060,755.87

Non-Represented Staff

Headcount	Member	Position	FTE Status
1	Miano	Commissioner	n/a
1	Mingee	Commissioner	n/a
1	Nicholas	Commissioner	n/a
1	Grider	Fire Chief	1
1	Hudson	Deputy Chief	1
1	Clarke	Human Resources Manager	1
1	Shaw	Finance Manager	1
1	Coleman	Executive Assistant	1
1	Karapostoles	Administrative Assistant	1
1	McKenzie	Fire Code Technician	0.67
1	Koehler	IT Technician	0.40
1	Lovering	Volunteer Coordinator	0.75
12			8

Clallam County Fire District 3
2027 Proposed Budget
Capital Expenditures

Item / Project		Estimated Cost
Purchases in Apparatus Replacement Plan		
Tender Used (New in Plan)	$	500,000
Ambulance Type II (Used Type I in Plan)	$	200,000
Ambulance Remount (2026)	$	-
Mechanic Vehicle (2026)	$	-
Maintenance Supervisor Vehicle (2026)	$	-
Fire Chief Vehicle (2026)	$	-
Forklift (2026)	$	-
Rescue (2027)	$	-
Brush (2027)	$	-
Rehab Ambulance Used (2027)	$	-
Capital Contribution	$	50,480
Total in Plan	$	750,480
Facility & Equipment		
Admin Copier Operating Lease	$	3,700
Subscription-Based Information Technology Arrangements	$	21,976
Admin Office Capital Lease	$	36,737
EMS Station Vault/MedVaults	$	50,000
Training Center Improvements	$	35,000
HazMat Trailer (grant funded)	$	30,000
New Station 33 Development	$	100,000
LifePak Yr 5	$	61,064
Capital Contribution for Future Station (2.7% of levy less above)	$	406,574
Total Facility & Equipment	$	745,051
Total Proposed Capital Expenditures	$	1,495,531

	Apparatus	ID #'s	Year	Make	Model	Mileage	Remount	Lifecycle	Considerations	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Notes
Aid/Medic Unit																				Used, maybe sooner if one located
	Aid 31 (Ambulance)	G-13	1999	Ford	E350	81837	0	volunteer 28 yrs	Consider purchasing used			$ 75,000								
	Aid 32 (Ambulance)	G-16	2003	Ford	E450	100421	0	volunteer 28 yrs	Consider used or "Cookie Cutter" or remount									$ 200,000		
	Aid 33 (Ambulance)	G-31	2019	Ford	F450	68193	1	10 yr to rechassis	Remount 2nd and final time (rewire)					$ 300,000						2025 Price: Remount 225,000, New:300K
	Aid 34 (Ambulance)	G-33	2023	Ford	F450	8068	1	10 yr to rechassis	Remount 2nd and final time (rewire)									$ 350,000		
	Aid 34A (Ambulance)	G-32	2022	Ford	F450	22177	1	10 yr to rechassis	Remount 2nd and final time (rewire)								$ 350,000			
	Aid 35 (Ambulance)	G-14	1999	Ford	E350	72003	0	volunteer 28 yrs			G-28 to A35									Surplus
	Aid 37 (Ambulance)	G-29	2018	Ford	F450	70089	1	10 yr to rechassis	Remount 2nd and final time (rewire)				$ 300,000							
	Rotator (Ambulance)	G-28	2016	Ford	E450	102409	0	10 yr to rechassis	Purchase new-move to A35		$ 350,000									
Pumper																				
	Engine 31	F-14	1995	Seagrave		76428		volunteer max 28 yrs	Surplus 2026											
	Engine 32	F-19	1994	Ford	E-One	19609		volunteer max 28 yrs	Consider used or "Cookie Cutter"						$ 200,000					To E35
	Engine 33	F-50	2008	Sutphen		90945		Career 15 yr max	Move to training in 2025											
	Engine 34	F-49	2008	Sutphen		87404		Career 15 yr max	Move to reserve 2025											To 35, Ft Garry
	Engine 35	F-15	1995	Ford	E-One	32010		volunteer max 28 yrs	Surplus 2026											F19 to 35
	Engine 37	F-31	2004	Frieghtliner	Fort Gerry	55076		Career 15 yr max	Move to E31 2026							$ 1,500,000				
	Rotator	F-35	2005	Freightliner	Fort Gerry	74610		Career 15 yr max	Move to E32 2025											
	Training	F-11	1986	Pierce	Arrow	79541			Surplus 2026											
Tender																				
	Tender 33	F-73	2022	Rosenbauer		3145		28 yrs												
	Tender 34	F-67	2016	Rosenbauer		5644		28 yrs												
	Tender 37	F-17	1992	Pierce	Arrow	43233		28 yrs				$ 725,000								Or remount F27
Ladder																				
	Ladder 34	F-56	2000	Sutphen		47730		28 yrs	75' straight stick				$ 1,750,000							
Rescue																				
	Resuce 34	F-22	1999	Freightliner	Superior	50986		28 yrs				$ 700,000								Remount or re-confure response (2 mini)
Brush																				
	Brush 33	F-25	1991	International	4700	78981		20 yr max	Replace with similar to F-77			$ 200,000								
	Brush 34	F-26	1991	International	4700	91932		20 yr max	Replace with similar to F-77					$ 200,000						
	Brush (NEW)	F-77	2025	Ford	F550	281		20 yr max	New-in service	New-in service 2025										
Command																				
	Command 301	F-59	2012	Ford	Explorer	142000		15 yr			$ 90,000								$ 110,000	
	Command 302	F-66	2014	Ford	Interceptor	75270		15 yr						$ 90,000						
	Command BC3	F-75	2023	Ford	F150 SSV	3737		Evaluate		New-in service 2025										Evaluate lifecycle each year and update
	Staff MSO	F-74	2023	Ford	F150 SSV	3328		Evaluate		New-in service 2025										
	Staff LAU	F-76	2023	Ford	F150 SSV	4068		Evaluate		New-in service 2025										
Specialty Vehicles																				
	Marine 34	F-37	2008	Ford	F250	96383		20 yr max							$ 150,000					
	Rescue Boat	F-62		Mercury																
	Boat Trailer	F-46		EZ Loader																
	Rescue 33	F-42	2006	Ford	F550	24815		25 yr max								$ 100,000				
	Tech Rescue	F-43	2006	Wells Cargo																
	Special Ops	F-24		Wells Cargo																
	Utility 33	G-23	2008	Ford	F250	130432			???											
	Utility 34	G-25	2012	Ford	F250	107171			???											
	Utility 37	F-44	2008	Ford	F250	120149			???											
	Rehab (Ambulance)	G-30		Ford	E450	453925			Used ambulance or ???			$ 75,000								
	Inspector	F-60	2012	Ford	Escape			20 yr max	Consider replacing w/electric (8 yr lifecycle)											
	Polaris UTV	F-63		Polaris	6x6			20 yr max	???											
	UTV Trailer	F-64																		
	MCI Bus	G-27		Freightliner		217434			???											
	Antique	F-16	1939	Ford																
Maintenance																				
	Shop/Mechanic	F-21	1999	Ford	F550	106788		15 yr max			$ 160,000									F550 w/Service body
	Facilities	F-71	2019	Ford	E350	25879		20 yr max												
	Maint Supervisor	F-33	2006	Ford	F-450	167250		20 yr max			$ 95,000									F450 w/service body
Motor Pool																				
	White Explorer	F-70	2019	Ford	Explorer	44017		20 yr max	Consider lifecycle of 3 yrs				$ 45,000			$ 50,000			$ 57,500	
	Van	F-34	2006	Ford	E350	60335		25 yr max	Consider lifecycle of 3 yrs				$ 70,000			$ 75,000			$ 82,500	
	Dodge Pickup	F-69	2000	Dodge	D1500	180060			To be replaced with F-33											
Misc.																				
	Dump Truck	F-38		International				As needed												
	Backhoe	F-39		John Deere	310E			As needed												
	Forklift	F-57		Hyster	50			As needed			$ 10,000					$ 10,000				
	Scissor Lift	F-58		Genie				As needed												
Trailers																				
	landscape Trailer	F-32		Big Tex				As Needed												
	Facility Maitnenance	F-65		Cargo Mate				As Needed												
	Lawn Maintenance	F-48		Cargo Mate				As Needed												
	Heavy Equipment	F-41		Eager Beaver				As Needed												
	Deckover 22'	F-51		PJ Trailers				As Needed												
	Pump Trainer	F-53						As needed			$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	
	Car Fire Prop	F-54						As needed												
	Burn Box Gooseneck	F-55						As needed												
	Light Tower	F-68						As needed												
	Dump Trailer	F-71		PJ Trailers				As needed												
	Prevention	F-78		Surrey				As needed												
Annual total										$ -	$ 710,000	$ 1,780,000	$ 2,170,000	$ 595,000	$ 355,000	$ 1,741,000	$ 356,000	$ 556,000	$ 256,000	

Annual Budget	$ 946,556
1st 5 yr annual budget	$ 1,122,000

NFPA 1900 Recommendations:
NFPA 1900 provides guidance on the lifecycle of fire apparatus, suggesting a transition from frontline service to reserve status after 15 years.

Reserve Status:
After 15 years, the apparatus can be used in reserve roles, like covering for other apparatus that are out of service or for major incidents.

Refurbishment:
NFPA 1912 suggests that apparatus older than 15 years should be evaluated for refurbishment.

Retirement:
After 25 years, the NFPA recommends retiring the apparatus from all service.

Key Point:
Consider alocating revenue from vehicle/apparatus sales to Capital Apparatus Replacement Plan

Clallam County Fire District 3
2027 Proposed Budget
Ongoing Revenue and Expenditures

The District's on-going expenses will be

supported by on-going revenues per SOP 6010 2.3

Total Budgeted Revenue	$	19,962,645
Less 2027 Revenue - one time in nature	$	(170,835)
Total Ongoing Revenue	$	19,791,810
Total Budgeted Expenditures	$	19,977,021
Less 2027 Operating Expenditures - one time in nature	$	(172,000)
Less Capital Expenditures (excl reoccurring)	$	(972,054)
Total Ongoing Expenditures	$	18,832,967
Ongoing Revenue over Ongoing Expenditures	$	958,843

2027 Fund Balance Rollforward - Based on Proposed Budget 11.03.2026

2027 Proposed Budget - Projected Ending Fund Balances

	Operations & Maintenance and EMS Fund	Capital Reserve Fund (Assigned)	Employee Liability Fund (Assigned) *per SOP 6010 2.5.2*	Total all Funds
Total Anticipated Ending Fund Balance at 12.31.2026	**$ 6,232,045**	**$ 4,357,437**	**$ 1,078,000**	**$ 11,667,482**
Projected Revenue - 2027	**$ 19,832,645**	**$ 130,000**	**$ -**	**$ 19,962,645**
Planned Expenditures - 2027				
Operating	**$ 18,481,490**			**$ 18,481,490**
Capital - In Apparatus Replacement Plan		**$ 700,000**		**$ 700,000**
Capital - Other	**$ 338,477**	**$ -**		**$ 338,477**
Total Planned Expeditures - 2027	**$ 18,819,967**	**$ 700,000**	**$ -**	**$ 19,519,967**
Net from 2027 Activity	**$ 1,012,678**	**$ (570,000)**	**$ -**	**$ 442,678**
Fund Transfers				
* **Transfer to Capital for Apparatus Inlcuded in Expenditures**	**$ (50,480)**	**$ 50,480**		**$ -**
* **Transfer to Capital Station Build Included in Expenditures**	**$ (406,574)**	**$ 406,574**		**$ -**
Transfer to Capital for Apparatus	**$ (700,000)**	**$ 700,000**		**$ -**
Total Anticipated Ending Fund Balance 12.31.2027	**$ 6,087,669**	**$ 4,944,491**	**$ 1,078,000**	**$ 12,110,160**
Assigned Reserve for Contingency - 17% *per SOP 6010 2.5.1*	**$ 3,162,844**			
Total Assigned Reserve	**$ 3,162,844**	**$ 4,944,491**	**$ 1,078,000**	**$ 9,185,335**
Minimum Unassigned Fund Balance for Cash Flow - 15% *per SOP 6010 2.4*	**$ 2,790,745**			**$ 2,790,745**
Anticipated Additional Unassigned Fund Balance at 12.31.2027	**134,079**	**$ -**	**$ -**	**134,079**

* Transfer included in fund transfers and not in expenditures on roll forward but appear in expenditures in budget to ensure ongoing funding.

2027 PROPOSED BUDGET CHANGES

Clallam County FD 3

001 Maintenance & Operations

Revenues	2026 Budget	2027 Proposed	Difference		Remarks
310 Taxes					
311 10 00 001 PROPERTY TAXES - GENERAL FUND	14,822,000.00	15,250,000.00	428,000.00	102.9%	Shaw - Preliminary AV at $1.50 (incl $103k new construction ($135M)
337 20 00 000 LEASEHOLD EXCISE TAX	8,000.00	5,000.00	(3,000.00)	62.5%	Shaw - historic trend and YTD
337 40 00 000 TIMBER EXCISE & PRIVATE HARVESTTAX	14,000.00	12,000.00	(2,000.00)	85.7%	Shaw - historic trend and YTD
310 Taxes	14,844,000.00	15,267,000.00	423,000.00	102.8%	
330 State Generated Revenues					
333 10 00 000 FEDERAL IND DEPT OF AG GRANTS	0.00	0.00	0.00	0.0%	
333 97 05 000 FEDERAL IND DHS GRANTS-OTHER	0.00	0.00	0.00	0.0%	
333 97 06 000 FEDERAL IND DHS GRANTS-SAFER - VC	0.00	0.00	0.00	0.0%	
333 97 07 000 FEDERAL IND DHS GRANTS - AFG	0.00	0.00	0.00	0.0%	
334 00 40 000 STATE GRANTS - Offc of Financial Mgmt	0.00	0.00	0.00	0.0%	
334 02 30 000 STATE GRANTS - DEPT NATURAL RESOURCES	0.00	0.00	0.00	0.0%	
334 03 10 000 STATE GRANTS - DEPT OF ECOLOGY	0.00	95,000.00	95,000.00	0.0%	Shaw - HazMat Grant
334 04 90 000 STATE GRANTS - DEPT OF HEALTH	0.00	0.00	0.00	0.0%	
337 00 00 000 LOCAL GOVERNMENT GRANTS	0.00	0.00	0.00	0.0%	
337 00 00 095 Sale Of County Timber O&M	26,900.00	0.00	(26,900.00)	0.0%	Shaw - Based on County projections
330 State Generated Revenues	26,900.00	95,000.00	68,100.00	353.2%	
340 Charges For Services					
342 21 00 000 FIRE CONTROL SERVICES	2,800.00	12,800.00	10,000.00	457.1%	Shaw - school district pmts per student + JSKT gaming contribution

001 Maintenance & Operations

Revenues	2026 Budget	2027 Proposed	Difference		Remarks
340 Charges For Services					
342 21 01 000 FIRE SERVICES - DNR WILDLAND	85,000.00	87,400.00	2,400.00	102.8%	Shaw - OT budgeted plus 15%
342 21 02 000 FIRE SERVICES - STATE MOBE & Other	0.00	0.00	0.00	0.0%	
342 21 03 000 FIRE SRVS - VEHICLE MAINT.	50,000.00	65,000.00	15,000.00	130.0%	Shaw - historic trend and YTD
342 21 04 000 NON-EMERGENT FIRE SVC-FALSE ALRM/STANDBY	0.00	1,000.00	1,000.00	0.0%	Shaw - Fire False Alarms and Fire Standby
342 40 00 000 PROTECTIVE INSPECTION SERVICES	27,400.00	30,000.00	2,600.00	109.5%	Shaw - 1/2 of FCT position at 0.667 FTE - City of Sequim ILA
340 Charges For Services	165,200.00	196,200.00	31,000.00	118.8%	
360 Misc Revenues					
361 11 00 000 INVESTMENT INTEREST	200,000.00	120,000.00	(80,000.00)	60.0%	Shaw - lower int rates/fund bal; YTD trend
361 40 00 000 OTHER INTEREST	1,200.00	80.00	(1,120.00)	6.7%	Shaw - YTD trend
362 50 00 000 DNR OTHER THAN TIMBER	0.00	0.00	0.00	0.0%	
367 00 00 000 PRIVATE DONATION	0.00	0.00	0.00	0.0%	
369 10 00 000 SALE OF SURPLUS	0.00	0.00	0.00	0.0%	Shaw - None; See Sale of Capital Assets for material items
369 40 00 000 COURT RESTITUTION	0.00	0.00	0.00	0.0%	
369 91 00 000 OTHER MISC REVENUE	18,000.00	6,000.00	(12,000.00)	33.3%	Shaw - historic trend - purch card rebate, fuel rebates, other misc (much of prior years were sick leave buy-back for L&I claims)
360 Misc Revenues	219,200.00	126,080.00	(93,120.00)	57.5%	
380 Non Revenues					
382 90 00 000 Immaterial Fiduciary - Sales Tax Collected	0.00	0.00	0.00	0.0%	
380 Non Revenues	0.00	0.00	0.00	0.0%	
390 Other Revenues					
395 10 00 000 Sale of Capital Assets	100,000.00	75,000.00	(25,000.00)	75.0%	Hudson -
398 10 00 000 INSURANCE RECOVERIES	0.00	0.00	0.00	0.0%	

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Revenues	2026 Budget	2027 Proposed	Difference		Remarks
390 Other Revenues					
390 Other Revenues	100,000.00	75,000.00	(25,000.00)	75.0%	
397 Interfund Transfers					
397 00 00 002 Transfer In From EMS Fund 002	0.00	0.00	0.00	0.0%	
397 00 03 001 Transfer In from Capital Fund 003	0.00	0.00	0.00	0.0%	
397 Interfund Transfers	0.00	0.00	0.00	0.0%	
Fund Revenues:	15,355,300.00	15,759,280.00	403,980.00	102.6%	

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
589 90 00 001 Payroll Draws	0.00	0.00	0.00	0.0%	
589 90 00 002 Payroll Liability Benefit Account	0.00	0.00	0.00	0.0%	
522 Fire Control	0.00	0.00	0.00	0.0%	
580 Non Expenditures					
582 90 00 000 Immaterial Fiduciary - Sales Tax Remitted	0.00	0.00	0.00	0.0%	
588 00 00 000 PRIOR PERIOD ADJUSTMENT	0.00	0.00	0.00	0.0%	
588 80 00 000 PRIOR PERIOD ADJUSTMENTS	0.00	0.00	0.00	0.0%	
589 00 00 000 Replenishment Clearing	0.00	0.00	0.00	0.0%	
589 90 00 003 Payroll Liability Benefit Account	0.00	0.00	0.00	0.0%	
580 Non Expenditures	0.00	0.00	0.00	0.0%	
591 Debt Service					
591 22 00 020 Equipment Operating Lease	0.00	3,700.00	3,700.00	0.0%	Shaw - Canon Copier Lease at Admin
591 22 70 000 Software Based Info Tech Arrangements	0.00	21,976.00	21,976.00	0.0%	Shaw - Existing SBITAs
591 22 70 010 Office Lease	35,155.00	36,737.00	1,582.00	104.5%	Shaw - CPI LLC Admin Ste C & E Annual Lease with CPI incr per contract

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
591 Debt Service					
591 22 70 030 Redemption Of Long Term Debt - Debt Service: Principal	0.00	0.00	0.00	0.0%	Shaw - Pending Board Decisions
592 22 80 000 Interest And Other Debt Service Costs - Debt Service: Interest And Related Co	0.00	0.00	0.00	0.0%	Shaw - Pending Board Decisions
591 Debt Service	35,155.00	62,413.00	27,258.00	177.5%	
594 Capital Expenditures					
594 22 70 010 Equipment Lease	61,063.53	61,063.53	0.00	100.0%	Shaw - Lifepak Final Year
594 Capital Expenditures	61,063.53	61,063.53	0.00	100.0%	
597 Interfund Transfers					
597 00 00 003 Transfer To Capital Reserve Fund 003	400,000.00	406,574.00	6,574.00	101.6%	Shaw - Annual transfer pre-debt svc per Board direction of 2.7% of levy less budgeted station exp (exceeds budget policy)
597 00 00 004 Transfer To Emergency Reserve Fund 004	0.00	0.00	0.00	0.0%	
597 Interfund Transfers	400,000.00	406,574.00	6,574.00	101.6%	
100 Commissioners					
522 Fire Control					
522 11 10 010 REGULAR SALARIES	52,164.00	52,164.00	0.00	100.0%	Shaw -
522 11 20 010 SS/MEDICARE	3,990.55	3,990.55	0.00	100.0%	Shaw -
522 11 20 013 INDUSTRIAL INSURANCE	65.59	61.46	(4.13)	93.7%	Shaw -
522 11 20 015 UNEMPLOYMENT - PFML	323.33	485.96	162.63	150.3%	Shaw -
522 11 20 017 UNIFORMS	600.00	600.00	0.00	100.0%	Shaw -
522 11 31 020 OPERATING SUPPLIES	0.00	0.00	0.00	0.0%	Shaw -
522 11 41 030 PROFESSIONAL SERVICE	0.00	0.00	0.00	0.0%	Shaw -
522 11 43 010 TRAVEL-BUSINESS EXCEPT LODGING	500.00	500.00	0.00	100.0%	Shaw - no change
522 11 43 020 TRAVEL-BUSINESS LODGING	1,500.00	1,000.00	(500.00)	66.7%	Shaw - reduction based on trend

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 11 45 050 COUNTY ELECTIONS	0.00	100,000.00	100,000.00	0.0%	Shaw - Commissioner, Levy/Bond?
522 11 49 010 DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,500.00	5,800.00	300.00	105.5%	Shaw - WFCA & OPFCA +6%
522 11 49 090 OTHER MISCELLANEOUS	250.00	250.00	0.00	100.0%	Shaw - no change
522 45 43 010 BOARD TRAINING TRAVEL EXCEPT LODGING	2,500.00	0.00	(2,500.00)	0.0%	Shaw -
522 45 43 020 BOARD TRAINING TRAVEL-LODGING	2,500.00	2,500.00	0.00	100.0%	Shaw - no change
522 45 49 020 REGISTRATIONS/TUITION - BOARD	2,500.00	2,500.00	0.00	100.0%	Shaw - no change
522 Fire Control	72,393.47	169,851.97	97,458.50	234.6%	
100 Commissioners	72,393.47	169,851.97	97,458.50	234.6%	

150 General Administration

522 Fire Control					
522 12 10 010 REGULAR SALARIES	945,427.89	917,393.53	(28,034.36)	97.0%	Shaw -
522 12 10 013 EDUCATION INCENTIVE	0.00	0.00	0.00	0.0%	Shaw -
522 12 10 016 OVERTIME	29,941.12	18,404.99	(11,536.13)	61.5%	Shaw -
522 12 10 017 DEFERRED COMPENSATION	18,000.00	18,000.00	0.00	100.0%	Shaw -
522 12 10 030 WAGE IN LIEU OF MEDICAL INSURANCE	64,800.00	43,200.00	(21,600.00)	66.7%	Shaw -
522 12 20 010 SS/MEDICARE	15,813.01	20,577.27	4,764.26	130.1%	Shaw -
522 12 20 011 PERS/LEOFF	59,566.09	64,844.39	5,278.30	108.9%	Shaw -
522 12 20 012 HRA VEBA	0.00	76,058.64	76,058.64	0.0%	Shaw -
522 12 20 013 INDUSTRIAL INSURANCE	22,035.51	22,168.19	132.68	100.6%	Shaw -
522 12 20 014 MEDICAL INSURANCE	79,848.18	87,075.36	7,227.18	109.1%	Shaw -
522 12 20 015 UNEMPLOYMENT	4,657.61	6,353.39	1,695.78	136.4%	Shaw -
522 12 20 016 LEAVE BUYOUT	32,383.50	240,110.04	207,726.54	741.5%	Shaw -
522 12 20 017 UNIFORMS	2,450.00	2,450.00	0.00	100.0%	Shaw -
522 12 31 020 OPERATING SUPPLIES	14,000.00	12,000.00	(2,000.00)	85.7%	Shaw - historical trend and YTD

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 12 31 022 COMPUTER HARDWARE & PERIPHERALS	53,750.00	20,000.00	(33,750.00)	37.2%	Hudson -
522 12 41 000 PROFESSIONAL SERVICES	77,650.00	62,950.00	(14,700.00)	81.1%	Shaw - Newsletter(2)/Flyer printing $11250; Background Checks (8) $10,800; FF Testing $1,400; Other $2,000, Brown&Brown $22.5k, Public Safety Testing $15k
522 12 41 010 CCFD ANNUAL BANQUET	4,000.00	4,500.00	500.00	112.5%	Grider - increase due to venue change
522 12 41 013 RECOGNITION	4,000.00	3,500.00	(500.00)	87.5%	Grider - history and YTD
522 12 41 020 LEGAL SERVICES	35,000.00	75,000.00	40,000.00	214.3%	Grider - reduction from YTD due to forecasting
522 12 41 031 HUMAN RESOURCES	35,000.00	0.00	(35,000.00)	0.0%	Grider - No known recruiting
522 12 41 032 MEDICAL EXAMS - CAREER	50,000.00	55,000.00	5,000.00	110.0%	Grider - history and YTD; $25k cardiac, $5k mental health; added $10k new staff
522 12 41 080 IT/NETWORK CONSULTANT	47,480.00	72,600.00	25,120.00	152.9%	Hudson - Increase in usage HelperTek, Jacobson
522 12 42 020 CELLULAR SERVICE	36,000.00	36,000.00	0.00	100.0%	Hudson - no change
522 12 42 030 POSTAGE	11,000.00	10,000.00	(1,000.00)	90.9%	Grider - history and YTD
522 12 42 040 ADVERTISING	2,000.00	5,000.00	3,000.00	250.0%	Grider - Prep for levies and/or bond
522 12 42 050 ISP / HOSTING	14,000.00	14,000.00	0.00	100.0%	Hudson - no change
522 12 43 010 TRAVEL-BUSINESS EXCEPT LODGING	1,000.00	2,000.00	1,000.00	200.0%	Grider - Inflation of costs estimate
522 12 43 020 TRAVEL-BUSINESS LODGING	2,000.00	2,000.00	0.00	100.0%	Grider - history and YTD
522 12 45 050 COPY MACHINE	6,000.00	6,200.00	200.00	103.3%	Shaw - historic and YTD
522 12 46 010 GENERAL INSURANCE	342,000.00	326,000.00	(16,000.00)	95.3%	Shaw - Current policy + 5%
522 12 48 040 COMPUTER HARDWARE MAINT - EXTERNAL	2,500.00	2,500.00	0.00	100.0%	Hudson - no change
522 12 48 050 SOFTWARE MAINTENANCE - EXTERNAL	121,000.00	140,000.00	19,000.00	115.7%	Hudson -
522 12 49 010 DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,500.00	5,700.00	3,200.00	228.0%	Grider - WFCW/NFPA/ MS GFOA & CGFO/GFOAT , CC SHRM
522 12 49 040 COUNTY FINANCE SERVICES	1,600.00	1,650.00	50.00	103.1%	Shaw -
522 12 49 050 STATE AUDIT	18,300.00	19,500.00	1,200.00	106.6%	Shaw -
522 12 49 090 OTHER MISCELLANEOUS	8,000.00	8,000.00	0.00	100.0%	Grider - No Change
522 45 43 011 GEN ADMIN TRAINING TRAVEL EXCEPT LODGING	4,000.00	1,500.00	(2,500.00)	37.5%	Grider - Reduced per History

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 45 43 021 GEN ADMIN TRAINING TRAVEL-LODGING	5,000.00	5,000.00	0.00	100.0%	Grider - Addition of HR Manager
522 45 49 021 REGISTRATIONS / TUITION - General Admin	8,000.00	6,500.00	(1,500.00)	81.3%	Grider - Historical/Maintenance+New EE
522 Fire Control	2,180,702.91	2,413,735.80	233,032.89	110.7%	
150 General Administration	2,180,702.91	2,413,735.80	233,032.89	110.7%	
175 Volunteers					
522 Fire Control					
522 28 10 010 PROGRAM POINTS & SALARIES	173,996.39	176,320.01	2,323.62	101.3%	Shaw - Vol Points + Vol Coord
522 28 20 010 SS/Medicare - Volunteers	9,920.54	9,945.80	25.26	100.3%	Shaw -
522 28 20 011 PERS/LEOFF	3,051.17	3,188.41	137.24	104.5%	Shaw -
522 28 20 013 INDUSTRIAL INSURANCE	370.05	422.32	52.27	114.1%	Shaw -
522 28 20 015 UNEMPLOYMENT	338.93	532.32	193.39	157.1%	Shaw -
522 28 20 021 Volunteer Pension And Relief	5,936.00	6,160.00	224.00	103.8%	Shaw -
522 28 20 027 Uniforms - Volunteers	2,794.00	2,890.00	96.00	103.4%	Shaw -
522 28 31 021 Operating Supplies - Volunteers	500.00	500.00	0.00	100.0%	Grider - Historical/ No Change
522 28 35 011 PPE Supplies - Volunteers	60,000.00	0.00	(60,000.00)	0.0%	Hudson -
522 28 41 010 Prof Services - Volunteers	3,000.00	4,000.00	1,000.00	133.3%	Grider - Maintain
522 28 41 033 MEDICAL EXAMINATIONS - VOLUNTEERS	14,000.00	12,000.00	(2,000.00)	85.7%	Grider - Managing onboarding +cardiac screening $8k
522 28 43 011 Volunteer Business Travel Except Lodging	100.00	0.00	(100.00)	0.0%	Grider -
522 28 43 021 Volunteer Business Travel - Lodging	0.00	0.00	0.00	0.0%	Grider -
522 45 31 035 VOLUNTEER TRAINING SUPPLIES	1,000.00	1,000.00	0.00	100.0%	Grider - Historical/Maintenance
522 45 41 075 VOLUNTEER TRAINING-PROFESSIONAL SERVICES	0.00	500.00	500.00	0.0%	Grider - Vol. Coordinator Training
522 45 43 008 VOLUNTEER TRAINING TRAVEL-LODGING	1,000.00	0.00	(1,000.00)	0.0%	Grider -

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 45 43 009 VOLUNTEER TRAINING TRAVEL EXCEPT LODGING	2,000.00	0.00	(2,000.00)	0.0%	Grider -
522 45 49 019 VOLUNTEER TRAINING REGISTRATIONS/TUITION	5,000.00	2,000.00	(3,000.00)	40.0%	Grider - Reduction/History
522 Fire Control	283,007.08	219,458.86	(63,548.22)	77.5%	
175 Volunteers	283,007.08	219,458.86	(63,548.22)	77.5%	
200 Fire Suppression					
522 Fire Control					
522 21 10 010 REGULAR SALARIES	1,095,920.34	1,152,847.79	56,927.45	105.2%	Shaw -
522 21 10 011 EMT IV/FITNESS/PM STIPEND	6,784.99	8,388.41	1,603.42	123.6%	Shaw -
522 21 10 012 LONGEVITY	18,602.09	16,894.80	(1,707.29)	90.8%	Shaw -
522 21 10 013 EDUCATION INCENTIVE	14,543.28	15,434.02	890.74	106.1%	Shaw -
522 21 10 015 ACTING OFFICER STIPEND	5,697.34	5,570.80	(126.54)	97.8%	Shaw -
522 21 10 016 OVERTIME	175,003.32	213,455.96	38,452.64	122.0%	Shaw -
522 21 10 017 DEFERRED COMPENSATION	21,120.00	21,120.00	0.00	100.0%	Shaw -
522 21 10 018 HOLIDAY PAY	36,035.72	46,759.33	10,723.61	129.8%	Shaw -
522 21 10 019 MERP	7,920.00	7,920.00	0.00	100.0%	Shaw -
522 21 20 010 SS/MEDICARE	20,792.97	21,857.59	1,064.62	105.1%	Shaw -
522 21 20 011 PERS/LEOFF	76,288.69	80,194.76	3,906.07	105.1%	Shaw -
522 21 20 012 HRA/VBA	28,699.94	19,284.69	(9,415.25)	67.2%	Shaw -
522 21 20 013 INDUSTRIAL INSURANCE	125,052.13	129,806.63	4,754.50	103.8%	Shaw -
522 21 20 014 MEDICAL INSURANCE	228,043.88	264,953.11	36,909.23	116.2%	Shaw -
522 21 20 015 UNEMPLOYMENT	6,437.66	9,135.07	2,697.41	141.9%	Shaw -
522 21 20 016 PAID LEAVE CASH OUTS TO HRA	40,090.85	6,149.19	(33,941.66)	15.3%	Shaw -
522 21 20 017 UNIFORMS	8,120.00	8,120.00	0.00	100.0%	Shaw - incl 5 new hire
522 21 31 020 OPERATING SUPPLIES	30,000.00	15,000.00	(15,000.00)	50.0%	Hudson -
522 21 35 010 PPE OPERATING SUPPLIES	185,400.00	110,000.00	(75,400.00)	59.3%	Hudson -
522 21 35 020 RADIOS/PAGERS	20,000.00	5,000.00	(15,000.00)	25.0%	Hudson -
522 21 35 030 TOOLS/APPLIANCES	15,000.00	5,000.00	(10,000.00)	33.3%	Hudson -

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 21 41 011 PROFESSIONAL SERVICES	20,000.00	20,000.00	0.00	100.0%	Grider - historical/no change
522 21 43 010 BUSINESS TRAVEL EXCEPT LODGING	500.00	500.00	0.00	100.0%	Grider - historical
522 21 43 020 BUSINESS TRAVEL - LODGING	500.00	300.00	(200.00)	60.0%	Grider - historical
522 21 48 022 PPE MAINT & REPAIRS	45,000.00	18,000.00	(27,000.00)	40.0%	Hudson - Per estimate
522 21 48 050 SOFTWARE MAINTENANCE - EXTERNAL	5,000.00	3,000.00	(2,000.00)	60.0%	Hudson -
522 21 49 010 DUES/SUBSCRIPTIONS/MEMBERSHIPS	500.00	700.00	200.00	140.0%	Grider- NFPA/WFCA
522 21 49 030 PRINTING AND BINDING	0.00	0.00	0.00	0.0%	Grider -
522 21 49 050 RADIO DISPATCH	68,537.28	68,352.00	(185.28)	99.7%	Shaw/Grider - per PenCom with addnl EE
522 21 49 060 PSRN	8,975.35	9,161.73	186.38	102.1%	Shaw - per CCSO 08.04
522 21 49 090 OTHER MISCELLANEOUS	500.00	500.00	0.00	100.0%	Grider -
522 45 31 030 SUPPRESSION TRAINING SUPPLIES	36,000.00	36,000.00	0.00	100.0%	Hudson -
522 45 41 070 SUPPRESSION TRAINING PROF SERVICES	35,000.00	0.00	(35,000.00)	0.0%	Grider/Hudson -
522 45 43 012 SUPPRESSION TRAINING TRAVEL EXCEPT LODGING	10,000.00	5,000.00	(5,000.00)	50.0%	Grider/Hudson -
522 45 43 022 SUPPRESSION TRAINING TRAVEL - LODGING	27,500.00	35,000.00	7,500.00	127.3%	Grider/Hudson - $10k Fire Academy Lodging
522 45 49 022 REGISTRATIONS/TUITION - Fire Suppression	97,000.00	110,000.00	13,000.00	113.4%	Hudson - $20k Fire Academy (2)
522 Fire Control	2,520,565.83	2,469,405.88	(51,159.95)	98.0%	
200 Fire Suppression	2,520,565.83	2,469,405.88	(51,159.95)	98.0%	

225 Risk Reduction

522 Fire Control					
522 31 10 010 REGULAR SALARIES	47,888.92	50,043.94	2,155.02	104.5%	Shaw - FCT
522 31 10 013 Prevention Education Stipend	0.00	0.00	0.00	0.0%	Shaw -

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 31 10 016 OVERTIME	0.00	0.00	0.00	0.0%	Shaw -
522 31 10 017 DEFERRED COMPENSATION	0.00	0.00	0.00	0.0%	Shaw -
522 31 10 030 WAGE IN LIEU OF MEDICAL INSURANCE	0.00	0.00	0.00	0.0%	Shaw -
522 31 20 010 SS/MEDICARE	694.39	725.64	31.25	104.5%	Shaw -
522 31 20 011 PERS/LEOFF	2,672.20	2,792.45	120.25	104.5%	Shaw -
522 31 20 013 INDUSTRIAL INSURANCE	3,076.72	2,993.96	(82.76)	97.3%	Shaw -
522 31 20 014 MEDICAL INSURANCE	0.00	0.00	0.00	0.0%	Shaw -
522 31 20 015 UNEMPLOYMENT	296.84	466.21	169.37	157.1%	Shaw -
522 31 20 016 SICK/VAC BUY OUT	0.00	0.00	0.00	0.0%	Shaw -
522 31 20 017 UNIFORMS	250.00	250.00	0.00	100.0%	Shaw -
522 31 31 020 OPERATING SUPPLIES	1,000.00	25,000.00	24,000.00	*****%	Grider - Title III Firewise Grant Funded (revenue in 2025)
522 31 43 010 BUSINESS TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Shaw -
522 31 43 020 BUSINESS TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Shaw -
522 31 48 020 EQUIPMENT MAINTENANCE - EXTERNAL	0.00	3,000.00	3,000.00	0.0%	Grider - Maintan
522 31 48 050 SOFTWARE MAINTENANCE - EXTERNAL	0.00	0.00	0.00	0.0%	Hudson -
522 31 49 010 DUES/SUBSCRIPTIONS/MEMBERSHIPS	750.00	1,000.00	250.00	133.3%	Grider - FPA/ FireWise
522 31 49 090 OTHER MISCELLANEOUS	500.00	500.00	0.00	100.0%	Grider - Historical/Maintenance
522 33 31 020 OPERATING SUPPLIES - INVESTIGATIONS	500.00	5,000.00	4,500.00	*****%	Grider - Arson Gas detector
522 41 31 020 OPERATING SUPPLIES - PUBLIC EDUCATION	6,800.00	6,800.00	0.00	100.0%	Hudson -
522 41 41 020 PROFESSIONAL SVCS - PUBLIC EDUCATION	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 017 TRAINING TRAVEL EXCEPT LODGING - Prevention / Education / Investigation	1,000.00	0.00	(1,000.00)	0.0%	Hudson -

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Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 45 43 027 TRAINING TRAVEL - LODGING - Prevention / Education / Investigation	1,000.00	0.00	(1,000.00)	0.0%	Hudson -
522 45 49 027 REGISTRATIONS / TUITION - Prevention/Education/Investigation	1,000.00	1,500.00	500.00	150.0%	Hudson -
522 Fire Control	67,429.07	100,072.20	32,643.13	148.4%	
225 Risk Reduction	67,429.07	100,072.20	32,643.13	148.4%	
300 EMS					
522 Fire Control					
522 22 10 010 REGULAR SALARIES	5,753,581.80	6,052,450.87	298,869.07	105.2%	Shaw -
522 22 10 011 EMT IV/FITNESS/PM STIPEND	35,621.18	44,039.15	8,417.97	123.6%	Shaw -
522 22 10 012 LONGEVITY	97,660.96	88,697.72	(8,963.24)	90.8%	Shaw -
522 22 10 013 EDUCATION INCENTIVE	76,352.21	81,028.61	4,676.40	106.1%	Shaw -
522 22 10 015 ACTING OFFICER STIPEND	29,911.06	29,246.69	(664.37)	97.8%	Shaw -
522 22 10 016 OVERTIME	918,767.43	1,120,643.76	201,876.33	122.0%	Shaw -
522 22 10 017 DEFERRED COMPENSATION	110,880.00	110,880.00	0.00	100.0%	Shaw -
522 22 10 018 HOLIDAY PAY	189,187.54	245,486.49	56,298.95	129.8%	Shaw -
522 22 10 019 MERP	41,580.00	41,580.00	0.00	100.0%	Shaw -
522 22 20 010 SS/MEDICARE	109,163.09	114,752.37	5,589.28	105.1%	Shaw -
522 22 20 011 PERS/LEOFF	400,515.62	421,022.49	20,506.87	105.1%	Shaw -
522 22 20 012 HRA/VBA	150,674.66	101,244.63	(49,430.03)	67.2%	Shaw -
522 22 20 013 INDUSTRIAL INSURANCE	656,523.68	681,484.81	24,961.13	103.8%	Shaw -
522 22 20 014 MEDICAL INSURANCE	1,197,230.36	1,391,003.81	193,773.45	116.2%	Shaw -
522 22 20 015 UNEMPLOYMENT	33,797.73	47,959.12	14,161.39	141.9%	Shaw -
522 22 20 016 PAID LEAVE CASH OUTS TO HRA	210,476.98	32,283.23	(178,193.75)	15.3%	Shaw -
522 22 20 017 UNIFORMS	37,380.00	37,380.00	0.00	100.0%	Shaw - incl 5 new hire
522 22 31 020 OPERATING SUPPLIES	175,000.00	140,000.00	(35,000.00)	80.0%	Hudson -
522 22 31 022 Drugs & Medications	0.00	0.00	0.00	0.0%	Shaw - all costs in EMS supplies
522 22 35 010 EMS PPE Operating Supplies	0.00	0.00	0.00	0.0%	
522 22 35 030 EMS Small Tools & Equipment	25,000.00	25,000.00	0.00	100.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 22 42 090 OTHER PROFESSIONAL SERV'S/ Transport Billing	8,000.00	7,800.00	(200.00)	97.5%	Shaw - $27.50+3%*275 transports
522 22 42 099 Transport Billing Credit	185,000.00	210,000.00	25,000.00	113.5%	Shaw - incr transports/contract chgs
522 22 43 010 BUSINESS TRAVEL EXCEPT LODGING	500.00	500.00	0.00	100.0%	Shaw -
522 22 43 020 BUSINESS TRAVEL - LODGING	250.00	250.00	0.00	100.0%	Shaw -
522 22 48 010 REPAIR & MAINTENANCE	1,000.00	36,000.00	35,000.00	*****%	Shaw/Hudson - Medical disposal $850, Stryker Procare Contracts $34.7k, Others $500
522 22 48 050 SOFTWARE MAINTENANCE - EXTERNAL	30,000.00	29,000.00	(1,000.00)	96.7%	Hudson - $4k CP FD3/PA Joint CoResponse Software
522 22 49 033 PRINTING & BINDING	600.00	600.00	0.00	100.0%	Shaw -
522 22 49 050 RADIO DISPATCH	359,820.72	358,848.00	(972.72)	99.7%	Shaw/Grider - per PenCom with addnl EE
522 22 49 060 PSRN	47,120.57	48,099.11	978.54	102.1%	Shaw - per CCSO 08.04
522 22 49 070 MEDICAL PROGRAM DIRECTOR	40,000.00	29,000.00	(11,000.00)	72.5%	Shaw - $300+$75/mo/PM
522 45 31 031 TRAINING SUPPLIES - EMS	18,000.00	18,000.00	0.00	100.0%	Hudson -
522 45 41 072 TRAINING PROF SERVICES - EMS	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 013 EMS TRAINING TRAVEL EXCEPT LODGING	16,000.00	500.00	(15,500.00)	3.1%	Hudson -
522 45 43 023 EMS TRAINING TRAVEL - LODGING	17,000.00	0.00	(17,000.00)	0.0%	Hudson -
522 45 49 023 REGISTRATIONS / TUITIONS - EMS	34,000.00	30,000.00	(4,000.00)	88.2%	Hudson -
522 Fire Control	11,006,595.59	11,574,780.86	568,185.27	105.2%	
300 EMS	11,006,595.59	11,574,780.86	568,185.27	105.2%	

350 TEMS

522 Fire Control					
522 25 31 020 OPERATING SUPPLIES	0.00	0.00	0.00	0.0%	Hudson -
522 25 35 030 SMALL TOOLS/MINOR EQUIPMENT	5,000.00	1,000.00	(4,000.00)	20.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 25 43 010 BUSINESS TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Grider -
522 25 43 020 BUSINESS TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Grider -
522 45 31 034 TEMS TRAINING SUPPLIES	1,000.00	0.00	(1,000.00)	0.0%	Hudson -
522 Fire Control	6,000.00	1,000.00	(5,000.00)	16.7%	
350 TEMS	6,000.00	1,000.00	(5,000.00)	16.7%	
400 Wildland					
522 Fire Control					
522 24 10 014 DIFFERENTIAL	1,800.00	1,800.00	0.00	100.0%	Shaw -
522 24 10 016 OVERTIME	72,250.00	76,000.00	3,750.00	105.2%	Shaw - wildland OT reimb by DNR
522 24 31 020 OPERATING SUPPLIES	1,000.00	0.00	(1,000.00)	0.0%	Hudson -
522 24 35 010 PERSONAL PROTECTIVE EQUIPMENT	7,500.00	0.00	(7,500.00)	0.0%	Hudson -
522 24 35 030 SMALL TOOLS/MINOR EQUIPMENT	2,500.00	1,500.00	(1,000.00)	60.0%	Hudson -
522 24 43 010 BUSINESS TRAVEL EXCEPT LODGING	0.00	500.00	500.00	0.0%	Hudson -
522 24 43 020 BUSINESS TRAVEL - LODGING	0.00	1,000.00	1,000.00	0.0%	Hudson -
522 24 48 020 EQUIPMENT MAINTENANCE - EXTERNAL	0.00	0.00	0.00	0.0%	Hudson -
522 45 31 033 TRAINING SUPPLIES - WILDLAND	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 015 WILDLAND TRAINING TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 025 WILDLAND TRAINING TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 49 025 REGISTRATIONS/TUITION - Wildland	0.00	0.00	0.00	0.0%	Hudson -
522 Fire Control	85,050.00	80,800.00	(4,250.00)	95.0%	

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
400 Wildland	85,050.00	80,800.00	(4,250.00)	95.0%	
450 Tech Rescue					
522 Fire Control					
522 23 10 014 DIFFERENTIAL	2,700.00	2,700.00	0.00	100.0%	Shaw -
522 23 31 020 OPERATING SUPPLIES	2,500.00	500.00	(2,000.00)	20.0%	Hudson -
522 23 35 010 PERSONAL PROTECTIVE EQUIPMENT	2,000.00	500.00	(1,500.00)	25.0%	Hudson -
522 23 35 030 TOOLS/APPLIANCES	10,000.00	0.00	(10,000.00)	0.0%	Hudson -
522 23 48 020 EQUIPMENT REPAIR & MAINTENANCE	1,500.00	0.00	(1,500.00)	0.0%	Hudson -
522 45 31 032 TRAINING SUPPLIES - TECH RESCUE	1,000.00	0.00	(1,000.00)	0.0%	Hudson -
522 45 43 014 TECH RESCUE TRAINING TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 024 TECH RESCUE TRAINING TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 49 024 REGISTRATIONS/TUITION - Tech Rescue	2,000.00	1,500.00	(500.00)	75.0%	Hudson -
522 Fire Control	21,700.00	5,200.00	(16,500.00)	24.0%	
450 Tech Rescue	21,700.00	5,200.00	(16,500.00)	24.0%	
500 HazMat					
522 Fire Control					
522 26 31 020 OPERATING SUPPLIES	1,500.00	500.00	(1,000.00)	33.3%	Hudson -
522 26 35 000 SMALL TOOLS/MINOR EQUIPMENT	6,500.00	65,000.00	58,500.00	*****%	Hudson - $65k Grant Funded
522 26 48 010 EQUIPMENT REPAIR & MAINTENANCE	0.00	0.00	0.00	0.0%	Hudson -
522 45 41 073 HAZ MAT TRAINING PROF SERVICES	0.00	0.00	0.00	0.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 45 43 018 HAZ MAT TRAINING TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 43 028 HAZ MAT TRAINING TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Hudson -
522 45 49 028 REGISTRATIONS/ TUITION - HAZ-MAT	0.00	0.00	0.00	0.0%	Hudson -
522 Fire Control	8,000.00	65,500.00	57,500.00	818.8%	
500 HazMat	8,000.00	65,500.00	57,500.00	818.8%	

610 Emergency Management

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 27 31 010 OPERATING SUPPLIES	6,000.00	3,000.00	(3,000.00)	50.0%	Grider - CERT
522 27 35 010 SMALL TOOLS/MINOR EQUIPMENT	0.00	10,000.00	10,000.00	0.0%	Grider - Support
522 27 43 010 BUSINESS TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Grider - No Change
522 27 43 020 BUSINESS TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Grider - No Change
522 45 31 036 EMER MNGT TRAINING SUPPLIES	0.00	5,000.00	5,000.00	0.0%	Grider - S-305 class
522 45 43 006 EMER MNGT TRAINING TRAVEL EXCEPT LODGING	0.00	0.00	0.00	0.0%	Grider - No Change
522 45 43 007 EMER MNGT TRAINING TRAVEL - LODGING	0.00	0.00	0.00	0.0%	Grider - No Change
522 45 43 016 DP&R TRAINING TRAVEL EXCEPT LODGING	0.00	3,000.00	3,000.00	0.0%	Grider - S305 class
522 45 49 061 REGISTRATION/TUITION - EMER MNGT	0.00	1,000.00	1,000.00	0.0%	Grider - S305 class
522 Fire Control	6,000.00	22,000.00	16,000.00	366.7%	
610 Emergency Management	6,000.00	22,000.00	16,000.00	366.7%	

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
700 Facilities					
522 Fire Control					
522 45 43 004 MAINT TRAINING TRAVEL EXCEPT LODGING	2,000.00	1,000.00	(1,000.00)	50.0%	Hudson -
522 45 43 005 MAINT TRAINING TRAVEL - LODGING	2,000.00	1,000.00	(1,000.00)	50.0%	Hudson -
522 45 49 004 REGISTRATION/TUITION - MAINTENANCE	2,000.00	0.00	(2,000.00)	0.0%	Hudson -
522 50 10 010 REGULAR SALARIES	209,743.63	220,231.08	10,487.45	105.0%	Shaw -
522 50 10 012 LONGEVITY	8,696.69	9,131.53	434.84	105.0%	Shaw -
522 50 10 013 EDUCATION INCENTIVE	0.00	0.00	0.00	0.0%	Shaw -
522 50 10 016 OVERTIME	22,112.12	21,275.28	(836.84)	96.2%	Shaw -
522 50 10 017 DEFERRED COMPENSATION	3,600.00	3,600.00	0.00	100.0%	Shaw -
522 50 10 030 WAGE IN LIEU OF MEDICAL INSURANCE	54,018.15	58,715.64	4,697.49	108.7%	Shaw -
522 50 20 010 SS/MEDICARE	4,282.02	4,483.44	201.42	104.7%	Shaw -
522 50 20 011 PERS/LEOFF	16,478.41	17,253.51	775.10	104.7%	Shaw -
522 50 20 012 HRA VEBA	600.00	600.00	0.00	100.0%	Shaw -
522 50 20 013 INDUSTRIAL INSURANCE	9,901.02	9,454.62	(446.40)	95.5%	Shaw -
522 50 20 014 MEDICAL INSURANCE	0.00	0.00	0.00	0.0%	Shaw -
522 50 20 015 UNEMPLOYMENT	1,417.90	2,038.36	620.46	143.8%	Shaw -
522 50 20 016 SICK BUYOUT	3,962.69	6,056.39	2,093.70	152.8%	Shaw -
522 50 20 017 UNIFORMS	900.00	900.00	0.00	100.0%	Shaw -
522 50 31 010 BUILDING MAINTENANCE - INTERNAL	35,000.00	35,000.00	0.00	100.0%	Hudson -
522 50 31 019 COVID-19 RESPONSE - SUPPLIES & OTHER	0.00	0.00	0.00	0.0%	
522 50 31 020 OPERATING SUPPLIES	35,000.00	25,000.00	(10,000.00)	71.4%	Hudson -
522 50 35 010 PERSONAL PROTECTIVE EQUIPMENT	1,000.00	1,500.00	500.00	150.0%	Hudson -
522 50 35 030 SMALL TOOLS/MINOR EQUIPMENT	7,500.00	7,500.00	0.00	100.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 50 35 040 FITNESS EQUIPMENT	5,000.00	0.00	(5,000.00)	0.0%	Hudson -
522 50 41 040 ARCHITECTURE/PLANNING/ENGINEERING	2,500.00	0.00	(2,500.00)	0.0%	Hudson -
522 50 42 010 TELECOMMUNICATIONS	25,000.00	18,000.00	(7,000.00)	72.0%	Shaw -
522 50 43 010 BUSINESS TRAVEL EXCEPT LODGING	0.00	100.00	100.00	0.0%	Shaw -
522 50 45 000 OPERATING RENTALS AND LEASE	6,500.00	2,000.00	(4,500.00)	30.8%	Shaw - Vending & Misc Lease of Equip, ST34 Copier Lease Complete
522 50 47 010 ELECTRICITY/WATER/SEWER	77,000.00	77,000.00	0.00	100.0%	Shaw -
522 50 47 040 PROPANE	24,000.00	29,500.00	5,500.00	122.9%	Shaw - Incr rates
522 50 47 050 CABLE TV	1,600.00	1,700.00	100.00	106.3%	Shaw - current +3%
522 50 47 060 REFUSE/RECYCLE	12,000.00	12,000.00	0.00	100.0%	Shaw -
522 50 48 010 BUILDING MAINTENANCE-EXTERNAL	75,000.00	152,500.00	77,500.00	203.3%	Hudson - $77,500 - ST34 Apron Drain
522 50 48 015 STATION ALARM MONITORING	4,100.00	3,800.00	(300.00)	92.7%	Shaw - current +3%
522 50 48 020 EQUIPMENT MAINTENANCE - EXTERNAL	2,500.00	2,500.00	0.00	100.0%	Hudson -
522 50 48 030 FITNESS EQUIP MAINTENANCE - EXTERNAL	2,500.00	2,500.00	0.00	100.0%	Hudson -
522 50 48 050 SOFTWARE MAINTENANCE-EXTERNAL	0.00	36,000.00	36,000.00	0.0%	Hudson - Locution SaaS
522 Fire Control	657,912.63	762,339.85	104,427.22	115.9%	
700 Facilities	657,912.63	762,339.85	104,427.22	115.9%	

725 Vehicles

522 Fire Control					
522 45 43 019 VEHICLE TRAINING TRAVEL EXCEPT LODGING	2,000.00	0.00	(2,000.00)	0.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 45 43 029 VEHICLE TRAINING TRAVEL - LODGING	2,000.00	0.00	(2,000.00)	0.0%	Hudson -
522 45 49 029 REGISTRATIONS / TUITION - Vehicles	2,000.00	2,000.00	0.00	100.0%	Hudson -
522 60 10 010 REGULAR SALARIES	194,396.58	209,488.08	15,091.50	107.8%	Shaw -
522 60 10 012 LONGEVITY	1,023.14	1,074.30	51.16	105.0%	Shaw -
522 60 10 013 EDUCATION INCENTIVE	1,023.14	1,074.30	51.16	105.0%	Shaw -
522 60 10 014 DIFFERENTIAL	6,300.00	6,300.00	0.00	100.0%	Shaw -
522 60 10 016 OVERTIME	7,370.70	1,089.68	(6,281.02)	14.8%	Shaw -
522 60 10 017 DEFERRED COMPENSATION	3,600.00	3,600.00	0.00	100.0%	Shaw -
522 60 10 030 WAGE IN LIEU OF MEDICAL INSURANCE	0.00	0.00	0.00	0.0%	Shaw -
522 60 20 010 SS/MEDICARE	3,197.76	3,370.29	172.53	105.4%	Shaw -
522 60 20 011 PERS/LEOFF	12,305.85	12,969.79	663.94	105.4%	Shaw -
522 60 20 012 HRA VEBA	600.00	600.00	0.00	100.0%	Shaw -
522 60 20 013 INDUSTRIAL INSURANCE	9,901.02	9,454.62	(446.40)	95.5%	Shaw -
522 60 20 014 Medical Insurance	57,940.74	63,155.47	5,214.73	109.0%	Shaw -
522 60 20 015 UNEMPLOYMENT	1,176.48	1,768.44	591.96	150.3%	Shaw -
522 60 20 016 SICK/VAC BUY OUT	0.00	0.00	0.00	0.0%	Shaw -
522 60 20 017 UNIFORMS	900.00	900.00	0.00	100.0%	Shaw -
522 60 31 010 REPAIR & MAINTENANCE - INTERNAL	95,000.00	100,000.00	5,000.00	105.3%	Hudson -
522 60 31 020 OPERATING SUPPLIES	17,000.00	7,500.00	(9,500.00)	44.1%	Hudson -
522 60 31 021 Enterprise Services - Cost Of Goods Sold	30,000.00	32,500.00	2,500.00	108.3%	Shaw - 50% of revenue
522 60 32 010 GAS/DIESEL	111,150.00	109,000.00	(2,150.00)	98.1%	Shaw -
522 60 35 010 PERSONAL PROTECTIVE EQUIPMENT	1,500.00	2,000.00	500.00	133.3%	Hudson -
522 60 35 030 SMALL TOOLS/MINOR EQUIPMENT	7,500.00	7,500.00	0.00	100.0%	Hudson -
522 60 41 050 GRAPHIC ARTS	10,000.00	0.00	(10,000.00)	0.0%	Hudson -

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
522 Fire Control					
522 60 43 010 BUSINESS TRAVEL EXCEPT LODGING	250.00	0.00	(250.00)	0.0%	Hudson -
522 60 48 010 REPAIR & MAINTENANCE - EXTERNAL	16,000.00	15,000.00	(1,000.00)	93.8%	Hudson -
522 60 48 020 EQUIPMENT MAINTENANCE - EXTERNAL	2,750.00	2,000.00	(750.00)	72.7%	Hudson -
522 60 48 050 SOFTWARE MAINTENANCE - EXTERNAL	10,000.00	5,000.00	(5,000.00)	50.0%	Hudson -
522 Fire Control	606,885.41	597,344.97	(9,540.44)	98.4%	
725 Vehicles	606,885.41	597,344.97	(9,540.44)	98.4%	
775 Capital Expenditures					
594 Capital Expenditures					
594 21 00 010 OTHER RESPONSE - CAPITAL	0.00	0.00	0.00	0.0%	Hudson -
594 22 60 001 STATION 34	185,000.00	0.00	(185,000.00)	0.0%	Hudson -
594 22 60 002 TENDER	0.00	500,000.00	500,000.00	0.0%	Hudson -
594 22 60 003 Ambulance	0.00	200,000.00	200,000.00	0.0%	Hudson -
594 22 60 004 EMERGENCY MEDICAL	70,000.00	50,000.00	(20,000.00)	71.4%	Hudson - Station vault, MedVaults
594 22 60 005 TRAINING CENTER	15,000.00	35,000.00	20,000.00	233.3%	Hudson - Training, Carport Trans, Connex pwr
594 22 60 006 Equipment Replacement (Radios)	30,000.00	0.00	(30,000.00)	0.0%	Hudson -
594 22 60 007 Other Capital	67,800.00	30,000.00	(37,800.00)	44.2%	Hudson - $30k HazMat Trailer (grant)
594 22 60 008 ST 33	0.00	0.00	0.00	0.0%	Hudson -
594 22 60 009 VEHICLE REPLACEMENT	642,000.00	50,480.00	(591,520.00)	7.9%	Hudson - MS recommend 4% of levy less those listed above
594 22 60 011 New Station 33 Development	15,000.00	100,000.00	85,000.00	666.7%	Hudson -
594 22 60 012 New Station 31 Development	15,000.00	0.00	(15,000.00)	0.0%	Hudson -
594 22 60 013 Land	0.00	0.00	0.00	0.0%	Hudson -
594 Capital Expenditures	1,039,800.00	965,480.00	(74,320.00)	92.9%	
775 Capital Expenditures	1,039,800.00	965,480.00	(74,320.00)	92.9%	

2027 PROPOSED BUDGET CHANGES

001 Maintenance & Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
Fund Expenditures:	19,058,260.52	19,977,020.92	918,760.40	104.8%	
Fund Excess/(Deficit):	(3,702,960.52)	(4,217,740.92)			

002 EMS Operations

Revenues	2026 Budget	2027 Proposed	Difference		Remarks
310 Taxes					
311 10 00 002 Real And Personal Property Taxes	3,448,000.00	3,512,000.00	64,000.00	101.9%	Shaw - PY Actual levy plus 1% max inc plus $46k new construction
337 20 00 002 EMS LEASEHOLD EXCISE TAX	2,500.00	5,000.00	2,500.00	200.0%	Shaw - historic trend and YTD
337 40 00 002 EMS TIMBER EXCISE & PRIVATE HARVEST TAX	4,000.00	4,000.00	0.00	100.0%	Shaw - historic trend and YTD
310 Taxes	3,454,500.00	3,521,000.00	66,500.00	101.9%	
330 State Generated Revenues					
334 04 90 002 STATE GRANTS (Dept Of Health)	775.00	835.00	60.00	107.7%	Shaw - Trauma Grant - historical ave
337 00 00 096 SALE OF COUNTY TIMBER EMS	8,500.00	0.00	(8,500.00)	0.0%	Shaw - Based on County projections
330 State Generated Revenues	9,275.00	835.00	(8,440.00)	9.0%	
340 Charges For Services					
342 21 00 002 EMS/CPR CLASS TUITION	2,000.00	2,000.00	0.00	100.0%	Shaw - historic trend and YTD
342 21 01 002 NON-EMERGENT EMS SERVICES	0.00	2,000.00	2,000.00	0.0%	Shaw - Lic Care Facility Lift Assists & Amb Standby
342 60 00 000 Ambulance Emergency Service Fees	200,000.00	500,000.00	300,000.00	250.0%	Shaw - Incr OA contract for PM on OA transports; YTD trend
369 91 00 002 Sale Of EMS Merchandise	2,000.00	2,500.00	500.00	125.0%	Shaw - CPR cards
340 Charges For Services	204,000.00	506,500.00	302,500.00	248.3%	
360 Misc Revenues					
361 11 00 002 EMS INVESTMENT INTEREST	60,000.00	45,000.00	(15,000.00)	75.0%	Shaw - lower int rates/fund bal; YTD trend
361 40 00 002 EMS OTHER INTEREST	400.00	30.00	(370.00)	7.5%	Shaw - YTD trend
362 50 00 002 DNR OTHER THAN TIMBER	0.00	0.00	0.00	0.0%	
367 00 00 002 EMS PRIVATE DONATION	0.00	0.00	0.00	0.0%	
360 Misc Revenues	60,400.00	45,030.00	(15,370.00)	74.6%	
Fund Revenues:	3,728,175.00	4,073,365.00	345,190.00	109.3%	

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks

002 EMS Operations

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
597 Interfund Transfers					
597 00 00 002 Transfer To Operations Fund 001	0.00	0.00	0.00	0.0%	
597 Interfund Transfers	0.00	0.00	0.00	0.0%	
Fund Expenditures:	0.00	0.00	0.00	0.0%	
Fund Excess/(Deficit):	3,728,175.00	4,073,365.00			

003 Capital Reserve

Revenues	2026 Budget	2027 Proposed	Difference		Remarks
360 Misc Revenues					
361 11 00 003 INVESTMENT INTEREST - CAPITAL RESERVE	104,000.00	130,000.00	26,000.00	125.0%	Shaw - lower int rates/higher fund bal; YTD trend
360 Misc Revenues	104,000.00	130,000.00	26,000.00	125.0%	
397 Interfund Transfers					
397 00 00 001 Transfer In From Operations Fund 001	400,000.00	406,574.00	6,574.00	101.6%	Shaw - Annual transfer pre-debt svc per Board direction of 2.7% of levy less budgeted station exp (exceeds budget policy)
397 Interfund Transfers	400,000.00	406,574.00	6,574.00	101.6%	
Fund Revenues:	504,000.00	536,574.00	32,574.00	106.5%	

Expenditures	2026 Budget	2027 Proposed	Difference		Remarks
597 Interfund Transfers					
597 00 00 005 TRANSFER FROM CAPITAL RESERVE	0.00	0.00	0.00	0.0%	
597 Interfund Transfers	0.00	0.00	0.00	0.0%	
Fund Expenditures:	0.00	0.00	0.00	0.0%	
Fund Excess/(Deficit):	504,000.00	536,574.00			

004 Compensated Balances Reserve

Revenues	2026 Budget	2027 Proposed	Difference		Remarks
397 Interfund Transfers					
397 00 00 004 Transfer In From Operations Fund 001	0.00	0.00	0.00	0.0%	
397 Interfund Transfers	0.00	0.00	0.00	0.0%	
Fund Revenues:	0.00	0.00	0.00	0.0%	
Fund Excess/(Deficit):	0.00	0.00			

Fund	Revenues 2026 Budget	Revenues 2027 Proposed	Revenues Difference		Expenditures 2026 Budget	Expenditures 2027 Proposed	Expenditures Difference	
001 Maintenance & Operations	15,355,300.00	15,759,280.00	403,980.00	102.6%	19,058,260.52	19,977,020.92	918,760.40	104.8%
002 EMS Operations	3,728,175.00	4,073,365.00	345,190.00	109.3%	0.00	0.00	0.00	0.0%
003 Capital Reserve	504,000.00	536,574.00	32,574.00	106.5%	0.00	0.00	0.00	0.0%
004 Compensated Balances Reserve	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%
Excess/(Deficit):	19,587,475.00	20,369,219.00	781,744.00	104.0%	19,058,260.52	19,977,020.92	918,760.40	104.8%